

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Cabinet

Date: Tuesday, 20th June, 2017

Time: 2.00 pm

Place: Committee Room 1 - Civic Suite

Contact: Colin Gamble

Email: colingamble@southend.gov.uk

A G E N D A

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Minutes of the Meetings held on Tuesday 14th March and 28th March 2017**
- 4 Notice of Motion - Muscular Dystrophy and Mobility**
Notice of Motion attached.
- 5 In-depth Scrutiny Final Report - Alternative Provision: Offsite Education Provision for Children & Young People**
Report of the Director of Legal & Democratic Services attached
- 6 In-depth Scrutiny Final Report - To investigate the case for additional enforcement resources for Southend**
Report of the Director of Legal & Democratic Services attached
- 7 Monthly Performance Report**
(circulated separately)
- 8 Corporate Plan and Annual Report**
Report of the Director of Transformation attached.
- 9 2016/17 Year End Performance Report**
Report of the Director of Transformation attached.
- 10 4th Tier/Group Manger Pay Review**
Report of the Director of Transformation attached.

- 11 **Annual Treasury Management Report - 2016/17**
Report of the Director of Finance and Resources attached.
- 12 **Capital Outturn Report 2016/17**
Report of the Director of Finance & Resources attached.
- 13 **Revenue Outturn Report 2016/17**
Report of the Director of Finance and Resources attached.
- 14 **Council Debt Position**
Report of the Director of Finance and Resources attached.
- 15 **Housing and Investment Company**
Report of the Director of Finance and Resources attached.
- 16 **RIPA Annual Report**
Report of the Director of Legal and Democratic Services attached.
- 17 **CYPP 2016/17 Annual Report/Children's Integration Plan**
Report of the Deputy Chief Executive (People) attached.
- 18 **School Admission Arrangements - Leigh Primary Schools Catchment Area and Public Consultation**
Report of the Deputy Chief Executive (People) attached.
- 19 **Grammar School (Strategy)**
Report of the Deputy Chief Executive (People) attached.
- 20 **Provision of Secondary School Places**
Report of the Deputy Chief Executive (People) attached.
- 21 **Tourism Strategy**
Report of the Deputy Chief Executive (Place) attached.
- 22 **Digital Strategy**
Report of the Deputy Chief Executive (Place) attached.
- 23 **Growth Strategy**
Report of the Deputy Chief Executive (Place) attached.
- 24 **The Official Feed & Food Service Plan**
Report of the Deputy Chief Executive (Place) to follow
- 25 **Community Infrastructure Levy**
Report of the Deputy Chief Executive (Place) attached.
- 26 **Minutes of the Senior Managers Pay Panel held on Tuesday 6th June 2017**
Minutes attached.
- 27 **Standing Order 46**
Report attached.

28 Exclusion of the Public

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

29 Gas Works

Report of the Deputy Chief Executive (Place) to follow

**30 Provision of Secondary School Places in Southend September 2019:
Proposed Free School Site**

Report of the Deputy Chief Executive (People) to follow

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Tuesday, 14th March, 2017

Place: Committee Room 1 - Civic Suite

Present: Councillor J Lamb (Chair)
Councillors A Holland (Vice-Chair), T Byford, J Courtenay, T Cox and L Salter

In Attendance: Councillors C Mulronee and P Wexham
J K Williams, A Lewis, A Atherton, J Chesterton, C Gamble, E Cooney, A Fiske, S Houlden, A Keating, J Lansley, Brin Martin and Robinson

Start/End Time: 2.00 - 2.45 pm

848 Apologies for Absence

Apologies for absence were received from Councillors Flewitt and Moring

849 Declarations of Interest

- (a) Councillor Holland – Agenda Item No.8 - HRA Development, Future Phases Update - Non-pecuniary interest : Son works for Council.
- (b) Councillor Lamb – Agenda Item No.16 – FLAG Report – Non pecuniary interest : Director of Leigh Port Partnership.
- (c) Councillor Mulronee – Agenda Item No.16 – FLAG Report – Non-pecuniary Interest : Director of Leigh Port Partnership, Chairman of Leigh-on-Sea Town Council, Member of Leigh Coastal Communities Team and Leigh Society.
- (d) Councillor Wexham – Agenda Item No.16 – FLAG Report - Non-pecuniary Interest – Director of Leigh Port Partnership.

850 Minutes of the Meetings held on 10th and 19th January and 14th February 2017

Resolved:-

That the Minutes of the Meetings held on Tuesday 10th and Thursday 19th January and Tuesday 14th February 2017 be confirmed as a correct record and signed.

851 Notice of Motion - International Holocaust Remembrance Alliance definition of anti-Semitism

At the meeting of Council held on 23rd February 2017, Members received a Notice of Motion proposing the adoption of the International Holocaust Remembrance Alliance definition of anti-Semitism. The motion was proposed by Councillor Walker and seconded by Councillor Byford (this had been referred to Cabinet in accordance with standing order 8.4).

Resolved:-

That the motion be adopted.

Reason for Decision

To respond to the notice of Motion

Other Options

None

Note:- This is an Executive Function
Eligible for call in to Policy and Resources Scrutiny Committee
Executive Councillor:- Moring

852 Monthly Performance Report

Resolved:-

That the submitted report be noted.

Note:- This is an Executive Function
Eligible for call in to all three Scrutiny Committees
Executive Councillor:- As appropriate to the item

853 Quarter Three Treasury Management Report - 2016/17

The Cabinet considered a report of the Chief Executive detailing the treasury management activity for both quarter three and the period from April to December 2016.

Recommended:-

1. That the Quarter Three Treasury Management Report for 2016/17, be approved.
2. That The Revised Minimum Revenue Provision Policy 2016/17, as set out at Appendix 3 to the submitted report (the changes to which are set out in Section 14) be approved.
3. That it be noted that Treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to December 2016.
4. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

5. That it be noted that an average of £49.2m of investments were managed in-house. These earned £0.21m of interest during this nine month period at an average rate of 0.57%. This is 0.34% over the average 7 day LIBID and 0.21% over the average bank base rate.
6. That it be noted that an average of £13.1m of investments were managed by our former external fund manager. These earned £0.14m of interest during this nine month period at an average rate of 1.37%. This is 1.14% over the average 7 day LIBID and 1.01% over the average bank base rate.
7. That it be noted that during September 2016 £22.7m was recalled from our former external fund manager and £15m was invested equally across two short dated bond funds and £5m was invested into an enhanced cash fund.
8. That it be noted that an average of £6.1m was managed by two short dated bond fund managers. This earned £0.22m since it was invested from a combination of an increase in the value of the units and income distribution, giving a combined return of 1.32%.
9. That it be noted that an average of £1.7m was managed by an enhanced cash fund manager. This earned £0.007m since it was invested at an average rate of 1.60%.
10. That it be noted that an average of £14.7m was managed by two property fund managers. This earned £0.278m during this nine month period from a combination of an increase in the value of the units and income distribution, giving a combined return of 2.50%.
11. That it be noted that the level of borrowing from the Public Works Loan Board (PWL) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m, GF: £150.8m) during the period from April to December 2016.
12. That it be noted that the level of financing for 'invest to save' capital schemes increased from £3.21m to £6.78m during the period from April to December 2016.

Reason for Decision

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2016/17 sets out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

Other Options

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

Note:- This is a Council Function.

Eligible for call-in to Policy and Resources Scrutiny Committee.

Executive Councillor :- Moring

854 Annual Procurement Plan

The Cabinet considered a report of the Deputy Chief Executive (People) setting out the Council's Annual Procurement Plan for 2017/18.

Resolved:-

That subject to the inclusion of the Water Maintenance Contract, the Annual Procurement Plan 2017/18, as set out in Appendix 1 to the submitted report, be approved.

Reason for Decision

Approval of the Annual Procurement Plan is a requirement of the Council's Constitution.

Other Options

None

Note:- This is an Executive Function.

Eligible for call-in to Policy and Resources Scrutiny Committee.

Executive Councillor :- Moring

855 HRA Development - Future Phases Update

The Cabinet considered a report of the Deputy Chief Executive (People) providing an overview of the future phases of the HRA Land Review Project and sought agreement to progress with the second phase of the project.

Recommended:-

1. That the following sites within Phase 2 of the HRA Land Review Project be brought forward for development:-
 - Rochford Road – 15 units
 - Audleys Close – 1 unit
2. That resident consultation be undertaken and that following completion of such exercise the Deputy Chief Executive (People), in consultation with the Portfolio Holder for Housing, Planning and Public Protection Services, be authorised to finalise the plans and submit a detailed planning application.
3. That the proposed method of funding for the project from the 2017/18 capital programme to be met from the HRA Capital Investment Reserve, be approved.
4. That further feasibility work be undertaken in respect of a number of sites that would form future phases of the HRA Land Review Project.

Reason for Decision

The development will have wider community benefits, ensure a longer term revenue income to the HRA and will meet the Council's ambition for building further affordable housing.

Other Options

1. Do Nothing – This option considered leaving the existing garage areas in their current underused state. This option would not increase community safety and reduce antisocial behaviour and its associated costs. It also would not meet the Council's ambition of developing further affordable housing in the Borough. Therefore it does not meet the Council's corporate priorities.
2. Transfer Land to a Registered Provider – This option would follow a development route used in previous projects to develop underused garage sites whereby land is transferred to a Registered Provider to develop the site in exchange for nominations rights in perpetuity. This approach means a loss of capital assets and potential future revenue income to the HRA.
3. Sale of Sites on the Open Market – This option would allow some of the sites to be sold on the open market with the receipts reinvested in the HRA, potentially to be used for future housing development phases. This approach would result in a loss of potential future revenue income to the HRA.

Note:- This is a Council Function.

Eligible for call-in to Policy and Resources Scrutiny Committee.

Executive Councillor :- Flewitt

856 School Places Report

The Cabinet considered a report of the Deputy Chief Executive (People) providing an update on the progress of a strategy for the provision of secondary school places as overseen by the School Places Working Party.

Resolved:-

1. That the recommendations made at the School Places Working Party (as set out in paragraph 2.2 of the submitted report and in 2-5 below), held on 6th February 2017, be noted and approved.

In order to meet the immediate need for secondary school places by September 2018:-

2. That the expansion discussions with Good and Outstanding Schools, be continued.

In order to meet the additional need for school places for September 2019:-

3. That an initial exploration takes place with a small number of Academy Trusts regarding a secondary free school.
4. That the exploration of expansion opportunities takes place with schools that currently require improvement.

5. That officers continue dialogue with faith schools regarding future expansion, where there is excess demand but places should be for Southend children only.

Reason for Decision

1. The need for school places from September 2018 is intended to be met by expansion of 'good or better' secondary schools.
2. Additional need from September 2019 is expected to be met through a successful free school application to the DfE.
3. Additional need from 2020 onwards is aimed to be met from expansions at currently underperforming schools (and faith schools if data evidences an increased cohort of Catholic pupil's resident within Southend).

Other Options

As set out in the submitted report.

Note:- This is an Executive Function.
Eligible for call-in to People Scrutiny Committee.
Executive Councillor :- Courtenay

857 Admission Arrangements annual update

The Cabinet considered a report of the Deputy Chief Executive (People) on the admission arrangements for community schools for the academic year 2018/19.

Resolved:-

That the final Admissions Arrangements for Community Schools for the academic year 2018/19, be noted.

Reason for Decision

The Council has a responsibility to determine in relation to school admissions the Admission Arrangements for Community Schools.

Other Options

None

Note:- This is an Executive Function.
Eligible for call-in to People Scrutiny Committee.
Executive Councillor :- Courtenay

858 Annual Education Report

The Cabinet considered a report of the Deputy Chief Executive (People) on the relative performance of Southend schools in the academic year 2015-16.

Resolved:-

That the draft Annual Education Report (AER), as set out in Appendix 1 to the submitted report, be noted and approved.

Reason for Decision

To ensure that Members are provided with a comprehensive overview of school standards and educational equality.

Other Options

None

Note:- This is an Executive Function.
Eligible for call-in to People Scrutiny Committee.
Executive Councillor :- Courtenay

859 School Term Dates

The Cabinet considered a report of the Deputy Chief Executive (People) setting out the proposed school term and holiday dates for the academic year 2018/19.

Resolved:-

That the school term and holiday dates for 2018/19, as set out in Appendix 1 to the submitted report, be approved.

Reason for Decision

As set out in the submitted report

Other Options

None

Note:- This is an Executive Function.
Eligible for call-in to People Scrutiny Committee.
Executive Councillor :- Courtenay

860 Smoke & Carbon Monoxide Alarm Enforcement

The Cabinet considered a report of the Deputy Chief Executive (People) providing an update on new legislation and regulations which have come in to force concerning new duties imposed on relevant landlords to provide and maintain smoke and carbon monoxide (CO²) alarms in privately rented properties.

Recommended:-

That all the enforcement powers under the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 be delegated to both the Deputy Chief Executive (People) and the Director of Adult Services and Housing and that paragraph 4.7 of

the Scheme of Delegation in Part 3 Schedule 3 to the Constitution be amended accordingly.

Reason for Decision

The Council has a legal responsibility to meet these new Regulations and Officers need to have Members agreement to introduce penalty charges if a landlord is in breach of the Regulations.

Other Options

The Council has no alternative but to comply with the Regulations, but it may decide not to introduce a penalty charge. However without the threat of a penalty charge it would weaken the Council's position to enforce the Regulations.

Note:- This is a Council Function.

Eligible for call-in to Policy and Resources Scrutiny Committee.

Executive Councillor :- Flewitt

861 Annual Public Health Report

The Cabinet considered a report of the Deputy Chief Executive (People) presenting the 2016 Annual Report of the Director of Public Health.

Resolved:-

That the content and recommendations of the 2016 Annual Report of the Director of Public Health, be noted.

Reason for Decision

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

Other Options

None.

Note:- This is an Executive Function.

Eligible for call-in to People Scrutiny Committee.

Executive Councillor :- Salter

862 Airport Business Park Report

The Cabinet considered a report of the Deputy Chief Executive (Place) on the progress of the Airport Business Park Southend (ABPS) development, specifically in relation to the Phase 1 works currently underway and the acceleration of Phase 2 works following the announcement of £19.89m from the Local Growth Fund (LGF) on 2 February 2017. The report sought agreement from Members for the appropriate delegations to enable the Phase 2 works to commence.

Resolved:-

1. That the progress of the Airport Business Park Southend development, including the commencement of the Phase 1 works, be noted and endorsed.
2. That the announcement of £19.89m Local Growth Fund (round 3) investment to enable the Phase 2 works, be noted.
3. That the following delegations to enable the phase 2 works to progress at pace and in line with funding conditions be approved :-
 - (i) That the Deputy Chief Executive (Place), in consultation with the Leader, be authorised to approve and submit a revised business case in order to draw down the funding from the South East Local Enterprise Partnership (SELEP) at the appropriate time.
 - (ii) That the Deputy Chief Executive (Place), in consultation with the Leader, be authorised to take all necessary steps to deliver the Innovation Centre including: commissioning feasibility work to develop a scheme, submission of a detailed planning application, commissioning construction and procuring an operator.
 - (iii) That the Deputy Chief Executive (Place), in consultation with the Leader, be authorised to agree the detailed planning applications for Phase 2 works and associated evidence and assessments, for submission to Rochford District Council and to enter into any relevant planning or highways agreements necessary to facilitate the development.
 - (iv) That the Deputy Chief Executive (Place), in consultation with the Leader, be authorised to undertake all necessary work to deliver the new rugby club clubhouse and any additional infrastructure as required by the scheme with Henry Boot Developments Ltd and their appointed contractors and to enter into all relevant documentation including the new lease to the Rugby Club to facilitate and complete the relocation of the Club.
4. That the Management Company function be established, as per the Development Management Agreement with Henry Boot Development Ltd, and to commit the necessary resources and appropriate Council representation for the company to commence operation.

Reason for Decision

The LGF announcement is significant for Southend not only in its value, as the largest allocation within SELEP, but also the scale of the infrastructure it will allow the Council to deliver and to do so more quickly than would otherwise have been possible or expected. A set of clearly defined delegated responsibilities are therefore needed in order to maintain this pace, meet the funding requirements and to deliver the Phase 2 works.

Other Options

None

Note:- This is an Executive Function.

Eligible for call-in to Place Scrutiny Committee.

Executive Councillors :- Lamb, Holland and Moring

863 FLAG Report

The Cabinet considered a report of the Deputy Chief Executive (Place) providing an update on the establishment of the North Thames Fisheries Local Action Group (FLAG).

The North Thames FLAG had been awarded £800k over 3 years (2017-2020) to deliver a range of projects against their 5 priority themes.

Resolved:-

1. That the North Thames Fisheries Local Action Group (FLAG) be supported given its potential to make a positive impact on the fisheries sector locally.
2. That the draft Partnership Agreement, as set out in Appendix 1 to the submitted report, be approved in principle and that authority be delegated to the Director of Regeneration and Business Development in consultation with the Portfolio Holder for Culture, Tourism and the Economy to agree the final Partnership Agreement and sign it on behalf of the Council.
3. That FLAG capital projects be forward funded by the Council up to a maximum of £120,000 p.a. (inc VAT) over 3 years which will be fully repaid in arrears and that authority be delegated to the Director of Finance and Resources and Director of Regeneration and Business Development in consultation with the Portfolio Holder for Culture, Tourism and the Economy to agree any financial contribution to the FLAG by the Council on a case by case basis.
4. That the initial Leigh Port feasibility study be funded by the Council at a total cost of £65k to be funded from the Business Transformation reserve which will be reimbursed by the FLAG in arrears following MMO approval.
5. That existing funding which is already within the Council's budget for related projects is used as match funding and/or to lever additional investment for FLAG projects where appropriate and relevant.

Reason for Decision

The fishing industry, while representing a small proportion of Southend's economy, is a significant contributor to the national shell fishing sector and plays an important role in the heritage, community and offer of Leigh-on-Sea. It has not benefitted from investment of this kind previously so this offers a unique opportunity to better tell the story of fisheries in Leigh while deriving the benefits outlined in paragraph 3.5 of the submitted report.

Other Options

The Council has the option to participate in the FLAG as set out in the Partnership Agreement, to seek alterations to the Partnership Agreement or to decline to support the FLAG. The latter of these options does not accord with the Council's prosperous corporate priority or its desire to support and enable community-led economic growth. Nor does it reflect the support provided by Members and officers in securing FLAG status. Officers have considered the Partnership Agreement and believe the roles and responsibilities set out in there are reasonable and that

proportionate and appropriate measures to manage the resource commitment to the FLAG can be put in place so that the partnership agreement can be signed and the FLAG formally supported by the Council.

Note:- This is an Executive Function.
Eligible for call-in to Place Scrutiny Committee.
Executive Councillor :- Holland

864 Gambling Policy Report

The Cabinet considered a report of the Deputy Chief Executive (Place) providing an update on the outcome of the formal consultation process in respect of the Gambling Licensing policy and set out a proposed final statement for the purposes of the Gambling Act 2005 (in order to meet the timetable for publication by 24th April 2017)

Recommended:-

1. That the Statement of Gambling Licensing Policy, set out in Appendix 2 to the submitted report, be adopted.
2. That amendments to the local area profile be delegated to the Director of Public Protection.

Reason for Decision

To enable the Council to comply with its statutory duty under Section 349 of The Gambling Act 2005.

Other Options

Should the Council fail to approve a final Statement of Policy, it will be in breach of its statutory duty under Section 349 of The Gambling Act 2005 which requires the policy to be reviewed. It is not considered that another option exists.

Note:- This is a Council Function.
Eligible for call-in to Place Scrutiny Committee.
Executive Councillor :- Flewitt

865 Standing Order 46

Resolved:-

That the submitted report be noted.

Note:- This is an Executive Function
Eligible for call-in as appropriate to the item
Executive Councillor:- As appropriate to the item

866 Exclusion of the Public

Resolved:-

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

867 Capital Re-development of Delaware, Priory and Viking

The Cabinet considered a report of the Deputy Chief Executive (People) on the above.

Resolved:-

1. That it be noted that the Outline Business Case (OBC) as set out at Appendix 1 to the submitted report has confirmed that the preferred option is the re-provision of the Viking Learning Disability Day Centre and the construction of a new 60 bed dual registered dementia care home, on a single site (Priory). The existing Avro (Viking) site and the Delaware site could then be sold.
2. That the capital investment and funding requirement for the re-development programme on the Priory site, be noted.
3. That the Local Authority Trading Company (LATC), Southend Care, will operate this new facility on the Priory site under a long term commercial lease from the Council. The Deputy Chief Executive (People) and the Director of Finance and Resources to be given delegated authority to negotiate and agree the lease with Southend Care and to authorise completion of the lease.
4. That the procurement for the design and build of the proposed development on the Priory site be commenced and that the Deputy Chief Executive (People) be granted delegated authority to instruct the contractor(s) in accordance with the award criteria.
5. That it be noted that that the proposed development on the Priory site is dependent upon the adjacent Priory school site being granted relevant permissions from the Department for Education

Reason for Decision

As set out in the submitted report

Other Options

As set out in the submitted report

Note:- This is an Executive Function.
Eligible for call-in to People Scrutiny Committee.
Executive Councillor :- Salter

Chairman: _____

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Cabinet

Date: Tuesday, 28th March, 2017

Place: Committee Room 1 - Civic Suite

Present: Councillor J Lamb (Chair)
Councillors A Holland (Vice-Chair), T Byford, J Courtenay, A Moring
and L Salter

In Attendance: Councillors Callaghan and Mulrone
J K Williams, S Leftley, A Lewis, A Atherton, J Chesterton, J Ruffle,
C Gamble, I Ambrose, E Cooney, M Sargood and G Webb

Start/End Time: 2.00 - 2.20 pm

888 Apologies for Absence

Apologies for absence were received from Councillors Cox and Flewitt.

889 Declarations of Interest

There were no declarations of interest at this meeting.

890 Decant Policy

The Cabinet considered a report of the Deputy Chief Executive (People) setting out the proposal for the adoption of a borough-wide Decant Policy that would apply to any Council tenants who may have to move either on a permanent or temporary basis as a result of a regeneration project.

Resolved:-

1. That the terms of the Decant Policy be approved.
2. That there is an allowance made in the capital programme on a scheme by scheme basis for any costs that are incurred in respect of the Policy.

Reason for Decision

With the Queensway project progressing, it is important that the Council has a clear Decant Policy which will enable tenants to be compensated for the disturbance associated with the regeneration projects.

Other Options

The Council has legal responsibilities to meet to its tenants whose home is subjected to demolition, or major refurbishment.

This is an Executive function
Referred directly to Policy & Resources Scrutiny Committee
Executive Councillor:- Flewitt

891 Local Lettings Policy

The Cabinet considered a report of the Deputy Chief Executive (People) setting out the proposal for the adoption of a Local Lettings Policy for Council Tenants on the Queensway Estate which would give them additional priority to move from the Estate, in advance of redevelopment/regeneration, to alternative Council housing provision if they choose to do so.

Resolved:-

1. That the terms of the Local Lettings Policy for Queensway tenants be approved.
2. That the Deputy Chief Executive (People) and the Deputy Chief Executive (Place) each be individually authorised, in consultation with the Executive Councillor for Housing, Planning and Public Protection Services, to determine the timing of the implementation of the Policy.
3. That the proposals be publicised on the Council's On the Move website.

Reason for Decision

As the Better Queensway Scheme progresses there may be a number of tenants who wish to leave the Estate but the Council's Allocation Policy does not enable them to do so and the only option would be to introduce a Local Lettings Policy which would enable them to move.

Other Options

The other option would be to include the Local Lettings Policy alongside a wider review of the Allocation Policy but this would take some months to complete.

Note: This is an Executive function
Referred direct to Policy & Resources Scrutiny Committee
Executive Councillor:- Flewitt

892 Better Queensway

Further to the meeting of the Cabinet held on 20th September 2016, Members considered a report of the Deputy Chief Executive (Place) which sought approval to progress the Better Queensway project to procurement stage to identify a preferred partner(s) and set out a series of processes that need to be undertaken in order to meet the proposed procurement timetable.

Recommended:-

1. That the following key elements be included in the procurement documentation to set out the Council's ambitions, parameters and expectations of Better Queensway and to enable the procurement process:

Finance

(i) That the intention for the Council to act as senior lender be approved and included in the procurement documentation while clearly stating that the Council will assess the position at the time to ensure that this meets the Council's best interests.

Procurement

(i) That Competitive Dialogue be approved as the procurement approach to securing a preferred project partner(s).

(ii) That commencement of the competitive dialogue process, based on the timetable set out in paragraph 5.4 of the submitted report, be approved.

(iii) That the term "Partnership Approach" be used in defining the approach to be developed by tenderers in response to the Council's objectives and that this be used throughout the procurement documentation.

(iv) That the proposed Better Queensway objectives/requirements be approved, in principle, as an appropriate and comprehensive set of underpinning statements to be included in procurement documentation and to form the basis for evaluation questions and that the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to refine and confirm the final objectives and requirements.

(v) That the outline evaluation criteria and weightings be approved, in principle, and that the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to refine and confirm the final evaluation criteria.

Governance

(i) That a sponsoring group be established within the project structure including the Leader of the Council, Portfolio Holder for Culture, Tourism and the Economy, Chief Executive, Deputy Chief Executive (Place) and Deputy Chief Executive (People).

(ii) That the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, in the context of the sponsoring group, to take decisions during the procurement process to ensure agile and timely decision making keeping the procurement to timetable and protecting the Council's position.

(iii) That the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, and the Director of Finance and Resources to negotiate to purchase residential and commercial properties

which become available within the 'Better Queensway' site if this offers value for money and proves to be advantageous to the project.

Planning

(i) That the draft site boundary, as per the plan set out in Appendix 1 to the report, be approved as the preferred regeneration area for which a partner(s) is sought but in order that adjustments, which may be required to optimise the final scheme, can be made the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to approve the final site.

(ii) That a preference for buildings of no more than 12 storeys is reflected in the procurement documentation.

(iii) That a preference for a minimum of 1:1 residential parking is reflected in the procurement documentation.

(iv) That the outline for the Design Code be approved and authority delegated to the Deputy Chief Executive (Place), in consultation with the Portfolio Holder for Housing, Planning and Public Protection Services to approve the final document.

(v) That the demolition of the towers, as per the decision taken at Cabinet in September 2016 (Minute 261, item 4 refers), be approved as a minimum criterion in the procurement documentation.

Housing

(i) That a minimum of 441 affordable homes is included in the specification and that the composition of tenancy type for the remaining housing units (private sale and private rented) is finalised through competitive dialogue.

(ii) That the overall total number of housing units to be provided on the scheme, subject to compliance with Council planning policies, will be finalised through competitive dialogue.

(iii) That a viable mix of 1, 2 and 3 bed residences will be developed as part of the overall Better Queensway scheme and finalised through competitive dialogue.

(iv) That Assured Tenancies, containing the same terms and conditions as current Secure Tenancies, must be offered to returning current Council tenants.

(v) That the option of offering a 'Right To Buy' clause for returning Council tenants should be retained.

(vi) That the partnership approach procured should entail the whole funding, development and management approach for all elements of the Better Queensway scheme (affordable, private, commercial and community).

(vii) That the Council's tender documentation encourages tenderers to consult with South Essex Homes (SEH) as the Council's existing Arm's Length Management Organisation (ALMO) and managers of the Council's existing housing stock with regards to their approach to the scheme.

Transport

(i) That the plan, as set out in Appendix 2 to the report, be approved as the preferred road transport layout for the regeneration area but in order that adjustments can be made, which may be required to optimise the road layout, authority be delegated to the Deputy Chief Executive (Place), in consultation with the Portfolio Holder for Transport and Waste, to approve the final layout.

Land

(i) That land and premises outside the Council's ownership, but which may be of strategic significance for the project, are identified and considered on a case by case basis for acquisition.

Communication

(i) That the communication and engagement activity includes the wider resident base, business community and stakeholders.

(ii) That a general public awareness event be held prior to the submission of an outline planning application.

Quality of Place

(i) That a sustainable energy and environment approach is taken in the design and development of Queensway, to be determined by the market.

(ii) That a Smart Cities approach is taken in regards to Queensway, designing in current and future-proofed capability to ensure that the site benefits from cutting-edge technology for the benefit of residents, businesses and in its management.

(iii) That local skills and employment benefits be sought where possible from the design, development and delivery of Queensway.

(iv) That external funding be sought for as many elements of the project as possible noting that external funding often requires match funding which may be able to be found in the partnership, but which may need to come back to Cabinet for approval as part of future budget rounds.

(v) That the principle of a community fund to maximise participative community development and integration be included in the procurement documentation for development through competitive dialogue.

(vi) That roads surrounding the regeneration site (excluding primary highway roads), are considered for 'home zone' or equivalent treatment.

2. That, on the basis of the objectives, expectations and processes set out in 1 above, commencement of the procurement process in accordance with the timetable set out, be approved.

3. That a further £1.25m financial support to the project, as set out in paragraph 15.2 of the report, be approved.

4. That in agreeing the additional financing for the project there is approval for an addition to the capital programme of £1m and an adjustment to reserves of £0.25m to fund these costs.

5. That it be noted that the costs of any Sustainable Urban Drainage System (SUDS) interventions and relevant highways works beyond those directly related to the project be considered as part of the review of the Capital Programme in the 2018/19 budget setting.

6. That it be noted that there may be additional funding requests for the Capital Programme in respect of commercial and residential acquisitions during 2017/18.

7. That the status of the financial viability of the project as, set out in paragraphs 4.1 to 4.3 of the report, be noted.

Reason for Decision

It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in the report in order to shape the procurement documents and to ensure that the Council's ambitions for the Queensway site are delivered through the partnership. Not reaching agreement on any of these matters risks delaying the procurement process or leaving the Council exposed in the partnership with no defined red lines or tolerances on specific matters.

Other Options

As set out in the report.

Note: This is a Council function
Referred direct to Place Scrutiny Committee
Executive Councillor:- Holland

893 Revocation of Pier Cycling Byelaw

The Chairman agreed to accept the above matter as an urgent item of business to enable steps to be taken to revoke the byelaw as soon as possible.

The Cabinet considered a report of the Deputy Chief Executive (Place) requesting consideration to be given to the proposed revocation of byelaw 18 of the Council byelaws regulating and governing the riding or use of bicycles or other wheeled vehicles on Southend Pier.

Recommended:

That authority be given for the preparation of all necessary draft orders, undertaking of consultation and to seek confirmation of the Secretary of State for the Department of Communities and Local Government where required to enable members to determine whether or not to revoke byelaw 18.

Reason for decision

The byelaws are obsolete and unnecessary and the provisions within them can now be managed by the Pier's entry arrangements separately.

Other options

As set out in the report.

Note: This is a Council function
Referred direct to Place Scrutiny Committee
Executive Councillor: Holland

Chairman: _____

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Muscular Dystrophy and Motobaility

Thousands of people have lost access to Motability vehicles through being switched from the Disability Living Allowance to the Personal Independence Payments since 2013.

According to Muscular Dystrophy UK the number of people returning Motability vehicles is over 900 a week, in addition to the 51,000 people who have already returned their cars.

The number of people eligible for Motability funding has halved during the reassessment process. Of the 254,200 people who were eligible for Motability funding under DLA who were reassessed for PIP by 31 October 2016, 126,300 people have lost access.

Government-funded Motability cars, mobility scooters and electric wheelchairs are specially adapted for the individual needs of disabled people, and are vital for maintaining independence, social inclusion and overcoming problems of loneliness and being housebound.

Since a change in the rules, to qualify for the higher level of the mobility component of PIP, which is needed to get a Motability vehicle, a person must be unable to walk unaided for 20 metres, compared to the previous distance of 50 metres under the DLA assessment.

The Government has not been able to produce any evidence to support the use of the 20-metre rule, which was introduced by the DWP with no prior warning.

This change has been compounded by a lack of knowledge about the reliability criteria, which are included in the assessment to ensure that people can not only walk 20 metres, but do so safely and more than once in a short time period. However, many people being assessed do not know the rules about the reliability criteria, and are losing their vehicles as they can barely or unsafely walk 20 metres.

It is also not a question of being able to walk safely and unaided but also to walk without severe pain.

Statistics from the Ministry of Justice show that 65% of contested PIP awards have been won on appeal.

Muscular Dystrophy UK is calling for the DWP:

- to revert to the 50-metre rule
- and assessment providers Atos and Capita to ensure that all applicants are made aware of the reliability criteria and are prompted to consider them
- to ensure vehicles are not taken away until a final decision has been reached. The appeals process currently takes longer than the time allowed for people to return their cars

That this Council supports the campaign by Muscular Dystrophy UK and requests the Borough's MPs to promote the changes requested by Muscular Dystrophy UK for the benefit of those who suffer from the disease (and other mobility diseases) and thus restore their ability to live as mobile and inclusive a life as is possible.

Proposed: Councillor Carole Mulroney

Seconded: Councillor Ian Gilbert

2 April 2017

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Director of Legal & Democratic Services

to
Cabinet

20th June 2017

Report prepared by:
Fiona Abbott

**In depth scrutiny report –
'Alternative provision – off site education provision for children and young people'
A Part 1 Agenda Item**

1. Purpose of Report

To present the final report of the in depth scrutiny project – 'Alternative provision – off site education provision for children and young people'.

2. Recommendations

- 2.1 That Cabinet approves the report and recommendations from the in depth scrutiny project attached at **Appendix 1**.
- 2.2 To note that approval of any recommendations with budget implications will require consideration as part of future years' budget processes prior to implementation.
- 2.3 That as a number of the recommendations require a multi-agency oversight / response, Cabinet be recommended to ask the Health & Wellbeing Board to consider the report and ensure the actions are identified and monitored.

3. Background

- 3.1 The People Scrutiny Committee selected its topic at the meeting on 12th July 2016 (Minute 132 refers). The project plan was agreed by the Scrutiny Committee on 11th October 2016 (Minute 356 refers).
- 3.2 The specific focus of the review was to (a) investigate the current alternative provision for permanently excluded pupils (or at risk of exclusion); (b) whether it meets the needs / discharges responsibility effectively, happens in a coordinated way and aims for securing good outcomes for every child; (c) to determine the future shape of alternative provision of the local authority to provide and make recommendations to further improve outcomes, attendance and accountability for those in alternative provision.
- 3.2 The Member Project Team, which was Chaired by Councillor James Moyies, met on 7 occasions and considered a range of evidence to inform their approach, including witness sessions and site visits. The Project Team comprised Councillors Helen Boyd, Steve Buckley, Mo Butler, Chris Walker, Margaret

Borton, Cheryl Nevin and Caroline Endersby. Officer support was provided by Brin Martin, Catherine Braun and Fiona Abbott.

- 3.3 The draft scrutiny report has been shared with the project team and agreed by the People Scrutiny Committee at its meeting on 11th April 2017 (Minute 967 refers). The report has also been shared with the witnesses.

4 Recommendations

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the in depth scrutiny report is now attached at **Appendix 1** for approval by Cabinet. It should be noted that approval of any recommendations with budget implications will require consideration as part of future years' budget processes prior to implementation.
- 4.2 That as a number of the recommendations require a multi-agency oversight / response, Cabinet be recommended to ask the Health & Wellbeing Board to consider the report and ensure the actions are identified and monitored.
- 4.3 The recommendations from the review are as follows:

Inclusion

1. That in the changing school landscape around academisation etc. the Deputy Chief Executive (People) write to the Regional Schools Commissioner, Mr Tim Coulson around the need for all schools to be inclusive and intervene early to address any underlying causes of disruptive behaviour, involving multi-agency assessment and support for those that demonstrate persistent disruptive behaviours thus limiting use of Alternative Provision (with the exception of for medical reasons or other exceptional circumstances).
2. That the Council contact Ofsted for there to be some appropriate recognition around how schools are supporting children who are at risk of exclusion.
3. All schools should encourage early parental engagement to undertake preventative work to provide support for pupils at risk of referral to Alternative Provision and / or exclusion. The project team is keen that early interventions, including early help assessments, assessments for special educational needs including autism spectrum functions, assessments around the child's health and where appropriate adult service interventions, ensuring support focuses on the child and family. Where relevant these interventions should begin as early as possible within primary schools and early years providers and professionals. (The support needs to focus on the child and family).¹
4. Urge schools to work together to spread knowledge. Some schools are doing excellent work and need opportunities for shared learning to increase standards in mainstream / Alternative Provision settings across the board.
5. Southend has the expectations that Alternative Provision should only be the 'last resort' and need to ensure that where all preventative measures have

¹ The role of the school nursing service is also something that should be explored further.

been exhausted and the young person remains at risk of permanent exclusion, that schools look to meet their needs through registered Alternative Provision rather than permanently exclude.

6. Linking to the Recommendations above, there is a key role for the newly created Education Board to be an important, key driver for improvements.

Outcomes

7. Recognition that every learner should make good progress, regardless of the educational setting (link to Recommendation 1 above).
8. That the Deputy Chief Executive (People) lobby the LGA to raise with the DfE for a change in policy and clarification about the registration of Alternative Providers.
9. Consideration be given to explore the best way to look at creating an 'index of regulated Alternative Provision'.
10. To continue to review the emotional and mental health commissioning and consider whether it meets the increasing need of pupil mental health and emotional wellbeing needs, linking to the Essex HOSC review undertaken in 2016/17 (see [Essex HOSC Task & Finish Group Report](#)).
11. Have high aspirations for all young people in schools and need balanced, broad and appropriate curriculum (vocational qualifications at KS4 and do not want to increase demand for Alternative Provision) with the clear expectation for high attendance and for full time education.

Post 16

12. Consideration be given to improved pathways for the provision of post 16 education, training and employment, for those pupils who have accessed Alternative Provision and have not been able to return to mainstream schools (& development of appropriate KPI's).

5. Other Options

Not applicable.

6. Corporate Implications

- 6.1 Contribution to Council's Vision and Critical Priorities – Becoming an excellent and high performing organisation; prosperous - ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.
- 6.2 Financial Implications – there are financial implications to some recommendations but as yet they are unquantifiable. However, any recommendations progressing with associated financial implications will need to go through the annual budgetary process before implementation, as currently no revenue or capital budgets exist for the proposals.
- 6.3 Legal Implications – none.
- 6.4 People Implications – none.

6.5 Property Implications – none.

6.6 Consultation – as described in report.

6.7 Equalities Impact Assessment – none.

6.8 Risk Assssment – none.

7. Background Papers –

- Project team meeting notes – meetings held on 1st September 2016, 29th September 2016, 8th November 2016, 16th November 2016, 5th December 2016, 30th January 2017, 16th March 2017.
- Notes from witness sessions.
- Updates to Scrutiny Cttee – 29th November 2016, 24th January 2017 and 11th April 2017.
- Other evidence as described in the report.

8. Appendix

Appendix 1 – in depth scrutiny project report

‘Alternative Provision – off site education provision for children and young people’

People Scrutiny Committee
In depth scrutiny project 2016/17

Preface

“The People Scrutiny Committee decided that its in depth project for 2016/17 would be on Alternative Provision, looking at off site education provision for children and young people.

The project team, of which I am Chairman, decided that the specific focus of the review would be on looking at current Alternative Provision for permanently excluded pupils, whether the current provision meets needs and secures good outcomes for every child and make recommendations for the future shape of Alternative Provision.

I would like to thank my colleagues on the project team and those who contributed to the review – this proved to be a timely project – and one which led to many more questions.

I would like to extend my gratitude to all those who have been involved in the project for which I have been proud to take the lead and I commend this report for publication.”



**Councillor James Moyies
Chairman, People Scrutiny
Committee**

“As Vice Chair of People Scrutiny, I am delighted to have been involved with this project reviewing our Alternative Education Provision Services for children and young people in Southend. I am grateful to Members who gathered evidence, to form the basis of our 12 recommendations.

From the outset, we agreed that we should share best practice from schools and providers across our town, placing the child and family at the centre of what we do.

What we learned would be that using consistent assessments, signposting to early interventions as a prevention tool, improving the post 16 pathway, clearly would be fundamental in achieving successful educational outcomes for our young people.

I hope that this report will be a catalyst, to influence education strategy in the future and bring about a positive improvement. I commend this report to you.”



**Councillor Cheryl Nevin
Vice Chairman, People Scrutiny
Committee**

1. Scope of the scrutiny review and expected outcomes

Members of the People Scrutiny Committee undertook an in depth project looking at Alternative Provision – off site educational provision for children and young people. Led by the cross party project team members, the project had the following scope and expected outcomes:-

Scope of the project:-

- (i) To investigate the current Alternative Provision for permanently excluded pupils, those deemed at risk of exclusion and for other pupils who, because of illness, or other reasons (behavioural, emotional, social challenges), would not receive suitable education.
- (ii) To investigate whether the current provision meets the needs / discharges responsibility effectively, it happens in a coordinated way and aims for securing good outcomes for every child. This will include the implementation and effectiveness of the Council's fair access protocol, an agreement between schools as to how we collectively manage the education of these learners.
- (iii) To determine the future shape of Alternative Provision that is the responsibility of the Local Authority to provide and make recommendations to further improve the outcomes, attendance and accountability for those in Alternative Provision.

Expected outcomes:-

As a result of the project, it is envisaged that the Council working through its partners in schools and the Alternative Provision providers will:

- 1. Over time, ensure that learners who are service users of Alternative Provision return to, and remain at, their substantive and permanent school as soon as appropriate;
- 2. Ensure that older service users within Alternative Provision are helped to secure appropriate and relevant sustainable pathways into further education, employment or training;
- 3. That over time, the outcomes for service users improve in comparison to the national relevant cohorts.

2. Background to the report

Legislation, definition of Alternative Provision and current provision in Southend

Alternative Provision is defined as education arranged by Local Authorities for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education; education arranged by schools for pupils on a fixed period exclusion; and pupils being directed by schools to off-site provision to improve their behaviour’.

Local authorities are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who because of illness or other reasons would not receive suitable education without such provision. This applies to all children of compulsory school age resident in the local authority area, whether or not they are on the roll of a school, and whatever type of school they attend (s19 Education Act 1996).¹

Alternative provision is where pupils engage in timetabled, educational activities away from school, for example by attending a pupil referral unit (PRU) or participating in commissioned courses and activities.

This review has looked mainly at the alternative provision that is the responsibility of the local authority to provide for permanently excluded pupils.

PRUs were given delegated budgets from April 2013 and changes to legislation required Local Authorities (LA's) to delegate budgets to the management committee of the PRU from 1st April 2013. The relevant regulations prescribe how PRU's budget shares are to be calculated and what funds for high needs pupils can be retained centrally by a LA. The funding arrangements for PRU also changed from 1st April 2013.

The PRU is Seabrook College, which currently delivers alternative provision and prevention pathways; outreach service for behaviour and reintegration support; individual tuition service.

Southend YMCA Community Free School is an alternative provider and opened in September 2013. It caters for up to 40 pupils and provides for children aged 14 – 16 at KS4, who require an alternative offer to mainstream education. Admission is by schools referral.

At the time of the scrutiny review, the Local Authority was in the process of renegotiating the 3 service level agreements currently held with Seabrook College and the new Academy Sponsor Parallel Learning Trust.

¹ *Statutory guidance on alternative provision was issued in January 2013 – see **Alternative provision, statutory guidance** DfE 10th January 2013. Directing a pupil off-site for education to improve behaviour derives from s 29A of the Education Act 2002, introduced by the Education and Skills Act 2008.*

Seabrook College is a federation of two schools/provisions the PRU and special school for Social, Emotional and Mental Health. Under the Parallel Learning Trust there are plans to separate the two provisions into two separate establishments. To support this, the Local Authority are in the process of sourcing new accommodation to meet the needs of both provisions on one site and ensure all key stages have access to suitable accommodation both for indoor and outdoor learning.

Over the last year or so, there have been consistent capacity issues in most year groups due to a steady number of children being admitted to the college but with limited numbers reintegrating back into mainstream. This has had a significant impact on the number of prevention places available due to the rise in pupils on roll. There has also been a significant rise in permanent exclusions from academy secondary schools, impacting upon place need.

The changes in the proposed agreements focus primarily on tightening the service objectives and key performance indicators, in order to measure outcomes more robustly.

Although Seabrook have been able to provide education from the sixth day of permanent exclusion, to date they have had limited impact on reducing the numbers of children being excluded in Southend. The proposed service specifications, focuses upon prevention within mainstream schools and improving schools systems and strategies for nurture and managing behaviours, with specific KPI's measuring pupil exclusions. The Parallel Learning Trust has been successful in improving outcomes both educationally and behaviourally in other areas and in particular is practised in ensuring an effective revolving door, whereby pupils enter the provision, receive the right support and then are enabled to successfully integrate back into mainstream. In addition to measuring the success of the work undertaken with schools, there remains a focus on the success of the work with pupils on the roll of the PRU including improving educational outcomes, behaviour and access to quality, full time education, an area that had previously been raised as a concern by Ofsted.

Permanent exclusions by school type

The following table is taken from the Annual Education Report 2015/16, reported to Cabinet on 21st March 2017.

Permanent exclusions by school type

	2012/13		2013/14		2014/15	
	No. of permanent exclusions	% of the school population	No. of permanent exclusions	% of the school population	No. of permanent exclusions	% of the school population
Primary						
Southend	0	0.00	0	0.00	0	0.00
England	670	0.02	870	0.02	920	0.02
Secondary						
Southend	x	x	6	0.05	5	0.04
England	3,900	0.12	4,000	0.13	4,790	0.15
Special						
Southend	0	0.00	0	0.00	0	0.00
England	60	0.07	70	0.07	90	0.09
Total						
Southend	x	x	10	0.02	10	0.04
England	4,630	0.06	4,950	0.06	5,800	0.07

Notes

Source SFR26/2016 - Table 16
SFR10/2016 - Table 11.1 for pupil enrolment figures

Data Final

The national school census data for 2015/16 will be published in July 2017. However, local intelligence indicates that since 2015 there has been a year on year increase for both permanent and fixed term exclusions. The trend is of great concern and mirrors national trends.

3. Methods

The Committee was supported by a project team comprising:-

- ✚ Councillor Moyies (Chairman), Councillors Boyd, Buckley, Butler, Walker, Borton, Nevin and Endersby.
- ✚ Officer / partner support – Brin Martin, Head of Learning, Cathy Braun, Group Manager for Access and Inclusion and Fiona Abbott, project coordinator.

Evidence base

The project team met on 7 occasions and considered a range of information and evidence, as set out in the following pages.

Briefing / information considered by project team during review

- (i) Snapshot of Alternative Provision in Southend and exclusion data by schools
- (ii) Relevant legislation
- (iii) Fair Access and Managed Move Protocol
- (iv) Alternative Provision checklist
- (v) Exclusion data
- (vi) Information on national review of Alternative Provision
- (vii) Information from Cllrs Moyies and Boyd's visit to Seabrook College on 8th November 2016
- (viii) Inclusion data
- (ix) Information on funding of Alternative Provision (PRU) and YMCA

Witnesses:-

The questions were sent to the witnesses in advance² and the project team met with the following people at the 3 witness sessions: -

Witness session 1 - Project team meeting on 8th November 2016

- Early Help Family Support - Carol Compton MBE and Jane Arnold
- Fair Access - Cathy Braun
- Executive Councillor – James Courtenay

Witness session 2 - Project team meeting on 16th November 2016

- Mr Mark Schofield, Shoeburyness High School
- Mr Jamie Foster, Chase High School
- Ms Sarah Greaves, Southend Virtual School
- Mr Maurice Sweeting, Southend Education Board

Witness session 3 - Project team meeting on 5th December 2016

- Mr Mark Aspel, Seabrook College
- Ms Annette Turner, YMCA Free School
- Matt King, Trust Links
- Emma Inmonger, NELFT

The project team also met with Mr M, a carer on **30th January 2017** and with representatives from an unregistered alternative provision provider on **16th March 2017**. Three members of the project team arranged to meet with some young people and their families on **8th March 2017**.

The project team would like to formally thank the witnesses for giving up their time to attend and for sharing their insights.

The project team explored the following issues at the session – current provision, whether it is meeting needs effectively, the future shape of provision - and following main themes emerged during the sessions:-

² List of questions at each session is attached at **Annex 1**

Pointers of what was discussed at session 1

Current provision:-

- Dealing with most vulnerable group of learners.
- Ensure an effective revolving door and positive managed moves – expectation has to be for use of Alternative Provision and placements as time limited and schools should get in support instead and keep young person in mainstream – i.e. for them to return to mainstream (unlikely for KS4 in reality).
- Seabrook College is the pupil referral unit (PRU) (also a special school) – Alternative Provision has to be appropriate – schools can also commission their own Alternative Provision. In fact the majority of Alternative Provision is commissioned directly by schools. It is the schools responsibility to commission and monitor educational outcomes and achievements. We do know that the educational outcomes from Seabrook are not good enough.
- It is the schools responsibility to monitor all Alternative Provision for their pupils including unregistered providers. The LA provides guidance pack for them to use.
- YMCA Free School is rated 'Good' by Ofsted but has limited provision – places are commissioned through mainstream or Virtual School. Can be selective in its intake (Seabrook can't as fulfils the LA statutory responsibility).
- Heard about use of Fair Access Protocol but issue is around where they get placed.
- In some cases, rather than child being permanently excluded, often parents move their child to different school in borough – likely to be Futures, Chase etc. – which have own issues.
- Alternative Provision should work alongside parents and strive towards this.
- Mention of Early Help offer and prevention programme which has been beneficial. Single front door process - use whole family approach for different outcomes. However this is reliant upon schools making referrals. Most children permanently excluded or at risk of, have had little or no involvement from early help services.

Meets needs / discharges responsibility effectively?:-

- Some schools have pulled back from using some providers because not meeting needs (educational outcomes).
- Shrinking role of LA, due to Academisation. Role of Regional Schools Commissioner. Education Board has oversight.
- LA have responsibility for providing Alternative Provision for permanently excluded pupils and create a PRU, which is what Seabrook is. Seabrook has strong sponsor and the LA will continue to commission them – also commissioned for preventative work.
- Seabrook needs to be 'Good' – and also get young people back into mainstream "get revolving door unstuck".
- Mainstream school role as well and drive inclusiveness.
- Prevention is key – peaks of referrals are at transition points e.g. Year 6 into Year 7 when move. Behaviour management in mainstream is part of prevention as well.
- Recent example of schools with 'zero tolerance' approach being used which led to the permanent exclusion of a Year 7 within the first 2 weeks of school term – the school didn't refer to Early Help service or engage in preventative approaches.

- Some see behaviour only and so child ends up in Alternative Provision – others see beyond and drive further – can't see child in isolation to other factors.
- Need to remember that far more remain in education than are excluded. Prevention has to be part of whole family approach.
- For prolific / entrenched cohort, Alternative Provision doesn't meet needs.
- Virtual School monitors Looked After Children.

Future shape:-

- Against encouraging greater use of Seabrook / Alternative Provision.
- Schools need to be more inclusive.
- Increased mentoring.
- One secondary school is very good at inclusive pathways and has Alternative provision in own school.
- For some schools academisation has meant that successful inclusive pathways have been removed.

Other comments:-

- Role of Ofsted – targets.
- Role of Regional Commissioner in new education landscape.
- Best practice elsewhere.
- Outcomes not great generally for Alternative Provision.
- Male dominated profile.

Pointers of what was discussed at session 2

Current provision:-

- School A – if students can't engage / disrupt learning of other students – offer different curriculum and work with LA – if use Alternative Provision, use YMCA. Like it because smaller / more personalised.
- School A – academisation is around raising standards of behaviour and students need to catch up – some can't cope in this environment and core who can't shift. Exclusions have increased due to changes in standards.
- School B – we have specialist pathways – Yrs 7 – 9 aim to re-engage; if doesn't happen, Yrs 10 – 11 Alternative Provision is possible. Have very few numbers in Alternative Provision. If use Alternative Provision, use YMCA. Only use Seabrook if 'nowhere else to go'.
- School B – relationships between secondary schools strained at moment.
- School B – historically Alternative Provision not been great (and is located in former factory currently!). Best provision is in the school the young person is at (pathways).
- School B – inclusion equals quality education for all.
- Frustration in delay for Seabrook becoming an Academy and move to its new site.

Meets needs / discharges responsibility effectively?:-

- School A – use home tuition services occasionally (emergency). Have personal curriculum rather than pathways.
- School A – if do use YMCA sell as a positive step. See the YMCA as 'classroom off site' – Seabrook as a failure to cater for their needs. "Everyone knows that".
- School B – the current Alternative Provision (environment and education) is not quality and does not meet needs of town.

- School B – by time of transition – behaviour is ingrained. Problems have been ‘managed’ at primary – isn’t sustainable at secondary. Hit ‘brick wall’ in Yr 7 pretty quickly.
- School B – ultimate aim is to reintegrate – need to work alongside schools earlier.
- School B – happy with outcomes of YMCA – does job, well. Seabrook – needs to re build reputation.
- School C – revolving door must happen.
- School D – primary schools use Alternative Provision – need to change behaviour – Does Alternative Provision need to be off site? Need to bring Alternative Provision into schools earlier ‘all about reintegration into mainstream education’. Outreach needed.

Future shape:-

- School B – need to make sure schools develop (aspirational) pathways as much as can working together with the community – use (our) limited resources to make a difference. Need long-term strategy / plan proposals. Need early intervention.
- School D – sharing good practice.

Other comments:-

- Southend situation – a factor? (4 single sex grammars, 2 faith schools) – means difficult children are concentrated in certain schools – also central and east of town has more socio economic problems than west.
- Seabrook has SLA around outreach resource, delivered to both primary and secondary schools.
- Discussion on mental health factors.
- Some pupils move around schools and move when difficulties occur.
- Inclusion teams at some schools better than others.
- Incentives to take difficult pupils not there – have a results driven system.
- Aspiration factors at different providers.

Pointers of what was discussed at session 3

Current provision:-

- Many pupils will be placed on the roll of the PRU via Fair Access Panel – specifically year 11 who have been out of education and therefore not GCSE ready.
- PRU is the ‘default provider’ and take most challenging and vulnerable.
- PRU does preventative work in schools.
- Some movement between PRU and YMCA.
- Funding position leads to competition – need to work together.
- KS4 – don’t go back to mainstream as best option is for pupils to remain settled and achieve.
- PRU – believe will be outstanding – MAT is way forward.

Meets needs / discharges responsibility effectively?:-

- Some schools don’t know how to manage students effectively and also have lost their inclusion units (or key staff moved on).
- Need prevention before get to exclusion point.
- Mainstream can focus on behaviour rather than other issues.
- Alternative Provision provider in partnership with schools outlined – assessed as a positive alternative.

- Mental health provision – single point of access.
- School medical provision at hospital an issue – provision needs to be developed.
- Outcomes by alternative providers at KS4.

Future shape:-

- Schools need to adopt corporate parent role rather than traditional ‘teacher’ role.

Other comments:-

- Role of school nursing service – utilised effectively by schools?
- Challenge back to schools – how meet needs (inclusion) – all around preventing children ending up in Alternative Provision.
- Alternative Provision needs to be positive – engage and inspire – add value and provide different perspective to child’s life and future.
- Seabrook has to take referrals as PRU; YMCA can decline pupils.
- PLT is commissioned to provide medical services, behaviour outreach and PRU.
- Key is don’t want young people to go to Alternative Provision.
- Risks associated with academisation.

Meeting with carer on 30th January 2017 and Alternative Provision provider on 16th March 2017

The project team met with Mr M, a carer at its meeting on 30th January 2017. He provided his candid and personal views on his experiences with Alternative Provision providers in the area.

The project team met on 16th March 2017 and met with representatives from ‘Figure of Eight Education’ who are an unregistered alternative provision provider based in the town. They outlined their positive experiences of reintegrating young people back into mainstream education and their plans moving forward.

Emotional wellbeing and mental health service

Since November 2015, North East London Foundation Trust (NELFT)³ have been operating a new contract to provide emotional wellbeing and mental health services that focus on more low intensity early interventions through a single point of access.

Councillors Boyd and Endersby were part of an Essex wide Task and Finish Group reviewing mental health services available for children and young people across Essex. The group focused on some of the issues around perception, signposting and accessibility to services aimed at children of school age. The group also looked at how the wider system worked and explored some of the issues around the level of co-ordination and ‘joined-up’ working between agencies.

As part of this review Councillors Boyd and Endersby also undertook site visits to 3 schools in the borough. This highlighted the best practice established by some schools using early intervention, access to pastoral support, mentoring, liaison with outside agencies, whole school training and supportive ethos. This Group made 9 recommendations and the report can be found by clicking on the following link – [Essex HOSC Task & Finish Group Report](#).

³ <http://www.nelft.nhs.uk/about-us>

4. Our Conclusions / Recommendations

Overall the project team concluded that mainstream school in the majority of cases is the best setting for pupils. Alternative Provision is the right place for some pupils who are disengaged from mainstream education, or who have reached the stage in their educational life where it is better for them to remain within Alternative Provision rather than move back into the mainstream.

There is evidence of good practice at both primary and secondary level, but it does not appear to be consistent across all schools. The focus should always be that the child is at the centre of what do.

With regard to the PRU, there was recognition that need to 'unstick the revolving door for all children and for the door to start revolving' i.e. as one child comes in another enters the PRU, another is successfully reintegrated back into mainstream.

The project team considered the delay in Seabrook College becoming an Academy was frustrating and has not helped the PRU move forward as quickly as wished.

At KS4 (i.e. school Years 10 and 11) the provision is different as it is recognised it is unlikely they will return to mainstream and the focus is about being settled and achieving the best outcomes for them at this stage in their education (qualifications, reducing likelihood of becoming NEETS).

The preventative support for pupils who are at risk of permanent exclusion / in Alternative Provision needs to be strengthened. The work undertaken by schools such as Shoeburyness High School was seen as good practice, which should be shared and should be emulated by other schools across the borough and by schools all working together. The issues of inclusion and accountability were also key themes during the review. Members felt that if schools invested in preventative work and had a more inclusive policy and 'bought into' fair access, then it should be encouraged.

The project team noted the extensive support the LEA is providing to the PRU.

The project team however heard that there is no longer a dedicated member of staff from the local authority who routinely visits other alternative providers, in particular the unregistered provision.

Overall, the picture which emerged during the review was that it feels fragmented. There are registered providers and numerous other alternative providers, some of whom work directly with families who have chosen to home educate their children. All Alternative Provision providers should be registered with the DfE to ensure they comply with the standards to be registered as well as routinely receive inspections through Ofsted and will raise this with the LGA for a change in policy. The project team feels that there must be greater clarity on the status and quality of the education being provided – often to our most vulnerable children and young people, facing many challenges and although schools remained responsible for commissioning placements (including assessing, monitoring and reviewing), children

should not be placed in any provision that does not fall under additional scrutiny and routine inspections from Ofsted.

The project team makes 12 recommendations – and these are around the current provision, minimizing the need for and use of Alternative Provision, future shape of Alternative Provision, to further improve the outcomes, attendance and accountability for those in Alternative Provision.⁴

Our recommendations:-

Inclusion

- 1. That in the changing school landscape around academisation etc. the Deputy Chief Executive (People) write to the Regional Schools Commissioner, Mr Tim Coulson around the need for all schools to be inclusive and intervene early to address any underlying causes of disruptive behaviour, involving multi-agency assessment and support for those that demonstrate persistent disruptive behaviours thus limiting use of Alternative Provision (with the exception of for medical reasons or other exceptional circumstances).**
- 2. That the Council contact Ofsted for there to be some appropriate recognition around how schools are supporting children who are at risk of exclusion.**
- 3. All schools should encourage early parental engagement to undertake preventative work to provide support for pupils at risk of referral to Alternative Provision and / or exclusion. The project team is keen that early interventions, including early help assessments, assessments for special educational needs including autism spectrum functions, assessments around the child's health and where appropriate adult service interventions, ensuring support focuses on the child and family. Where relevant these interventions should begin as early as possible within primary schools and early years providers and professionals. (The support needs to focus on the child and family).⁵**
- 4. Urge schools to work together to spread knowledge. Some schools are doing excellent work and need opportunities for shared learning to increase standards in mainstream / Alternative Provision settings across the board.**
- 5. Southend has the expectations that Alternative Provision should only be the 'last resort' and need to ensure that where all preventative measures have been exhausted and the young person remains at risk of permanent**

⁴ Note - the Department for Education (DfE) recently commissioned a report on Alternative Provision [Alternative provision: effective practice and post-16 transition](#) This is a literature review looking at research evidence, published articles and Ofsted reports for evidence of good practice.

⁵ The role of the school nursing service is also something that should be explored further.

exclusion, that schools look to meet their needs through registered Alternative Provision rather than permanently exclude.

6. Linking to the Recommendations above, there is a key role for the newly created Education Board to be an important, key driver for improvements.

Outcomes

7. Recognition that every learner should make good progress, regardless of the educational setting (link to Recommendation 1 above).
8. That the Deputy Chief Executive (People) lobby the LGA to raise with the DfE for a change in policy and clarification about the registration of Alternative Providers.
9. Consideration be given to explore the best way to look at creating an 'index of regulated Alternative Provision'.
10. To continue to review the emotional and mental health commissioning and consider whether it meets the increasing need of pupil mental health and emotional wellbeing needs, linking to the Essex HOSC review undertaken in 2016/17 (see [Essex HOSC Task & Finish Group Report](#)).
11. Have high aspirations for all young people in schools and need balanced, broad and appropriate curriculum (vocational qualifications at KS4 and do not want to increase demand for Alternative Provision) with the clear expectation for high attendance and for full time education.

Post 16

12. Consideration be given to improved pathways for the provision of post 16 education, training and employment, for those pupils who have accessed Alternative Provision and have not been able to return to mainstream schools (& development of appropriate KPI's).

Annex 1

Questions to witnesses at witness sessions

Aim of sessions - to understand the use of Alternative Provision for young people in Southend and how this has benefited children unable to succeed within mainstream education:-

Questions for Session 1 – 8th November 2016	
1	Does the current provision meet the needs of children and young people? (expectations, outcomes, benefits, challenges)
2	What do you see as the main challenges around use of Alternative Provision?
3	What is the role / duties of the LA?
4	What are the circumstances that would prompt a school to consider seeking Alternative Provision and what would you expect to have been done within mainstream prior to this happening? What guidelines and advice is available before decisions are taken to use Alternative Provision?
5	To your knowledge, are there any alternatives available other than Alternative Provision for children displaying these needs/concerns?
6	What do you see as the future shape of alternative provision in the changing educational landscape (improve outcomes, attendance, accountability)
Further questions from Members, general discussion from points raised.	

Questions for Session 2 – 16th November 2016	
1	What are the circumstances that would prompt a school to consider seeking an Alternative Provision for a young person?
2	What would you expect to have been done first within mainstream to meet their educational, social, emotional and behavioural needs before seeking an Alternative Provision?
3	What guidelines and advice is available before decisions are taken to use Alternative Provision?
4	To your knowledge, are there any alternatives available to schools other than Alternative Provision for children displaying these needs/concerns?
5	Once in Alternative Provision, what do you consider the schools responsibilities are to the young person?
6	Once a young person is placed within an Alternative Provision, what do you see to be the expectations for: the young person, the alternative provider and the school
7	What do you see to be as the main benefits of Alternative Provision to the young person and the school
8	What do you see as the main challenges (around use of Alternative Provision)?
9	Over the last 3 years, what have the outcomes for young people accessing Alternative Provision from your school been in relation to: Educational attainment Personal achievement

	Behaviour Attendance
10	What percentage of pupils left your school as NEET in 2015?
11	What percentage of these pupils had accessed Alternative Provision?
Further questions from Members, general discussion from points raised.	

Questions for Session 3 – 5th December 2016	
1	Does the current provision meet the needs of children and young people? (expectations, outcomes, benefits, challenges)
2	What do you see as the main challenges around use of Alternative Provision?
3	What do you see as the role / duties / responsibilities of the LA, mainstream schools and commissioners?
4	What are the circumstances that would prompt a school to consider seeking Alternative Provision and what would you expect to have been done within mainstream prior to this happening? What guidelines and advice is available before decisions are taken to use Alternative Provision?
5	To your knowledge, are there any alternatives available other than Alternative Provision for children displaying these needs/concerns?
6	Over the last 3 years, what have been the outcomes for young people accessing your Alternative Provision in relation to: Educational attainment Personal achievement Behaviour Attendance
7	What percentage of your children have a diagnosis of autism and are there any children awaiting autism diagnosis? To your knowledge have your staff had autism awareness training which recognise autistic behaviours, challenges and barriers?
8	What percentage of pupils left your provision as NEET in 2015?
9	What experience do you have of children returning full time to mainstream provision after accessing an Alternative Provision? Do you consider your provision as having a role in supporting children's success in achieving within mainstream school?
10	What do you see as the future shape of alterative provision in the changing educational landscape (improve outcomes, attendance, accountability)
Further questions from Members, general discussion from points raised.	

Southend-on-Sea Borough Council

Report of Director of Legal & Democratic Services

to

Cabinet

On

20th June 2017

Report prepared by: Tim Row

Agenda
Item No.

Joint In-depth Scrutiny Report –

“To investigate the case for additional enforcement resources for Southend”

A Part 1 Agenda Item

1. Purpose of Report

To present the final report of the in depth scrutiny project – ‘To investigate the case for additional enforcement resources for Southend.’

2. Recommendations

- 2.1 That Cabinet approves the report and recommendations from the in depth scrutiny project attached at **Appendix 1**.
- 2.2 To note that approval of any recommendations with budget implications will require consideration as part of future years’ budget processes prior to implementation.
- 2.3 That following feedback from the Policy & Resources Scrutiny Committee and the Place Scrutiny Committee, the Police and Crime Commissioner for Essex be invited to lead on recommendation 1.2 under section 4.3, regarding negotiations with other Essex Authorities.

3. Background

- 3.1 At their meetings on Monday, 11th July 2016 and Thursday, 14th July 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 110 and 153 refer respectively) approved the suggestion for a joint in-depth study to investigate the case for additional enforcement resources for Southend. The project plan was agreed by both Scrutiny Committees at their meetings on Monday, 10th October 2016 and Thursday, 13th October 2016 respectively (Minutes 340 and 372 refer).
- 3.2 The specific focus of the review was to:
 - (i) To investigate the possibility of the Council increasing resources for enforcement activity including consideration of the Council employing its own PCSOs or financing the provision of additional “Specials” by the Police. In the context of “Specials” specific consideration should be given to whether financial support could be offered to such officers and how they would be dedicated to the Borough of Southend-on-Sea; and
 - (ii) To consider how such PCSO’s or additional “Specials” could contribute to an improved level of service in connection with the enforcement of public protection, waste, graffiti, street scene etc.

- 3.3 The Member Project Team, which was chaired by Councillor Brian Ayling, met on 9 occasions and considered a range of evidence to inform their approach, including witness sessions and a site visit. The Project Team comprised Councillors Robinson (Vice-Chairman), Arscott, Assenheim, Bright, Burzotta, Callaghan, D Garston, J Garston and Gilbert. Officer support was provided by Lysanne Eddy (Project Manager), Tim Row (Project Support Officer), Tim MacGregor, Ade Butteriss, Kelly Clarke and Rob Walters.
- 3.4 The draft scrutiny report has been shared with the project team and agreed by the Place Scrutiny and Policy & Resources Scrutiny Committees held on 10th April and 13th April 2017.

4 Recommendations

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the in depth scrutiny report is now attached at **Appendix 1** for approval by Cabinet. It should be noted that approval of any recommendations with budget implications will require consideration as part of future years' budget processes prior to implementation.
- 4.2 The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme.
- 4.3 The recommendations from the review are as follows:

1. That the Council actively promotes the recruitment and retention of Special Constables within Southend as a sustainable and active part of reinforcing an enhanced uniformed presence by:

- 1.1. Enrolling in the 'Employer Supported Scheme' for Special Constables run by Essex Police and actively promoting it to council employees with an initial target commitment of up to five staff enlisted and trained;
- 1.2. Investigating the appetite of Essex authorities to a County wide approach for a Council Tax incentive scheme that promotes and encourages the recruitment and retention of Special Constables.

2. That the Council explores the potential for a revised 'Borough Patrol' model to be reintroduced by:

- 1.3. Further investigating Maldon District Council's example of community enforcement as a potential updated delivery model;
- 1.4. Aligning existing council resources for enforcement more clearly under the premise of the 'Borough Patrol';
- 1.5. Investigating opportunities from the income generation proposals that support, fund and expand the role of the revised 'Borough Patrol'.

3. That the Council leads a renewed emphasis on the importance of continued strong and effective partnership working that achieves better coordinated working between existing enforcement agencies through clearly identified and articulated priorities by:

- 1.6. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
- 1.7. Commissioning an evaluation of the Community Safety Hub (CSH) with particular emphasis on reducing the apparent disconnect between the priorities of the CSP and the operational response of the CSH; ensuring more effective sharing, appropriate focus and direction of the current resourcing of wider enforcement across Southend partners;
- 1.8. Looking at how the Council currently uses the Community Safety Accreditation Scheme (CSAS), with a view to widening the scope of its use;
- 1.9. Tasking the CSP with ensuring that night time provision of suitable uniformed resourcing is identified and strengthened with particular emphasis on the high street and the night time economy;
- 1.10. That the Council instigates and facilitates quarterly updates to all Elected Members by the Southend Community Safety Partnership and in parallel with the Essex Police briefings.

4. That the Council explores potential income generation that supports the resourcing of enforcement activities through initially investigating:

- 1.11. The Proceeds of Crime Act 2002 to identify how recoverable funds could be better aligned to local enforcement response;
- 1.12. The options available through re-negotiation of key council contracts to better utilise corporate social responsibility accountability and social value legislation; for example the introduction of Waste Champions as identified in the waste contract;
- 1.13. A commercial approach to management of the CCTV capability and offer;
- 1.14. Sponsorship from private businesses;
- 1.15. How council contracts (for example, the parking contract) could be used to enhance the use of wider enforcement powers;

1.16. Reviewing Maldon's experience to take a more pro-active approach to enforcement, including in relation to the issuing of Fixed Penalty Notices.

5. That the council promote the use of technology to enable real time processing of information and enhance intelligence capture that supports enforcement activities by:

1.17. Investing in appropriate equipment, such as handheld reporting devices and cam-vests for council personnel;

1.18. Ensuring that mobile technology requirements are met as part of contract re-negotiations as appropriate;

1.19. Supporting and investing in the creation of an 'Intelligence Hub', focused around the current CCTV unit and clearly linked with the Council's SMART City programme;

6. That the Council proposes that the CSP realigns and strengthens its core communications across wider enforcement agencies and builds on existing channels by:

1.20. Establishing a Communications Group with representation across key agencies;

1.21. Producing a structured approach to communications across agencies with a coordinated and agreed strategy and projects identified;

1.22. Producing a succinct directory of local agencies that support the delivery of CSP priorities for coordination of messaging and clear sign posting;

1.23. Leading on key campaigns that promote community resilience such as the national campaign 'Killing with Kindness';

1.24. Ensuring that all activities for high level campaigns are 'front loaded' with adequate and accessible legal advice; as well as adequate resourcing of officers across the partnership to be visible and meet the challenges that prompted this review, such as street begging and anti-social behaviour.

7. That, given the Police and Crime Commissioner's point during session two that the Council plays a vital and unique leadership role through the promotion of community cohesion and by championing community resilience, consideration should be given to how these messages are reinforced through existing networks, such as Tenants and Residents Associations, Active Citizens and Neighbourhood Watch Areas.

5. Other Options

Not applicable.

6. Corporate Implications

6.1 Contribution to Council's Vision and Critical Priorities –

(a) Excellent :

- Work with and listen to our communities and partners to achieve better outcomes for all;
- Enable communities to be self-sufficient and foster pride in the town; and
- Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.

(b) Safe:

- Create a safe environment across the town for residents, workers and visitors;
- Work in partnership with Essex Police and other agencies to tackle crime; and
- Look after and safeguard our children and vulnerable adults.

(c) Clean:

- Continue to promote the use of green technology and initiatives to benefit the local economy and environment; and
- Encourage and enforce high standards of environmental stewardship.

6.2 Financial Implications – The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme. There are financial implications to some recommendations but as yet they are unquantifiable. However, any recommendations progressing with associated financial implications will need to go through the annual budgetary process before implementation, as currently no revenue or capital budgets exist for the proposals.

6.3 Legal Implications – none.

6.4 People Implications – as described in report.

6.5 Property Implications – none.

6.6 Consultation – as described in report.

6.7 Equalities Impact Assessment – none.

6.8 Risk Assessment – none.

7. Background Papers –

- Witness Session meetings held on 19th October 2016, 19th December 2016, 1st February 2017, 7th February 2017, 15th February 2017, 22nd February 2017 and 6th March 2017
- Updates to Scrutiny Committees on – 10th October 2016, 13th October 2016, 28th November 2016, 1st December 2016, 23rd January 2017 and 25th January 2017
- Other evidence as described in the report.

8. Appendix

Appendix 1 – Joint In-depth Scrutiny Project Final Report

APPENDIX 1

Southend-on-Sea Borough Council Joint Policy & Resources and Place Scrutiny Committee Study

into

Additional Enforcement for Southend-on-Sea

v10 – 31.3.17

Contents

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Annex 1 - Witness sessions

Annex 2 – Southend Borough Council’s Enforcement Activities

Annex 3 - Other local authorities approaches to enforcement

1. Background

1.1 At their meetings on Monday, 11th July 2016 and Thursday, 14th July 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 110 and 153 refer respectively) approved the suggestion for a joint in-depth study to investigate the case for additional enforcement resources for Southend.

1.2 This followed the notice of a motion to Council at its meeting on Thursday, 10th December 2015 (Minute 495 refers), proposed and seconded by Councillors Assenheim and Ward respectively, requesting:

“That this Council recognises the importance of an effective Police Force in the Borough because the situation we are facing at this present time with the ever decreasing Police services and presence on our streets means we have a duty of care to the residents of our town who need to be reassured that their security is paramount.

It is therefore requested that the Cabinet explore the possibility of reintroducing the Southend Borough Patrol back on the streets of the town. The Southend Borough Patrol was extremely successful and effective, from the late 1990’s until they were dissolved into Essex Police in the early 2000’s, with many of the Patrol Officers becoming Police Community Support Officers (PCSOs) or Special Constables.”

1.3 The Cabinet considered this motion and, at its meeting on Tuesday, 15 March 2016 (Minute 711 refers), subsequently resolved:

- i. That the Council explore, with Partner Agencies, an effective approach to ensuring the town remains a safe place to live, work and visit in the context of austerity measures on all public services within Southend.
- ii. That the Council explore the recruitment of Special Constables in helping to police communities, primarily within the town.
- iii. That the current South Essex Homes warden patrol scheme (of the Borough’s tower blocks) be reviewed to determine whether the scheme could be integrated into a combined collective approach to community safety across the Borough.

2. Framework for the Study

2.1 At their meetings on Monday, 10th October 2016 and Thursday, 13th October 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 340 and 372 refer respectively) both agreed that the framework for the study should be:

- i. To investigate the possibility of the Council increasing resources for enforcement activity including consideration of the Council employing its own PCSOs or financing the provision of additional “Specials” by the Police. In the context of

“Specials” specific consideration should be given to whether financial support could be offered to such officers and how they would be dedicated to the Borough of Southend-on-Sea; and

- ii. To consider how such PCSO’s or additional “Specials” could contribute to an improved level of service in connection with the enforcement of public protection, waste, graffiti, street scene etc.
- iii. The Committees also agreed that ‘officers proceed with background work in advance of the scope of the topic being fully developed.’

2.2 The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme.

2.3 The joint project team acknowledged that a perception of crime was much harder to dispel than working with statistical information. It therefore recognised the importance to establish some key basics early within the project to ensure resources were being utilised in pursuing the right things. For example:

- Do crime statistics show an increase of low level crime?;
- What is a police function and what is enforcement?;
- What is the gap in provision, if any?;
- What are the powers we want to utilise?;
- ‘mapping’ of wider enforcement functions with the Council?;
- Cost of PCSO and associated powers?;
- On-costs for Specials and associated powers?
- What else already exists?

3. Methodology

3.1 The study was undertaken on behalf of the Scrutiny Committees by a joint project team whose membership comprised: Councillors Ayling (Chairman) Robinson (Vice-Chairman), Arscott, Assenheim, Bright, Burzotta, Callaghan, D Garston, J Garston and Gilbert.

3.2 The joint project team was supported in its investigations by the following officers: Lysanne Eddy (Project Manager), Tim Row (Project Support Officer), Tim MacGregor, Ade Butteriss, Kelly Clarke and Rob Walters.

3.3 The project was undertaken using an evidence-based approach to the consideration of a range of options, through a mixture of desk top research and information and evidence hearings with expert witnesses. It also included a workshop for ideas mapping, a site visit to the CCTV operation and the opportunity to individually partake in a ‘ride-along’ with the police.

3.4 The joint project team met on nine occasions, between October 2016 and March 2017. At seven of these the project team heard from a variety of witnesses. More detail on the witness sessions is outlined in **Annex 1**

4. Recommendations

These recommendations have been developed following consideration by the Scrutiny Project members of the evidence provided, including testimony from witness sessions and information in reports submitted to them.

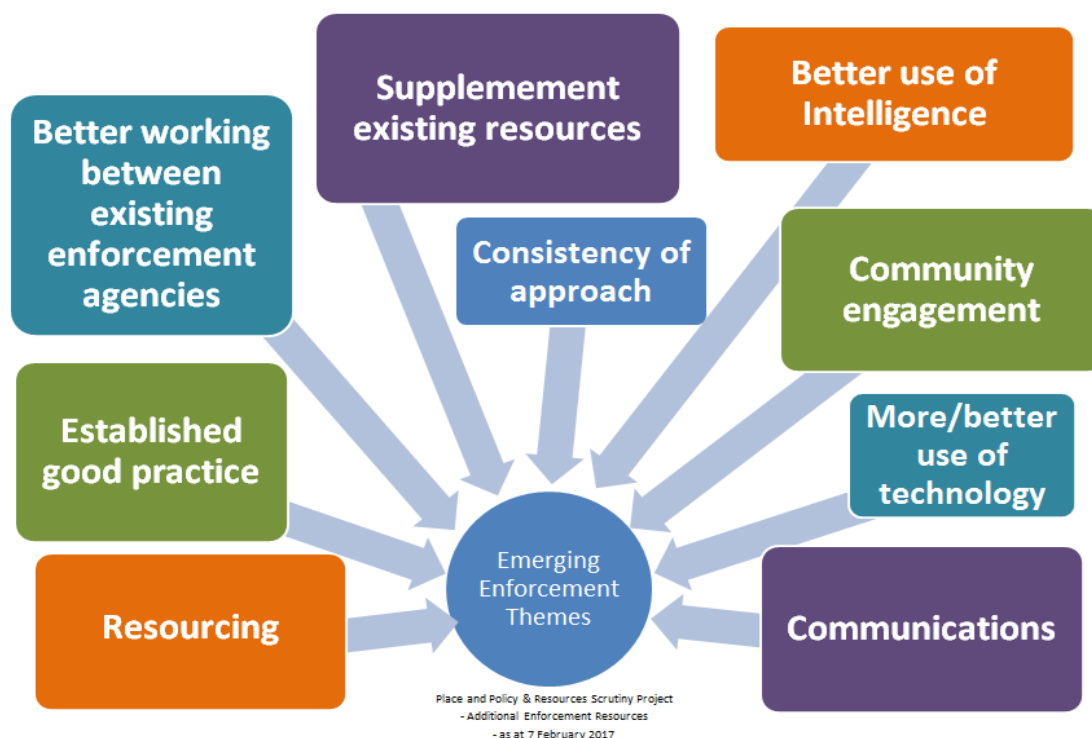
- 1. That the Council actively promotes the recruitment and retention of Special Constables within Southend as a sustainable and active part of reinforcing an enhanced uniformed presence by:**
 - 1.1. Enrolling in the 'Employer Supported Scheme' for Special Constables run by Essex Police and actively promoting it to council employees with an initial target commitment of up to five staff enlisted and trained;
 - 1.2. Investigating the appetite of Essex authorities to a County wide approach for a Council Tax incentive scheme that promotes and encourages the recruitment and retention of Special Constables.
- 2. That the Council explores the potential for a revised 'Borough Patrol' model to be reintroduced by:**
 - 2.1. Further investigating Maldon District Council's example of community enforcement as a potential updated delivery model;
 - 2.2. Aligning existing council resources for enforcement more clearly under the premise of the 'Borough Patrol';
 - 2.3. Investigating opportunities from the income generation proposals that support, fund and expand the role of the revised 'Borough Patrol'.
- 3. That the Council leads a renewed emphasis on the importance of continued strong and effective partnership working that achieves better coordinated working between existing enforcement agencies through clearly identified and articulated priorities by:**
 - 3.1. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
 - 3.2. Commissioning an evaluation of the Community Safety Hub (CSH) with particular emphasis on reducing the apparent disconnect between the priorities of the CSP and the operational response of the CSH; ensuring more effective sharing, appropriate focus and direction of the current resourcing of wider enforcement across Southend partners;
 - 3.3. Looking at how the Council currently uses the Community Safety Accreditation Scheme (CSAS), with a view to widening the scope of its use;

- 3.4. Tasking the CSP with ensuring that night time provision of suitable uniformed resourcing is identified and strengthened with particular emphasis on the high street and the night time economy;
 - 3.5. That the Council instigates and facilitates quarterly updates to all Elected Members by the Southend Community Safety Partnership and in parallel with the Essex Police briefings.
- 4. That the Council explores potential income generation that supports the resourcing of enforcement activities through initially investigating:**
- 4.1. The Proceeds of Crime Act 2002 to identify how recoverable funds could be better aligned to local enforcement response;
 - 4.2. The options available through re-negotiation of key council contracts to better utilise corporate social responsibility accountability and social value legislation; for example the introduction of Waste Champions as identified in the waste contract;
 - 4.3. A commercial approach to management of the CCTV capability and offer;
 - 4.4. Sponsorship from private businesses;
 - 4.5. How council contracts (for example, the parking contract) could be used to enhance the use of wider enforcement powers;
 - 4.6. Reviewing Maldon's experience to take a more pro-active approach to enforcement, including in relation to the issuing of Fixed Penalty Notices.
- 5. That the council promote the use of technology to enable real time processing of information and enhance intelligence capture that supports enforcement activities by:**
- 5.1. Investing in appropriate equipment, such as handheld reporting devices and cam-vests for council personnel;
 - 5.2. Ensuring that mobile technology requirements are met as part of contract re-negotiations as appropriate;
 - 5.3. Supporting and investing in the creation of an 'Intelligence Hub', focused around the current CCTV unit and clearly linked with the Council's SMART City programme;
- 6. That the Council proposes that the CSP realigns and strengthens its core communications across wider enforcement agencies and builds on existing channels by:**
- 6.1. Establishing a Communications Group with representation across key agencies;
 - 6.2. Producing a structured approach to communications across agencies with a coordinated and agreed strategy and projects identified;

- 6.3. Producing a succinct directory of local agencies that support the delivery of CSP priorities for coordination of messaging and clear sign posting;
 - 6.4. Leading on key campaigns that promote community resilience such as the national campaign 'Killing with Kindness';
 - 6.5. Ensuring that all activities for high level campaigns are 'front loaded' with adequate and accessible legal advice; as well as adequate resourcing of officers across the partnership to be visible and meet the challenges that prompted this review, such as street begging and anti-social behaviour.
- 7. That, given the Police and Crime Commissioner's point during session two that the Council plays a vital and unique leadership role through the promotion of community cohesion and by championing community resilience, consideration should be given to how these messages are reinforced through existing networks, such as Tenants and Residents Associations, Active Citizens and Neighbourhood Watch Areas.**

5. Key Findings

The key evidence presented to Scrutiny Project members is outlined below and in the accompanying annexes. It has been loosely grouped under the following enforcement themes which had emerged, and were reviewed, in witness session four.



5.1 Current position and established good practice

Scrutiny Project Members heard (at witness session three in particular) that local authorities undertake an extensive range of enforcement activity primarily aimed at securing the health and safety of local people, enhancing their quality of life, improving the quality of the local environment and ensuring the Council is fulfilling its statutory duties.

It also heard that the Council is subject to a huge raft of legislation that both enables and places limits on the enforcement activity that can and should be undertaken. The scope of legislation has increased significantly since the early 2000s (at the time of the Borough Patrol) and recent legislation, notably the Anti-social Behaviour, Crime and Policing Act 2014, provides further opportunities for the Council and Police to refine their approach.

Officers engaged in enforcement made clear that their approach across all areas is to promote good practice and behaviour, to prevent unacceptable activity developing, to use education, interventions, warnings and mediation *before* moving to more formal sanctions such as notices, enforceable contracts, orders and prosecutions.

The review received substantial evidence highlighting good or excellent enforcement practice that is currently undertaken. This includes **(see Annex 2 for more information):**

- Work undertaken by the multi-agency Community Safety Hub that was cited by the PCC as a model of good practice in enabling different agencies to work together. Successful multi-agency working was demonstrated, notably, by the recent 'Operation Stonegate' exercise with a range of partners coming together on 'community days' to support residents in York Road through a range of support services and targeted enforcement action.

While detailed evaluation on the impact of the exercise is awaited, initial feedback highlighted successes in providing reassurance to local residents and improving the look and feel of the area. The exercise was seen to be a potential model in tackling other identified areas of priority for the borough.

- During March 2017 officers from Southend Community Policing Team have been working with numerous partner agencies, including the Council, homeless and treatment charities, DWP, and others, in the High Street, undertaking patrols, to reduce the level of street begging and drinking and promote the safety of the homeless. The impact of this initiative is currently being evaluated.
- Extensive, and highly valued, CCTV coverage across the borough, enabling a rapid response to incidents, and providing evidence for prosecutions.
- The award winning Early Help, Family Support and Youth Offending Service, which, over 5 years has worked with some 1500 young people at risk of offending, tackling issues such as, truancy, gang activity, drug and alcohol misuse and other ASB. It was noted that the re-offending rate for those going through 'triage' assessment has fallen to 16% compared to 30% for those going through the criminal justice system.
- Extensive environmental enforcement, undertaking thousands of investigations to maintain the quality of the public realm, including tackling fly-tipping, littering, graffiti, inappropriate waste disposal as well as noise nuisance, illegal sales and contravention of environmental health contraventions;
- Dealing with about 600 service requests a year relating to improving private housing conditions dealing with rogue landlords;
- Managing and enforcing the range of tenancy issues (neighbour disputes, ASB, noise nuisance etc...) that arise in relation to the borough's 6000 council tenants, including a popular Neighbourhood Security Patrol commissioned to work primarily in the Victoria Ward area and which has proved invaluable to the Police in providing them with evidence when undertaking prosecutions;
- Undertaking 10,000 highways inspections a year to ensure the safety and proper maintenance of roads, particularly ensuring that utilities undertake their work properly;

- Issuing 40,000 Parking Control Notices each year to enforce parking regulations.
- Investigating around 270 planning enforcement cases each year.
- Providing advice, support and reassurance through park wardens and 'resort assistants' to park users and seafront visitors.
- Establishing a pool of volunteer Council staff (about 13) who called on by the Police to provide support at borough events (eg. carnival and car cruise).

Police and Council enforcement activity is supplemented by other parties including:

- Business Improvement District Street Rangers (x4 fte) who are CSAS (Community Safety Accreditation Scheme) accredited and provide a presence in the town centre but whose powers are limited to fixed penalty notices.
- Door Security for pubs/clubs etc.. whose remit is limited to particular premises.
- Adventure Island Security – CSAS accredited but limited to the Adventure Island complex.
- Hospital Security – CSAS accredited to provide security.
- Active Citizens (about 10) – Police vetted volunteers who assist police on crime prevention/advice, particularly following recent burglaries.

5.2 Resourcing

There is, therefore, a somewhat complex picture of current resourcing across relevant partners around wider enforcement activities. Both the Council and the Police have been subject to severe budget cuts since 2010 and this has led to a significant reduction in the numbers of enforcement officers (noticeably in the town centre) while demand for services in areas of the reviews' focus continues to increase. **A constant theme of the witness sessions was that the reduction in a 'uniformed' presence across the borough, but particularly in the high street, has had a detrimental impact on community safety.**

This 'gap' was highlighted as having an impact, in particular, on so called 'lower-level' crimes and anti-social behaviour such as begging, street drinking, shoplifting, cycling on footways/ 'soft' drug use etc.. which impact on the lives of, and are of significant concern to residents and visitors.

It was recognised, by all parties, that the relationship between key agencies is essential in meeting the needs of communities to ensure appropriate focus and shared application of very limited resources.

Ideas for obtaining additional resources for enforcement activity and for using resources more effectively included:

- Exploring the potential 'selling of CCTV monitoring' to other boroughs. Officers stressed this would not be to the detriment of the borough's current service.
- Accrediting more Council officers to the CSAS. The scheme enables officers engaged in enforcement activity to have additional powers, conferred by Essex Police for a specific responsibility. These include, issuing Fixed Penalty Notices (FPNs) for offences such as truancy, dog fouling, graffiti, littering, pavement cycling and obtaining names and addresses. Currently South Essex Homes tenancy officers and the Youth Offending Service Street Engagement Team are accredited (about 17 officers).

While the vetting process was highlighted as an obstacle to recruitment, and there is a small cost, encouraging more officers in appropriate areas to undertake the scheme does enhance enforcement powers available in the borough and provides an element of uniformed presence as accredited officers are required to wear an Essex police ID badge when using their CSAS powers.

- Further business sponsorship of enforcement activity (supplementing BID rangers), for PCSOs or CSAS accredited civil officers.
- More rigorous use of fixed penalty notices and fines for areas such as dog fouling, pavement cycling, littering, etc.. Witness session five heard that Maldon's Community Protection Team achieved a four-fold increase in fine income from a more co-ordinated and rigorous approach – and, although, questions were raised about the sustainability of this level of fines, to date, there has not been a drop off. Witness session six heard that an initiative to undertake enforcement on dog fouling by PCSOs had met with apparently limited support from Council officers.
- Witness session three heard that there was more scope for the Police and Council to share workload on undertaking some areas of enforcement activity. This mainly relates to lower level crimes (pavement cycling was cited as an example), with the Police obtaining the necessary information from perpetrators and the Council processing the 'paperwork' to enable a prosecution. It was noted that such a practice had been in place previously but had stalled in recent years.
- Continuing current efforts to make more extensive use of the Proceeds of Crime Act. Witness session five heard that Thurrock Council recovers more than twice the amount of money obtained by Southend Council.

5.3 Special Constables

A key consideration of this study has been around the current and potential role of Special Police Constables in relation to enforcement in the Borough and how the Council might support Essex Police's drive to recruit more Specials to work in Southend. There are currently 39 Specials working in the borough, with a desire by Essex Police to increase this number to 70 by 2019.

In witness sessions 2 and 4, Essex Police extended an invitation for the Council to consider committing to the 'Employer Supported Policing' (ESP) initiative. In doing so, the Council would

encourage and support a defined number of staff to train and become Special Police Constables for deployment in Southend and promote the scheme to other organisations. A key consideration is that Special Constables have identical powers to regular Police officers.

The cited benefits of ESP include:

- Enhanced levels of policing, helping to address the fear of crime among residents;
- Providing greater capacity for the Police to focus on so called 'low level' crimes such as anti-social behaviour and missing persons as well as more 'serious' crimes;
- Promoting greater links between employers in the borough and a range of statutory services, including the Police;
- Enabling employers to enhance corporate social responsibility commitments;

Specific benefits to the council engaging in ESP include:

- **2019 target** - the Council could make a significant contribution to meeting the 2019 target for recruiting Specials;
- **Lead by example** - the Council would be leading by example when encouraging other employers to enable staff to sign up as Specials;
- **Engagement** – it would further promote engagement between the Council and community, including providing a further source of intelligence regarding local developments and community cohesion;
- **Partnership** - further strengthens partnership with the Police;
- **Shared responsibility** - encourages local residents/employees to adopt shared responsibility for the wellbeing of Southend;
- **Value for money** – provides a significant increase in enforcement resource for a relatively small investment and
- **Enhanced staff** - staff learn new skills, develop confidence and strategic thinking.

The Scrutiny project are recommending that the council should commit to signing up to the ESP, and specifically supporting up to five members of Council staff to train and become Specials for deployment within the Borough*. Such a commitment would need to be in line with service and organisational needs, so, for example, for practical reasons, school staff would exempt from this recommendation.

**There are rare occasions such as regional emergencies where specials may be called outside of the borough but these are exceptional.*

Council commitment

In real terms, the notional costs of supporting five staff members to become specials could vary, depending on the level of commitment supported and the salary levels of the individuals.

The following provides an initial estimate of core notional costs, based on a full time staff member earning £25,951 (mid-point of Level 7, SCP 29 £23,398- £29,324, 2017/18).

Notional costs (per person)

One off notional costs per person for paid leave to complete initial training:

10 days: £1,000

20 days: £2,000

Annual notional costs per person for paid leave towards Special Constable duties in Southend:

4 hours per month: £672

8 hours per month: £1,344

16 hours per month: £2,688

Council Tax Discount for all Specials resident in Southend

The study explored the potential of offering an incentive of discounted Council Tax for Specials who are resident within Southend. Differing views were expressed on this matter, including the view that this could become divisive. For example, between Specials living inside and those living outside of the town. There is also the possibility that those living in Southend might choose to volunteer in another borough. Additionally, a case could be made for other residents undertaking public service (JPs and school governors for example) to receive a similar discount.

The Scrutiny Project group, therefore, voted not to pursue this idea. However, it was felt that if there was further support for exploring the idea, that this would be better done via an Essex wide approach to ensure consistency of application.

5.4 Borough Patrol

A key theme of the review was to assess the case for re-introducing a form of 'Borough Patrol' - uniformed Council employees who had responsibility for promoting community safety in the town.

Witness session six heard (from a former manager of the Patrol, Paul West) that it had operated from 2002-2005 and had provided a uniformed presence in the town centre, sea front and other areas of high demand, undertaking a range of enforcement duties. These particularly related to environmental, parking and other anti-social behaviour offences. The Borough Patrol had a complement of 9-10 officers with one administrative support officer and was located in a building situated in York Road.

The Patrol was seen by other witnesses, (for example, former Chief Superintendent Mick Thwaites at witness session 7) to have provided a popular and invaluable service, acting as the eyes and ears for both the Police and Council officers. It dealt with over 5000 complaints in one year (the majority of which related to car tax offences and waste related issues, but also included defective lighting, street trading, unauthorised street signs and pavement cycling).

Session 6 also heard that many of the staff and functions of the Borough Patrol were superseded by the introduction of PCSOs and the transfer of functions to other Council staff such as Environmental Care Officers and highways inspectors.

The Scrutiny Project heard that the powers of BP officers were very limited (essentially acting as 'professional witnesses' and reporting offences to other authorities to take action) and that hard core offenders soon became aware of their limited ability to take action.

Estimates of the cost of introducing a Borough Patrol were placed in the region of £300,000 pa for salaries, plus £10-15,000 other costs (training, equipment etc..) based on 10/11 staff, on an average salary of £22,000. It should be noted that costs could be significantly higher or

potentially lower, depending on the outcome of a job evaluation exercise. Any re-introduction of a BP service would require a significant re-organisation of existing resources, however, could potentially be done with limited additional resources if it was introduced using existing Council staff engaged in enforcement only.

The Scrutiny Project members were also reminded that the funding for SEH Neighbourhood Patrol (about £100,000pa) is due to end in March 2017 and that continuing to resource this service would need to be factored into any funding identified for a BP service.

While a 'uniformed presence' of some kind was highlighted as being highly desirable, it was also felt, for example, by the Portfolio Holder for Housing, Planning & Public Protection, that an enhancement in numbers of Police Officers was the most preferable solution in terms of having an impact in taking effective enforcement. In this context, the PCC recognised that Southend was somewhat under resourced, proportionate to crimes per capita committed, and explained that some more front line police officers would shortly be made available to South Essex.

5.5 Better working between existing enforcement agencies / consistency of approach

Evidence showed that enforcement agencies in the borough, across both the public and voluntary sector, are historically well known to each other and benefit from a history of generally productive working relationships. It was acknowledged that Southend's relatively bounded geography was a factor in this although challenges arose in instances where partners do not always share coterminous boundaries (such as the Council and Police).

There was testimony that partners, on the ground, made efforts to integrate and support each other operationally. Police Officers, Street Pastors and SOS Bus volunteers working together to tackle late night issues in the high street was a clear example of this loose collaboration. The Council's Community Safety Manager, Simon Ford, reported at witness session three, that Southend has a long tradition of partnership working and is viewed by others across Essex as a 'leading light'.

However witnesses felt that more strategic coordination of this collaboration would give greater impact to their enforcement roles and, in particular, prevent duplication of effort. Officers managing enforcement functions within the Council also recognised that more could be done to share information and deliver across services in a more cohesive way. In session one Members heard examples from BID Rangers and local homeless charities that the town at times felt like it was saturated with Outreach services and that a 'more joined up plan' was needed so that services complement each other.

A good deal of evidence from Essex Police, the Council and wider community partners emphasised the importance of continued strong and effective partnership working, with clearly identified and articulated priorities. However, feedback also highlighted something of a disconnect between the Community Safety Partnership and current resourcing in relation to wider enforcement. This was particularly evident from the first witness session with voluntary, community, faith and business based groups feeling there is limited ability for them to influence priority setting, receive information updates or be part of an on-going dialogue.

Witnesses comments showed that not all partners are fully aware of the Partnership's priorities, plans and operations. In particular Members questioned whether the Community Safety Partnership could have a greater coordinating role to play in promoting an overarching enforcement strategy. It was noted that there may be potential for the Council and other relevant partners to continue to work on mapping current activity with a view to introducing a layered enforcement approach that fed into the Community Safety Hub.

A reoccurring line of questioning explored the benefits of the visual impact of patrolling enforcement officers – usually termed 'a uniformed presence'. A range of witnesses from Maldon District Council's Group Manager Community and Living to Southend's BID Rangers said that uniformity of appearance helped to engender respect of the public, provided vital personal protection and helped partners and public identify officers more easily. However some felt that the public could, at times, become confused between the different livery and roles of uniformed staff, be it PCSO's, Parking Control Officers or South Essex Homes Rangers. This led to exploratory questions from Members on the potential for a common Southend branding of enforcement agencies.

5.6 Community engagement

A recurring theme throughout the sessions was the concept of promoting civic pride and active citizenship. There was a general consensus that engaging with local communities in an authentic, focused and consistent way can help to prevent or reduce the need for enforcement work.

Much community engagement is being done on a face-to-face and daily basis by enforcement officers simply talking to local people on the street. The level of rapport varies from role to role - BID Rangers for example tend to lean towards long term relationship building whilst Parking Control Officers are focussed on more immediate enforcement and the issue of Fixed Penalty notices (FPNs). Some partners, such as the Police, were actively promoting the concept of greater personal and corporate responsibility – for example by advising local retailers on more proactive methods of reducing shoplifting.

Council Officers, in particular, confirmed that services increasingly rely on local people – 'their eyes and ears' - to report issues to police and partners. Witnesses cited a range examples where local business and community groups were actively engaged, such as 'street watchers', and ambassadors in communities willing to challenge or engage with culprits.

The Police and Crime Commissioner, in particular, strongly advocated fostering community cohesion, recognising the positive impact it can have on reducing the need for enforcement. He strongly rejected the tentative suggestion that councils fund private security firms, much preferring direct investment in the local voluntary sector or community groups such as residents associations.

It was acknowledged that many community delivered initiatives were dependent on ongoing and sustainable support from the public sector, whether financial or through direct action. One example was the previously successful Behave or Be Banned (BOBB) scheme which saw local pub and club owners working together with the Police to tackle anti-social or violent behaviour. The Scrutiny Project heard in session one that witnesses felt that BOBB had become less

effective since Essex Police withdrew an element of their support in order to focus on other priorities.

Engagement with local people via voluntary sector organisations was also much in evidence. Council Officers in Session 3 cited work with the Turning Tides team and using their services and staff to raise awareness and advise vulnerable people. Some witnesses stated that there was a need to better understand how the voluntary sector can make an impact and then explore ways of making this happen.

Some witnesses believed there was further scope to engage communities through third party providers by developing the *social value* aspects of contract arrangements. An example of this approach is the Council's contract with the waste services provider, Veolia, who are incentivised to encourage communities to challenge wrongdoers and take responsible action to keep Southend clean. As a result Veolia oversee volunteers acting as Snow Wardens and Environmental Ambassadors and have put in place a number of mechanisms of engaging with residents.

5.7 Communications

In most cases witnesses acknowledged that more effective communications with local residents would positively impact on reducing the fear of crime. They also cited a need to promote the success of our enforcement work to increase public confidence in what agencies are doing. Presently local communities receive fragmented messages from a range of agencies in a relatively inconsistent manner. It was felt likely that a more planned and strategic approach to communication campaigns would produce more focus and a better response from residents.

Members reminded witnesses that communication must be two way, with a particular focus on feeding back to residents how the information they have given has been used, for example the repair of faulty street lights that have been reported. Witnesses in session one also pointed to the power of social media as a particularly effective way to reach out and directly engage with communities in a cost effective and immediate way.

5.8 Greater use of technology and intelligence

Different enforcement agencies and services are often dealing with the same issues and offenders (or potential offenders) and, therefore, have a significant incentive to work together, share information and pool resources.

Furthermore, increasingly enforcement activity (and Police work generally) is applying the use of technology to make better use of resources and enable better sharing of information. Witness session two heard from the PCC how Essex Police are increasingly equipped with hand held devices, body cams and other devices that enable officers to process information in the field immediately, rather than having to do so at a station.

Use of similar technology by council officers is currently fragmented and is an obvious area for potential investment that would drive effectiveness and efficiency in the future. Such investment would complement the Council's work to embark on an ambitious programme of

introducing new digital infrastructure across the borough with pure fibre connection providing super-fast connectivity and complementing moves for Southend to become a 'Smart City'.

It was suggested that these developments, together with investment and development of the CCTV centre provides the opportunity to create an 'intelligence hub', that will enable officers to source and cross match a range of pooled data and intelligence to better tackle enforcement activity. It will also enrich the Strategic Intelligence Assessment and facilitate a more tiered response from agencies to tackling different levels of crime and ASB.

In addition, the benefits of gathering and harnessing 'soft intelligence' from a range of sources was seen as critical to efforts to promote community safety.

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Annex 1

Witness Session 1 - Wednesday 19th October 2016

To help inform the study and gain a sense of what was happening at grass roots level, the project team heard from voluntary sector groups, volunteer programmes, private sector programmes and faith groups within the Borough. This set the context for the study, particularly in terms of what such groups were seeing and what wider responses already existed. The session was in the form of a workshop, where invitees were arranged into three groups and asked to consider some pre-set questions. Each group was supported by two officers. The attendees are listed below.

Name:	Representing:	Table One:
CLlr Bernard Arscott	Leigh Ward	Support Officers: Ade Butteriss & Tim Row
CLlr Alex Bright	Southchurch Ward	
Simon Patterson	Seafront Traders	
Gary Turner	HARP	
Rebecca Venn	BID Ranger	

Name:	Representing:	Table Two:
CLlr Jonathan Garston	Milton Ward	Support Officers: Lysanne Eddy & Rob Walters
CLlr Brian Ayling, Chair	St Luke's Ward	
CLlr Ian Gilbert	Victoria Ward	
Alison Dewey	BID	
Helen Symons	Leigh Town Council	
John Bastin	YMCA & SOS Bus	

Name:	Representing:	Table Three:
CLlr David Garston	Prittlewell Ward	Support Officers: Kelly Clarke & Tim MacGregor
CLlr Mike Assenheim	Shoeburyness Ward	
CLlr David Burzotta	Chalkwell Ward	
Paul Sutton	Taxi Drivers Association	
Phil Norton	Street Pastors	
Steve Bright	Local Community Meetings	

The responses to the pre-set questions were collated by the support officers, and then fed back and discussed by the Members of joint project team at the end of the session. The questions were as follows:

- Q1. How does it feel to be in Southend? (This question looked for actual experiences and what they were dealing with as agencies/residents).
- Q2: How does your organisation/association contribute to the Borough? (This looked for where they currently field elements of enforcement).

Q3: How can we collectively solve the problems identified? (This question was about drawing out what they saw as being needed to help).

Q4: What is working well in Southend; what could we do more of or better? (This question sought to draw out what worked now and what other opportunities we may not have thought of).

The joint project team also received a copy of the Southend Community Safety Partnership's Strategic Intelligence Assessment (February 2016), Essex Police Performance Summary to August 2016 and the comparison of Southend's league position with its BCS family.

Witness Session 2 - Monday 19th December 2016

At this second witness session, the joint project team heard from Roger Hirst, Police and Crime Commissioner for Essex, as its key witness. He attended with his deputy, Jane Gardner. The session was also attended by T Chief Superintendent Paul Wells, Chief Inspector Scott Cannon and Chief Inspector Glen Pavelin from Essex Police.

This session explored the role of modern day policing within the context of a diminishing public sector and a widening gap of resources, examined crime statistics and the priorities for and budget pressures faced by Essex Police. The pre-set questions were as follows:

Q1. One of your 7 key priorities is to make Policing more 'local, visible and accessible'. How is this being done in Southend?

- How are you resourcing this activity?

Q2. How do you proportionalise the amount of uniformed policing resource across Essex?

- Do you believe Southend is being appropriately resourced in line with crime levels and in comparison to similar areas?

Q3. We have heard evidence at the last meeting that there is a widening gap developing within the enforcement of community safety across Southend; particularly in relation to low level crime such as street begging, street drinking and shop lifting.

- Is this the reality that you see? and
- What is your response to addressing this gap?

- Q4. In the past the PCC has provided a “Capacity Building Fund” specific to voluntary and community groups around themed resilience projects. What are your plans to support a wider partnership approach?
- Q5. What do you think about areas in Essex using private security firms? Do you think they represent value for money? What are the implications of this?
- Q6. In practical terms what will Southend’s Policing look like at the end of your four year term as Police and Crime Commissioner?
- How do you think Southend Council and other partners can support this within the context of equally reducing resources?

The joint project team also had before it the Police and Crime Plan 2016-2020.

Upon completion of the questions, the session concluded with what was now familiar tale to Southend. The incident in the case study was from a local resident and was one which was no longer unusual and was something being seen locally on an all-too-frequent basis.

“I live in the Southend Conservation area.

Last night I had dinner with two friends who also live in this area, it was a nice evening and so we decided to walk to our destination the Pipe of Port restaurant.

Upon arriving in the high street I was absolutely appalled by the run down state of it and I was unnerved by the very sinister air generally but what I was most concerned about was the fact that on our very short walk to the restaurant we were accosted not once, or even twice but three times by people begging.

To make matters worse upon leaving the pipe of port - not particularly late, but the same thing occurred, we were approached at least three times on the way home.

There was no police presence in the high street, there were groups of people who were openly drinking and who certainly saw my friends and I as 'civilians' and therefore targets and my question to you is this, what are you doing about it ?

How is this town to improve or survive if no effort at all is being put in to the high street, how is it possible that the apathy of our MPs, Councillors and Police force has allowed a sub-culture of drunks and addicts take over the area after dark?

By the time I got home last night I was extremely upset and agitated and that is not how a person should feel after having enjoyed a pleasant evening with friends.”

Witness Session 3 – Tuesday 1st February 2017

Colleagues from Southend-on-Sea Borough Council's enforcement functions were invited to the third witness session as the key witnesses. This session explored the role of the Council in relation to current enforcement activity within the context of a diminishing public sector and a widening gap of resources. The joint project team heard from Simon Ford (Group Manager Community Safety and Crime Reduction), Carl Robinson (Head of Public Protection), Steve Crowther (Group Manager Waste & Environmental Care), Zulfi Ali (Group Manager Traffic Management & Highways Network), Scott Dolling (Director for Culture, Tourism and Property), Andrew Fiske (Group Manager Housing), Mike Gatrell (Chief Executive South Essex Homes Ltd.) and Mario Ambrose (Executive Director South Essex Homes Ltd.).

The joint project team also had before it a report prepared by Tim MacGregor which provided some background information and highlighted some key issues for consideration, in relation to current enforcement activity undertaken by the Council, including:

- additional information on the Community Safety Hub;
- additional environmental enforcement data;
- Planning Enforcement
- more relevant formal bodies/working groups, such as the ASB Operations Group;
- More info on the powers conferred by the Community Safety Accreditation Scheme used by tenancy officers and others; and
- some corrections on the current legislation (e.g. taking out reference to ASBOs).

The questions to the witnesses are set out below. Some of these questions were more pertinent to particular officers attending and were identified for a 'LEAD' response; other officers in attendance were invited to contribute or add to the response.

Q1. We have heard evidence at previous meetings that there is a widening gap developing within the enforcement of community safety across Southend; particularly in relation to low level crime such as street begging, street drinking and shop lifting. (LEAD: Simon Ford, Carl Robinson, Steve Crowther & Scott Dolling)

(a.) Is this the reality that you see? and

(b.) What is your response to addressing this gap?

Q2. What do you think currently works well? (ALL)

Q3. What do you think could be improved? (ALL)

- Q4. How effective do you think intelligence sharing is between the Council enforcement services? (ALL)
- Q5. How effective do you think intelligence sharing is between partners, particularly with the Police? (Simon Ford & Carl Robinson)
- What more could we do on both these areas to improve it?
- Q6. How could we better focus our resources to meet CSP shared priorities? (ALL)
- Q7. What would an SBC wide enforcement function look like and how would it ensure we used current resources more effectively? (Dipti Patel, Scott Dolling & Mike Gatrell)
- Q8. Other than the Police, who else do you mainly work with to deliver your element of enforcement? (ALL)
- Q9. What do you see as the role of the voluntary and community sector plus residents in wider enforcement? (Mike Gatrell, Scott Dolling & Dipti Patel)
- How could we better engage them to encourage an active citizenship approach? (ALL)
- Q10. Can you see opportunities for using private sector or commercial firms and what are the implications of that? (LEAD: Simon Ford & Mario Ambrose/Andrew Fiske)
- Q11. If you had a complete wish list of opportunities – what would your ideal ‘enforcement dream team’ look like? (ALL)

Witness Session 4 – Tuesday 7th February 2017

At this session, the joint project team received a presentation from Chief Inspector Scott Cannon and Inspector Bill Potter on the Employer Supported Policing for the Special Constabulary and Police Support Volunteers. A copy of the slides used in the presentation, together with the supporting documentation is attached at Appendix 1.

Witness Session 5 – Wednesday 15th February 2017

Karen Bomford (Group Manager Community and Living) and Adrian Rayner (Community Protection Team Manager) from Maldon District Council, David Kleinberg from the Southend-on-Sea Fraud Team and Councillor Mark Flewitt, the Council’s Executive for Housing, Planning and Public Protection Services were invited to as the key witnesses to the fifth session. This explored an example of what another Council is doing in relation to current enforcement activity within the context of a diminishing public sector and a

widening gap of resources. It also explored the role of Fraud Teams within the wider enforcement function and heard from the Council's Executive Councillor on current issues.

A copy of the slides used in the presentation by Maldon District Council are attached at Appendix 2. The questions below were for Cllr Mark Flewitt, Executive Councillor for Housing, Planning and Public Protection Services.

- Q1. What do you think currently works well across the wider enforcement functions in the town? What do you think could be improved?
- Q2. We have heard evidence at previous witness sessions that there is a widening gap within the enforcement of community safety across Southend, particularly in relation to low level crime such as street begging, street drinking and shop lifting. Is this the reality, in your experience?
- Q3. As Portfolio Holder what do you think are your most important challenges in addressing this gap?
- Q4. What are the opportunities coming forward from this review that could help address this gap and support the Council's commitment to enforcement?

The joint project team also received a briefing paper prepared by Ade Butteriss which outlined various approaches taken by other areas to enforcement. It summarised the response of local authority staff (most commonly the Community Safety Partnership Manager or their equivalent) to a simple questionnaire emailed in February 2017.

The joint project team also discussed the emerging themes from the study so far.

Witness Session 6 – Wednesday 22nd February 2017

Prior to the commencement of the session, the project team was afforded the opportunity to visit the Council's CCTV Facility based at the Tickfield Centre. At the session, the project team heard from Paul West, who was formerly a Council employee and co-founder of the former Southend Borough Patrol, and Jackie Jones, formerly a Borough Patrol Officer and currently a PCSO with Essex Police. The session explored the Borough Patrol's previous function, role and remit and explored how this may fit nowadays, in relation to current enforcement activity within the context of a diminishing public sector and a widening gap of resources. It also explored the role of PCSO's within the wider enforcement function. The questions to the witnesses are set out below.

- Q1. Please can you outline your role now as a PCSO and the powers you have for enforcement? (Jackie)
- Q2. How well do you think PCSO's work with partners? (Jackie)

Could this be improved and how?

Q3. Please can you outline the role of the Borough Patrol and explain the powers they had for enforcement? (Paul)

Q4. How well do you both think the Borough Patrol worked with partners?

Could this have been improved and how?

Q5. Some of the key issues that councillors have consistently raised are around low level crime such as street begging, street drinking and shop lifting.

(a.) What were the merits and limitations of the Borough Patrol in this area; and

(b.) What are the merits and limitations of PCSO's in this area?

Q6. What was the legacy of the Borough Patrol and were there any arrangements for the transition of key responsibilities to relevant partners?

Q7. We've heard from the Police and Crime Commissioner at a previous witness session, that our focus should be on investing in community capacity and the interface with active citizens and neighbourhood action.

What are your thoughts on this and how it might support wider enforcement?

Witness Session 7 - Monday 6th March 2017

At this session, the joint project team heard from Mick Thwaites, the former Divisional Police Commander for Southend (2000-2005) and security consultant, to explore Southend Police Service's experience of the operation of the Borough Patrol in the early 2000s and its applicability to current need and circumstance. It also heard from Alison Dewey, Southend BID Manager, to explore further the role of the BID Street Rangers, levels of resourcing and potential for growth/improved working arrangements/partnership working.

The joint project team also received a briefing paper prepared by Tim MacGregor which outlined indicative resource implications in supporting a programme of recruitment of additional Special Constables;

- Mosaic profiles of current Special Constables;

- Costings for a Borough Patrol service and

- An outline of enforcement powers and costs of other enforcement agencies in the Borough

Joanna Ruffle, the Council's Director for Transformation, was in attendance for this discussion and gave evidence in respect of the volunteering policy for the Council and how the Council could engage in the Employer Support Policing scheme.

The joint project team also received a paper prepared by Tim MacGregor on the Community Safety Accreditation Scheme (CSAS), which included information on the number of CSAS accredited staff in the Borough and a list of Countywide CSAS organisations.

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Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To

Joint P&R/Place Scrutiny Study into Additional Enforcement for Southend-on-Sea

On
1 February 2017

Report prepared by:
Tim MacGregor – Team Manager, Policy & Information Management

Witness session 3 - Southend Council's Enforcement Activities

1. Purpose

To provide background information, and highlight some issues for consideration, in relation to current enforcement activity undertaken by the Council for the joint Policy & Resources and Place Scrutiny study into additional enforcement for Southend-on-Sea.

2. Recommendation:

That the Joint Scrutiny Committee Working Group note the report and consider the issues highlighted with a view to exploring some of these at the witness session on 1 February.

3. Background

- 3.1 Local authorities undertake an extensive range of enforcement activity across a wide range of services. These are primarily aimed at securing the health and safety of local people, enhancing their quality of life, improving the quality of the local environment and ensuring the Council is fulfilling its statutory duties. An outline of the activity undertaken by the Council is set out in **Appendix 1**. Key areas include: tackling violent crime and anti-social behaviour; action against rogue landlords; preventing illegal sales of alcohol and unsafe goods; action against littering; enforcing parking regulations; enforcement of planning decisions; ensuring highways are fit for use and ensuring children are attending school.
- 3.2 The Council, is subject to a huge raft of legislation that both enables and places limits on the enforcement activity that can and should be undertaken. The scope of legislation has increased significantly since the mid-1990s, when the ability of the Council, Police and other partners to take enforcement action, (particularly in relation to anti-social

behaviour and 'enviro-crimes') was significantly more limited. Some of the relevant Acts of Parliament are outlined in **Appendix 2**.

3.3 In addition, the Council has its own policies and procedures, which govern the way it undertakes enforcement, for example, in relation to the environment, parking, planning and private sector housing which set out the Council's approach and scope of enforcement.

4. Enforcement action and sanctions:

4.1 The Council's approach across all areas is to promote good practice and behaviour, to prevent unacceptable activity developing, to use education, interventions, warnings and mediation before moving to more formal sanctions such as notices, enforceable contracts, orders and prosecutions.

4.2 The range of sanctions can include:

- Verbal warnings
- Written warnings
- Simple Caution
- Fixed Penalty Notice (FPN) - payable for a range of offences, including anti-social behaviour such as littering and public disorder offences.
- Penalty Charge Notice (PCN) - paid when an individual is in contravention of regulations such as traffic, parking and waste, which are under civil enforcement.
- Statutory Notice (requiring action from individuals or organisations)
- Seizure of items
- Prosecutions
- Criminal Behaviour Orders
- Acceptable Behaviour Agreements (ABCs)
- Public Spaces Protection Order
- Injunctions. Including injunctions to Prevent Nuisance and Annoyance (replacing ASBOs).

4.3 The action and sanctions applied, while governed by legislation, policy and guidelines, will, however, be assessed on a case by case basis, depending on particular circumstances. These include the seriousness of an offence, the frequency of occurrence, the quality of evidence and an assessment of effective application (such as the likelihood of a prosecution).

5. Key Areas of Enforcement Activity – The Council

5.1 Community Safety

The multi-agency Community Safety Hub, based at Southend Police Station, and working to priorities set by the Community Safety Partnership, is overseen and co-ordinated by the Council's Community Safety and Crime Reduction Group Manager. Issues that the hub tackles include: violent crime; gangs; sexual exploitation; anti-social behaviour; domestic violence; management of offenders and identification of individuals at risk. The hub holds daily briefings to identify key actions and decide on day-to-day resourcing requirements.

SMAART (Southend Multi Agency Anti-social behaviour Response Team) comprises 2.5 officers based within the Community Safety Hub alongside Community Policing Team (2 from South Essex Homes, 0.5 from the Council). The team work with all partners to co-ordinate their approach to anti-social behaviour, share information to prevent duplication of activity and respond to complaints of anti-social behaviour from residents. The team attend all Local Community Meetings and also take on community based anti-social behaviour cases. They liaise with the Street Engagement Team around youth based anti-social behaviour.

The ethos of the team is Intervention, Prevention, Enforcement. The majority of cases are dealt with by means of visits and warning letters working closely with social and private landlords and has direct and daily contact with statutory, voluntary and commissioned services offering advice, guidance and best practice around tackling anti-social behaviour. This contact can include carrying out joint patrols (although reduced in past 12 months). The team draft applications for Criminal Behaviour Orders where criminal convictions are secured.

The team has provided advice and assistance to social and private landlords in pursuing enforcement action including witness statements and/or attendance at court.

The team are accredited through Essex Police Community Safety Accreditation Scheme and are vetted to enable them to access Police computer systems to assist in their investigations. The team have recently introduced Uniform, a case management system used by other teams within the Council (including Environmental Health, Planning, Private Sector Housing).

SMAART case work

Year	Cases	Letters	Visits	Mediation	CBO*	Injunction
2014-15	615	395	201	14 referrals 92.8% success		1
2015-16	639	430	225	31 ref 82.6% success	2	
2016 to current	824	501	195	10 ref 100% success	5	4

* Criminal Behaviour Order

The Community Safety Unit manage the CCTV centre, operating cameras covering the town centre, Hamlet Court Road, the seafront and major car parks as well as linking into the Royals security camera provision. The centre also acts as the Council's out of hours service. Further investment in the coming years will support the strategic vision for the centre to become an intelligence hub for a variety of agencies and partners.

The Community Safety and Crime Reduction Manager also co-ordinates a small pool (currently 13) of council officers who provide voluntary support (ie in their own time) by means of high visibility in the town. A specific job description was developed and recruitment process undertaken to appoint the Event Safety Team (EST) officers, with a council budget of £25,000 for 16/17. The EST are increasingly being called on by the

Police to provide support and since starting in August 2016 have supported 14 events, such as the carnival, car cruise and Coca Cola truck visit (see Appendix 3 for more detail). The EST concept is subject to review.

5.2 Early Help, Family Support and Youth Offending Services

Includes: Youth Offending Service; Connexions; supporting the troubled families agenda; Targeted Youth Support; Young People’s Drug and Alcohol Team; Teenage Pregnancy and Community Engagement. The teams work with young people at risk of offending or re-offending and provide support to young people that are hard to reach and vulnerable. They provide drug and alcohol treatment and support for under 21s; provide support to families with issues ranging from children not attending school to involvement in crime; work with teenagers both pre and post natal and work within the communities to make positive changes. The teams also provide a traded service to schools and work with young people who are not in education, employment or training.

Sanctions broadly divide between:

1. Diversion (to avoid prosecution): Over 1000 young people have gone through the highly successful ‘triage’ system since it began in 2009. Assessments are made of requirements of offenders which include, for example: regular reporting to the YOS; group work; reparations and restorative justice. The re-offending rate for Triage over a 7 year period is 16% (compared to 30% for those that go through the criminal justice system).

2. Prevention: A challenge and support team manage initial warning letters following reports of ASB, with persistent ASB resulting in Acceptable Behaviour Contracts (ABCs). Failure to adhere to these contract results in court application for Criminal Behaviour Orders. These are also used to disrupt gang/drugs activity. Other sanctions available include Parenting Orders for non-attendance at school

The Street Based Team conducts outreach deployments at ASB hot spots (such as the high street, parks, seafront, community events) as informed by intelligence from partners. They also complete truancy projects. A team of 10 (6 frontline) engagement staff undertake, for example, test purchasing of alcohol, truancy sweeps, confiscation of alcohol, moving children on from places they should not be in.

Powers of street engagement staff are limited to asking names/addresses of offenders and confiscating alcohol. Staff also attend all Local Community Meetings (LCMs).

Number of First Time Entrants to the Criminal Justice System	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number of children and young people entering the criminal justice system for the first time and receiving a substantive court outcome	360	107	75	75	75	98	53	47

Challenge & Support	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Totals
Number of children and Young People worked with.	572	342	229	115	225	1483
How many of these young people have gone on to offend and receive substantive orders?	17	19	17	11	3	67
Acceptable Behaviour Contracts	35	10	8	3	4	60
ASBOs/CBO	0	0	0	0	4	4
Warning Letters	373	223	193	170	125	1084
Home Visits	82	88	39	34	18	261

Street Based Team	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Totals
Operations/deployments undertaken	134	363	480	325	679	1981
Children Engaged	456	1953	2229	2376	2145	9159
Taken to Place of Safety	2	1	9	5	0	17
Litres confiscated	14.27	6.6	26	35.1	3	84.97
No. of children alcohol confiscated from	20	4	32	30	4	90
Parents contacted	9	3	14	11	18	37
Youth ASB	1438	1304	1029	720	507	3560

5.3 Regulatory Services

The Council's Regulatory Services undertake a range of environmental protection activity. This covers: statutory nuisance and public health; regulation of businesses including environmental health functions of food safety, health and safety and trading standards (fair trading, business inspection and product safety); as well as the licensing of taxi/private hire vehicles and business licensing (alcohol, entertainment and gambling, tables and chairs and scrap metal dealers);

Regulatory Services Officers undertake enforcement, working closely with other council services and agencies to respond to complaints and undertake their statutory functions. Sanctions available include: verbal warnings, written warnings, formal cautions, a requirement for corrective action and prosecution.

5.4 Waste & Environmental Care

The service undertakes the collection and disposal of domestic refuse and recycling, street cleaning and activity to promote environmental care and clean neighbourhoods. Effective awareness raising and education of the public of their responsibilities and promoting a general culture of civic care, alongside enforcement activity, are all critical to meeting objectives in these areas.

A small team of Environmental Care Officers undertake investigations, inspections and follow up action. Some areas of recent activity are outlined below.

Waste related Enforcement action (mainly investigations and notices served) recorded on 'fly-capture' database

	2012-13	2013-14	2014-15	2015-16	2016-17 (to Sep 2016)
Investigation	515	479	475	2183	401
Warning letter	147	382	390	788	52
Statutory notice	8	48	36	113	4
Fixed Penalty Notices	14	16	23	25	0
Duty of Care (largely commercial Waste)	113	571	534	46	43
Stop/search	36	0	0	0	0
Vehicle seized	0	0	0	0	0
Formal caution	0	0	0	1	0
Prosecution	0	2	3	1	0
Injunction	0	0	0	0	0

Environmental Enforcement Action (including notices served and investigations)

Year	Dog Fouling	Fly Posting	S215, P40, P41, P42, s92a	Obstruction	A-board	Printed Matter	Education	OHV – s154*	Loose Gravel	Waste Storage	Cars for sale on Highway	Highway damage
14-15	10	12	68	1	4	0	25	94	0	0	0	0
15-16	11	14	133	12	20	1	15	89	3	4	0	0
16-17	12	1	128	16	0	0	6	98	0	0	1	1

* Overhanging vegetation

There have been 354 enforcement actions undertaken across the borough since October 2014 in relation to vehicles causing damage to pavements and verges. These include a combination of warning letters and the serving of enforcement notices, with 264 enforcement notices issued to residents.

5.5 Private Sector Housing

The Council's Private Sector Housing Team undertake work to assess the condition of the borough's properties using a health and safety assessment rating system to determine the risk to the health of residents or public, including the likelihood of an accident. This is based on a visual assessment of the condition of the property, rather than the tenant. Notices requiring action can be served in relation to, for example, the physical structure of a property, overcrowding, asbestos, sewage leaks, empty properties and energy certification.

A (non-exhaustive) list of sanctions include:

- Improvement Notice
- Prohibition Order (for hazards)
- Emergency Prohibition Order
- Slum Clearance Declaration
- Revocation of HMO Licence
- Power of Entry – where a Management Order is in force
- Overcrowding Notice
- Nuisance Abatement Notice
- Notice of cleansing or destruction of filthy & verminous articles

- Enforcement of minimum energy efficiency levels with private rented accommodation.

The team liaise regularly with SMAART, the Police, Environmental Health, Trading Standards and social care services in relation to criminal activity and safeguarding issues.

For April to December 2016, the service dealt with:

Number of service requests	438
Category 1 or high Category 2 hazards removed	247
Empty dwelling brought back into use from Private Sector Housing action	45

5.6 Social housing

South Essex Homes (SEH) undertake enforcement activity in a number of ways in relation to council tenants and leaseholders. The Tenancy Management Team undertake day-to-day management of council tenancies, which includes dealing with low level anti-social behaviour such as noise nuisance and neighbour disputes. All tenancy officers are accredited to the Community Safety Accreditation Scheme, which confer limited powers to request names and addresses and to issue a Fixed Penalty Notice in relation to offences that cause injury, alarm and distress to another person or damage or loss of another's property. Being accredited enables officers to attend briefings and receive information with/from the Police.

South Essex Homes also make an operational and financial contribution to the multi-agency SMAART which tackles ASB on council estates and across the borough. In addition, a neighbourhood patrol (2 officers) provide an out of hours patrol service from 5pm-2am for council housing concentrated in Victoria Ward, providing a visible presence in the area. The service, contracted from a private security firm, has been operating as a pilot since 2015.

SEH also sit on the board of 'RESOLVE Antisocial Behaviour', a national body to promote good practice and advise government in relation to ASB and social housing.

5.7 Traffic Management & Highways

The service carries out the Council's statutory functions associated with highways, parking and traffic management to keep traffic moving and maintain the highways network. Parking enforcement (off and on-street) is undertaken through the Council's chosen provider, APCOA. The requirements of Parking Control Officers are set out in the agreed contract, but are essentially limited to checking that parking regulations are being followed and issuing Penalty Charge Notices where they are not.

Highways inspectors check on the state of the roads, progress of works being carried out by utilities and others, the quality of reinstatements and works over-runs. Companies that are found to be non-compliant are subject to fines, Fixed Penalty Notices and Improvement Notices.

Enforcement activity for 2015/16 included:

Number of inspections undertaken	10,036
FPNs issued	1,155
Work over-runs notice (Section 74s)	171
Parking Control Notices issued	40,000 (approx)

5.8 Planning Enforcement

The Council's Planning Team ensure the enforcement of planning control under the Town & Country Planning Act 1990 and the Planning (Listed Building and Conservation Area) Act 1991. Planning enforcement deals with breaches of planning controls, including where building work requiring planning permission is undertaken without such permission, where conditions attached to a planning condition are not complied with, or where the use of a building or site is changed without planning permission.

Planning enforcement is not a statutory function, however, without effective enforcement, the planning system would be ineffective. Breaches of planning control are not illegal, however, non-compliance with a planning enforcement notice is. Unauthorised works to a Listed Building constitutes a criminal offence.

The team employs 1.6FTE officers dedicated to planning enforcement. The level of work undertaken is summarised below.

5.9 Planning Enforcement Data 2015 – 2016

Enforcement Cases investigated in 2016	275
Formal Notices Issued in 2016	3
Enforcement Cases investigated in 2015	269
Formal Notices Issued in 2015	6

The vast majority of cases are resolved by negotiation and regularisation without the need for formal action, as is advised by Government. Often a resolution by the Development Control Committee to take enforcement action results in the land-owner remedying the situation before said notice is served.

5.10 Parks

The Council currently has three parks wardens to cover 15 parks, gardens and nature reserves (at one time the Parks Rangers Service numbered 15). The role of wardens is to provide a presence, promoting re-assurance, advice and support to parks users as well as challenge where byelaws are being contravened (although this rarely leads to prosecutions in practice).

5.11 Pier and foreshore

From April to September four-six seasonal Resort Assistants provide first aid, and health and safety along the foreshore for beach users. While this will include advising/challenging people on, for example, not having bbqs or dogs on the beach, their action does not extend to issuing FPNs or prosecutions for contravention of byelaws. For more serious incidents, additional support is sought from ECO officers or the Police, where appropriate.

5.12 Enforcement Prosecutions 2013-16 (by calendar year)

The number of enforcement related prosecutions undertaken by the Council's Legal Section in recent years are as follows:

Service Area	2013	2014	2015	2016
Education	13	14	11	22
Fraud	20	18	14	8
Highways	0	1	9	5
Planning	8	8	8	2
Private Sector Housing	6	1	8	1
Regulatory Services	11	4	7	3
Street Scene	6	10	3	4
Youth Services	2	3	2	2

6. Issues for consideration

6.1 Joint working

There is considerable overlap of work between service areas, with anti-social behaviour, criminality and risk to health and safety of residents requiring a multi-agency approach to ensure such issues can be tackled effectively. However, reports relating to the same issues/cases can, in some cases, be made to different service areas, leading to the potential for duplication of effort or for issues to 'fall between the gaps'. Avoiding this relies on officers building and maintaining good informal networks and relationships.

There are a number of formal mechanisms to help promote joint working, including:

- **Community Safety Partnership:** Chaired in alternate years by the Police and the Council, the CSP sets the overarching community safety priorities for the borough. Membership includes Essex Fire & Rescue Service, Office of the PCC, South Essex Homes, Probation and health services. It brings together organisations and groups that share responsibility of tackling crime and disorder, anti-social behaviour and drug and alcohol related offending.
- **Community Safety Partnership sub-group:** Multi agency officer group, focussing on violent and other serious crime in the borough.
- **ASB Operations Group:** Multi-agency group chaired by the Police Community Policing Inspector and covering a range of council services (including environmental health, parks, community safety, private sector housing), and including the hospital, SEPT, housing providers among others. Meeting monthly the group identifies issues, including priority areas to be tackled. Agencies bring their high risk ASB cases for multi-agency approach to be taken, information and best practice is shared and areas where agencies are experiencing barriers or

difficulties

- **Homelessness Strategy Group:** Multi-agency group (including Police, voluntary sector and housing providers) chaired by the Council, addresses operational issues to address, among other issues, homelessness and street begging in the borough. Meets monthly to align with the ASB Operations Group.
- **Complex Needs Panel:** Multi-agency group, chaired by the Council and including voluntary sector providers
- **Adults and Children Safeguarding Boards:** Statutory multi-agency bodies that play a strategic role in protecting vulnerable adults and children, ensuring the right policies are in place and helping to improve relevant services.
- **Strategic Safeguarding and Community Safety Meeting:** bringing together issues of safeguarding, community safety and health and wellbeing.
- **Two Safety Advisory Groups** – 1. To promote health and safety for events held in the borough. 2. To oversee health and safety at Southend Utd games.

While informal relationships between officers are generally good, there may be more systematic ways in which joined up working could be more effective, particularly in relation to tackling anti-social behaviour, and ensuring greater clarity in terms of operational priorities across the Council (building on the overarching priorities of the CSP). A new Anti-Social Behaviour Strategy may help in this respect.

6.2 Sharing of intelligence

Intelligence led approaches to tackling criminality have proved increasingly successful over many years. However, different council services tend to have different systems to record and process information. Ensuring better means of sharing knowledge and intelligence, obtained from multiple sources, (assuming issues of data protection can be addressed) may, therefore, prove fruitful if extended.

To this end the more staff are equipped with effective technology that enables them to record and process cases 'in the field', the more effective they can be in tackling requests made of them and the quicker and easier it becomes to share information.

6.3 Generic approach

While the Council's Environmental Care Officers have responsibilities beyond waste and cleansing, some local authorities have extended this approach further, with more generic enforcement officers who have a wider range, or a different mix of responsibilities. For example, parking enforcement officers in some borough have responsibilities beyond the immediate role of parking restrictions.

However, each area of enforcement has their own specialist requirements (in relation to planning, trading standards and private sector housing) and so a more generic approach to enforcement, comes with risks and significant resource and training requirements.

6.4 Resourcing and partnership working

Inevitably, given the declining levels of resources available to the Council and Police, the extent and range of enforcement activity, as well as work to raise awareness and undertake education and training has been increasingly restricted in recent years (when the demand for those resources has been increasing). This has been reflected in the ability of both organisations to address lower-level anti-social behaviour.

There is also a perceived growing disengagement from other aspects of partnership working from the Probation Service (particularly since the supervision of low-medium risk offenders was outsourced in 2015 to community rehabilitation companies) and to some extent from the health and fire sectors.

However, effective joint working has been notable recently in exercises, such as, Operation Stonegate designed to support residents in the York Road area. The operation, has included close working of council services as well as Essex Police, Fire and Rescue Service, BID Rangers, Street Pastors, Family Mosaic, Harp, Storehouse, and South East Alliance of Landlords (SEAL). This model, of focussed joint working, has the potential for being extended to other parts of the borough, where it is deemed to be required.

There may also be scope for more agencies to share resources – for example, for the Council to process FPNs that have been issued by the Police.

6.5 Culture and consistency of approach

There can be a wide range of views on the extent to which enforcement activity should undertaken and the way it is applied by local authorities. The use of CCTV footage and covert surveillance (such as using the Regulation of Investigatory Powers Act (RIPA)) to tackle issues such as dog fouling, test purchases and fly tipping, by some councils in the past, has prompted accusations of ‘big brother’ behaviour.

Similarly areas vary in their approach to tackling street begging, with some such as Southampton, introducing a Public Spaces Protection Order (PSPO) and prosecuting people asking for money. Others such as City of London and Tower Hamlets have run campaigns (‘your kindness could kill’) to urge people not to give money to beggars.

Whether the Council has a consistent approach to enforcement, may, therefore, be worthy of consideration.

6.6 Public engagement

Engaging the public further in supporting, (or in some cases undertaking?) levels of enforcement has long been seen as critical to success in this area. This requires equipping residents/community groups with the right knowledge of what can and should be done as well as who to liaise with in particular circumstances. Part of the solution could include providing more community safety related information and data to members and the public generally on a regular basis.

6.7 Use and knowledge of legislation

Given the complexity and changing nature of the legislative framework in this area it remains a challenge to ensure officers, and members, are aware of the relative powers available, determine whether legislation is being used to best effect, and identify areas where the legal framework needs to change. Examples of recent changes to legislation include:

- Anti-Social Behaviour, Crime and Policing Act, 2014. The Act introduced a range of new powers/requirements, including: a 'Community Trigger' for residents to demand action; a 'Community Remedy' giving victims a say in out of court punishment and new powers of injunction in relation to ASB (breaches of which can lead to 2 years in prison/unlimited fine);
- Since May 2016, councils have been given the power to issue FPNs on those committing the offence of fly tipping;
- Further legislation is expected to amend the Housing Act 2004 on extending mandatory licensing of all HMOs;

In addition, the Council has support previous (unsuccessful) efforts to make pavement/verge parking a civil offence (as in London).

6.8 Use of third sector/private enforcement

The Council already engages some additional support from private enforcement providers. Whether there is further scope to supplement mainstream services with private/third sector, potentially funded through a supplementary charge (such as a rent levy) is something local authorities may increasingly consider. Experience from other areas has arguably been mixed, with concerns expressed at the application of a heavy handed approach and lack of accountability.

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Appendix 1 to Annex 2

Summary of service area enforcement activity and related sanctions

Service area	Area of enforcement	Lead officer	Sanctions
Community Safety	Range of community safety issues, including: Anti-social behaviour Violent crime; Gangs; Sexual exploitation; Domestic violence; Management of offenders and Identification of individuals at risk CCTV	Simon Ford	<ul style="list-style-type: none"> - Home/office interviews, - Warning letters, - Acceptable Behaviour Contracts, - Joint patrols - Mediation, - Restorative Justice Referrals, - Community Circles, - Injunctions - Designated Public Spaces Order (replaced by Public Spaces Protection Order) - Community Protection Warnings/Notices (not used by - SMAART at present)
Children at risk of offending	Youth Offending; Targeted Youth Support; Young People's Drug and Alcohol	Carol Compton	<ul style="list-style-type: none"> Acceptable Behaviour Contracts (ABC). Criminal Behaviour Orders (CBO) Parenting Contracts Parenting Orders Education Supervision Order School Attendance Order Prosecutions
Regulatory Services	Noise nuisance Licensing Trading standards Environmental Health Filthy & verminous	Carl Robinson	<ul style="list-style-type: none"> - Verbal warnings, - Written warnings, - Formal cautions, - Requirement for corrective action - Prosecution
Waste & Environmental Care	Fly-tipping Fly-posting Littering Dog control orders Street furniture Commercial waste Overgrown gardens (EPA, S215 Planning) Graffiti	Steven Crowther	<ul style="list-style-type: none"> - Verbal warning - Written warning - Simple Caution - Fixed Penalty Notice (FPN) - Statutory Notice (requiring action from individuals or organisations) Seizure of items - Prosecutions - Acceptable Behaviour

Service area	Area of enforcement	Lead officer	Sanctions
	Unsafe buildings –building control Highways obstruction Street trading Waste collection		Agreements (ABCs) - Injunctions
Highways	<ul style="list-style-type: none"> - Highway inspections – safety/condition - Highway licensing - Utility works - Non-compliance - e.g. skips, scaffolding, hoarding, oversail etc. - Obstruction, unauthorised vehicle crossing etc. - Overgrowing trees - Obstruction of highway - Pavement crossings (pvxs) - Abandoned vehicles - Parking enforcement 	Zulfi Ali	Written warning Fines (mainly utilities) Penalty Charge Notice Improvement Notice
Planning	Breaches of planning control	Peter Geraghty / Dean Hermitage	<ul style="list-style-type: none"> - Planning Contravention Notice - Temporary Stop Notice - Enforcement Notice - Stop Notice - Breach of Condition Notice - Powers of entry - Section 215 notices (untidy land)
Private Sector Housing	HMO licencing Health and Safety assessment (physical structure/overcrowding/asbestos/water leaks etc...) Empty homes Energy certification	Andrew Fiske / Stuart Burrell	<ul style="list-style-type: none"> - Improvement Notice - Prohibition Order (for hazards) - Emergency Prohibition Order - Slum Clearance Declaration - Revocation of HMO Licence - Management Order (to take over an HMO) - Overcrowding Notice - Nuisance Abatement Notice - Notice of cleansing or destruction of filthy & verminous articles - Enforcement of minimum energy efficiency levels with private rented accommodation
Social housing	Tenancy Management (eg noise nuisance and neighbour disputes). Support for SMAART Neighbourhood patrol	Andrew Fiske/Mike Gatrell	<ul style="list-style-type: none"> - Warning letters - Application of ASB related sanctions - ABC's - Mediation

Service area	Area of enforcement	Lead officer	Sanctions
			<ul style="list-style-type: none"> - Notice of Seeking Possession - Court Undertaking - Injunction - Eviction.
Parks	Anti-social behaviour in parks Contravention of Park bye-laws	Scott Dolling / Paul Jenkinson	Minimal: (largely limited to advice and challenging contraventions)
Pier & Foreshore	Bye-laws	Scott Dolling	Minimal: (largely limited to advice and challenging contraventions, such as issues of bbqs or dogs on the beach).

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A (non-exhaustive) list of legislation used for enforcement

Anti-social Behaviour, Crime and Policing Act 2014

Anti-social Behaviour Act 2003

Building Act 1984

Clean Neighbourhoods & Environment Act 2005

Crime and Disorder Act 1998

Data Protection Act 1998

Deregulation Act – 2015 (relates to Enforcement of Waste Receptacle Offences)

Education Acts 1996, 2005, 2006

Enforcement of Waste Receptacle Offences Deregulation Act 2015

Environmental Protection Act 1990

Highways Act 1980

Housing Act 2004

Local Government Act 1972 (S222 Injunction for nuisance)

Local Government (Miscellaneous Provisions) Act 1982 (drainage)

Prevention of Damage by Pests Act 1949

Public Health Act 1961

Psychoactive Substances Act 2016

Regulation of Investigating Powers Act 2000

Town and Country Planning Act, 1990,

Event Support Team activity since August 2016

Date	Event	Number of Officers on Duty
6 th August 2016	Sierra Leone Festival	2
20 th August 2016	Carnival	2
26 th August 2016	Bank Holiday	3
27 th August 2016	Bank Holiday	3
2 nd October 2016	Car Cruise	6
15 th October 2016	Fireworks	2
22 nd October 2016	Fireworks	2
28 th October 2016	Halloween	4
29 th October 2016	Fireworks	3
12 th November 2016	Fireworks	3
19 th November 2016	High Street lights Switch On	3
2 nd November 2016	Leigh Lights Switch On	3
15 th December 2016	Coca Cola Truck	5
21 st January 2016	Car Cruise	2

Annex 3

Other local authorities approach to enforcement

The mini studies below are intended to give a brief taster of the various approaches taken by other areas to enforcement. They summarise the response of local authority staff (most commonly the Community Safety Partnership Manager or their equivalent) to a questionnaire emailed in February 2017.

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Adur and Worthing Councils (member of Southend's Crime Family group)

Adur and Worthing have the following enforcement measures in place:

Enforcement Officers for PSPOs - There are 4 PSPOs in place to tackle **erected shelters in parks, DPPO conversion, aggressive begging and dangerous dogs**. Enforcement Officers are from a range of services within the Council's various services, such as parks staff, dog warden etc. these have enhanced powers added to their roles. And job descriptions. PSPOs are overseen by the Councils Overview & Scrutiny Committee as well as reporting to the Safer Communities Partnership. The orders were funded through Council budget.

Street Pastors - Affiliated to the Ascension Trust, Pastors put out teams in Worthing on Friday and Saturday nights. Pastors have no enforcement powers but provide an effective service to those using our night time economy who are **vulnerable, normally intoxicated**. Funding is always an issue and Pastors apply to a range of bodies. Worthing BC support them with consumables such as water, flip flops and foil blankets. This scheme started locally following conversations around trying to establish a safe haven where those who are in need of support can access. Street Pastors are managed by a voluntary board.

Taxi Marshals - This service is provided by a commercial security company, who provide 2 x SIA Door Supervisors to marshal taxi ranks in the centre of Worthing Town on a Friday and Saturday night. The scheme was started to reduce **Public Place Violent Crime** and, encourage Taxi Drivers to work over night and ensure that there were transport options available for those wanting to use the night time economy to get home safe. This is funded by contributions from taxi license fees, voluntary contributions from night time venues (calculated using a formula on hours opened after midnight) and underwritten by the Safer Communities Partnership. This scheme is very successful and is now embedded as the culture within Worthing. This contract is managed by Worthing BC staff and governed through the Safer Communities Partnership and reported on to Pubwatch.

Street Outreach Worker - Established to work with the street community to **reduce harm and minimise risk, with a particular focus on drug and alcohol use**. However, this officer now provides the link through to housing services as well as other services, enabling the street community to get service ready. This has recently been mainstream funded by the Council and was previously funded through a mixture of Safer Communities Funding and Supporting People Funding (Housing Grant). This post is governed through the Safer Communities Partnership.

Town Centre Warden - Funded through the Business Improvement District levy and employed by the Town Centre Initiative, this post provides a meet-and-greet function within Worthing Town Centre, but also links in with the business community, supporting them with any issues that arise, ensuring a safe a peaceful Town Centre.

Worthing Borough Council: <https://www.adur-worthing.gov.uk/>

Safer Communities Plan: <https://www.adur-worthing.gov.uk/safer-communities/safer-communities-partnership/#a-w-safer-Communities-partnership-plan>



Bury Council (member of Southend's Crime Family group)

Bury have a single **Anti-social Behaviour (ASB) Caseworker**. They previously used to have more but this had to be scaled back. The **ASB Caseworker** routinely issues

- ABCs, Civil Injunctions,
- PSPOs,
- Closure Orders and
- CPNs.

Street Pastors are also in but have no enforcement powers.

Bury's enforcement work is governed through a Joint Engagement Team (JET) which is a partnership approach with the Police and other services. The team's focus is on **low-level ASB** across the borough and they allocate resources appropriately. These initiatives are primarily grant funded through the Community Safety Partnership.

Bury: <http://www.bury.gov.uk/>

Community Safety Plan: <http://www.bury.gov.uk/CHttpHandler.ashx?id=15740&p=0>



London Borough of Hounslow (member of Southend's Crime Family group)

Hounslow have a varied approach to enforcement.

The maintenance of the highways and all enforcement related to them (**fly-tipping, littering, abandoned vehicles, graffiti, fly-posting, obstruction of the highway, skips, building materials**, etc.) was outsourced as part of a 25 year PFI contract to **Hounslow Highways (part of Vinci Concessions)**. Hounslow would like the contractor to be more proactive on enforcement however, due to it being a very small part of the overall contract, the contract management team give it little emphasis unless directed otherwise.

Littering and dog fouling enforcement in high foot fall areas such as high streets and stations, outsourced to a private contractor, **Kingdom Environmental Protection Services** who provide a service where they receive £45 per ticket issued, and as such cost the Council nothing if not making us a little profit. This service performs well but at times can be seen to be a 'little over zealous' due to the pressure to issue tickets and ensure payment. Many Councils use Kingdom for other enforcement services and Hounslow are looking at using them to enforce PSPOs as they are implemented (primarily to replace existing **drink and dog control orders**).

Hounslow's **Estate Enforcement Team** are HRA funded and provide all **ASB enforcement on estates** including **fly-tipping, littering, abandoned vehicles, noise, loitering and associated ASB in communal areas, dog fouling**, whilst also reporting faults and monitoring and maintaining the Housing CCTV system.

The **Neighbourhood Enforcement Team** was formally the pollution team and as such now do a combined role of **pollution (noise, air, land, controlled processes) and ASB** primarily on private or unregistered land (fly-tipping, littering, abandoned vehicles, etc.). This team are funded from the Council's revenue budget.

Making Hounslow Safe:

https://www.hounslow.gov.uk/info/20056/community_safety/1203/making_hounslow_safe

Kingdom Environmental Protection Services: <http://www.kingdom.co.uk/services/environmental-protection/>



Ipswich Borough Council (member of Southend's Crime Family group)

Little additional enforcement activity other than **two dedicated co-located police officers** based in Ipswich's Community Protection Team. They are focused on **ASB** and are funded by Suffolk Constabulary, although this could change due to budget pressures.

Ipswich Borough council: <https://www.ipswich.gov.uk/>



MALDON DISTRICT COUNCIL

Maldon District Council

The Council now has a **Community Protection Team (CPT)** which has been in place since April 2016. The Community Protection Team undertakes monitoring and environmental enforcement on behalf of several parishes and town councils within the district. This Team brings together many previously separate enforcement roles by merging;

- Street Scene Enforcement Officers (x 2)
- Rangers (x 6)
- Dog warden (x .5)
- Civil enforcement Officer

The purpose of the merger was to achieve economies of scale, greater resilience of the team, and cover more hours.

There are now 10 CPOs in total which includes one Team leader and one Co-ordinator. Maldon are now looking to put in place an administration role as the work is constantly expanding and requires some office based support. This is an additional cost.

Maldon don't believe that this move has *led* to Police cutting back resources rather Maldon have set up the CPT to pick up much of the low level crime that is now not dealt with by the police.



From a local authority perspective, **outside of statutory enforcement of noise nuisance, planning, temporary structures** etc. most of Westminster's remaining enforcement is a single enforcement team which they refer to as **City Inspectors**.

These officers are a combination of two previous roles which were reorganised a couple of years ago; Licensing Inspector (**inspecting and enforcing against breaches of premises license conditions**), and City Wardens (on **street enforcement of waste and environmental issues such as fly tipping and ASB**).

The new officers (of which there are about **70**) cover a multitude of issues and work shifts split between geographic teams responsible for different parts of the City, including dedicated market inspectors, and response officers.

Response teams are more reactive but all are tasked through an intelligence led process which identifies the key issues affecting the City, including premises of greatest concern, and drives activity from Council Officers. Partners are also involved in this process to ensure plans are aligned and that we can get appropriate support as necessary. This process also identifies key events taking place in the City for which the Council need to provide support.

Much of the above came about in response to reducing budgets two-three years ago and the need to consolidate functions and reduce management layers. Consequently all of Westminster's environmental health services are now brought together on a geographic basis with a residential service covering the North and South of the City, and a commercial team directed towards the West End.

Westminster have a number of local and London byelaws to support additional enforcement, these are covered under City of Westminster, and London Local Authority Acts. Westminster also have DPPOs in place covering most of the City, DCOs (to become PSPOs later this year), and a single PSPO to tackle Street Gambling around Westminster Bridge.

As a Borough Westminster don't provide any funding to the police for additional officers, although many of our neighbouring boroughs such as Kensington and Hammersmith do invest significantly to boost their officer numbers.

<https://www.westminster.gov.uk/>



City of York Council (member of Southend's CIPFA's 'nearest neighbour' unitary authority group)

In 2014 York established a **Joint Community Safety Hub** with North Yorkshire Police. This has two teams working within it. One is an ASB team who undertake a daily risk assessment and deal with the **highest risk/vulnerability ASB cases**. This team is comprised of 5 City of York Council **ASB Officers** and 6 operational police officers. The other team is a **Neighbourhood Enforcement Team** who deal with **environmental ASB and noise nuisance**. The 9 officers work Monday- Friday 9am – 5pm but also carry out **domestic noise nuisance** patrols 9pm-3am Friday and Saturday. In addition they work flexible shifts to carry out joint operations with the police Safer Neighbourhood Teams targeting issues such as **bonfire night, begging, alcohol related ASB** etc

The Neighbourhood Enforcement Team have the usual enforcement powers granted through local authorities eg. **Fly tipping, noise nuisance, graffiti, littering, dog fouling** etc and in addition the Chief Constable granted them Community Safety Accreditation Scheme powers. The structure was established to improve the response to ASB for both organisations and also to remove duplication where **PCSOs** may be sent to deal with issues which are best dealt with by a Neighbourhood Enforcement Officer. The NEOs carry police radios and can be tasked directly from the North Yorkshire Police Force Control Room. They are a uniformed service (requirement for CSAS) which includes stab proof high viz orange vests

The team was initially piloted with funding from the Police Innovation Fund. However, because it has demonstrated efficiencies to both organisations it is now mainstreamed. Line Management structure is that each of the two teams report to a City of York Council Community Safety Manager.

<https://www.york.gov.uk/>

Southend-on-Sea Borough Council

**Report of Chief Executive & Town Clerk
to**

Cabinet

**On
20th June 2017**

Report prepared by: Tim MacGregor
Team Manager - Policy & Information Management

Corporate Plan & Annual Report – 2017

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

A Part 1 Public Agenda Item

1. Purpose of Report

1.1 To agree the Council's draft Corporate Plan and Annual Report, 2017.

2. Recommendations

2.1 That the Council's draft Corporate Plan and Annual Report, 2017, is considered before being submitted to Cabinet on 20 June and Council on 20 July.

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 2017 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	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	Outlines the Council's governance arrangements
Section 3 - Structure charts	Sets out the Council's political and officer structures
Section 4 - Council Budget	Sets out the high level Council revenue and capital budget for 2017/18.
Section 5 – Council Values	Outline the values of the Council
Section 6 – Key achievements	Sets out the key achievements of the Council over the last year.
Section 7 - Corporate Priorities, 2017/18	Sets out the Council's 15 Corporate Priorities for 2017/18.
Section 8 – Equality Objectives	2017/18 – Council's Equality Objectives
Section 9 – Corporate Priority performance measures	Sets out the key performance measures identified to help deliver the Corporate Priorities.
Section 10 - Corporate Priority actions	Sets out the key actions identified to help deliver the Corporate Priorities.

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.

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 - None specific.

6.3 Legal Implications - None

- 6.4 **People Implications** - None.
- 6.5 **Property Implications** - None.
- 6.6 **Consultation** – None specific
- 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 and Annual Report.
- 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 corporate priorities to ‘Create a safe environment across the town for residents, workers and visitors’ and to ‘Work in partnership with Essex Police and other agencies to tackle crime’ and has identified appropriate performance measures and actions.
- 6.11 **Environmental Impact** - The Council has corporate priorities to ‘encourage and enforce high standards of environmental stewardship’ and ‘continue to promote the use of green technology and initiatives to benefit the local economy and environment’

- 7. **Background Papers** - None.

- 8. **Appendices**
 - 8.1 Appendix 1: Draft Corporate Plan and Annual Report - 2017.

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Draft

Corporate Plan and Annual Report 2017

Draft Introduction from the Leader and Chief Executive

To follow ...

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About Southend-on-Sea Borough Council

Southend-on-Sea Borough Council serves a population of 178,700 residents. The Council's gross expenditure is approximately £120m and employs around 1,700 staff to provide a huge range of 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 in achieving its 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 on 5 May 2016. The current political make-up of the Council is:

- Conservative Group 27
- Independent Group 11
- Labour Group 10
- Liberal Democrat Group 2
- Non-aligned 1

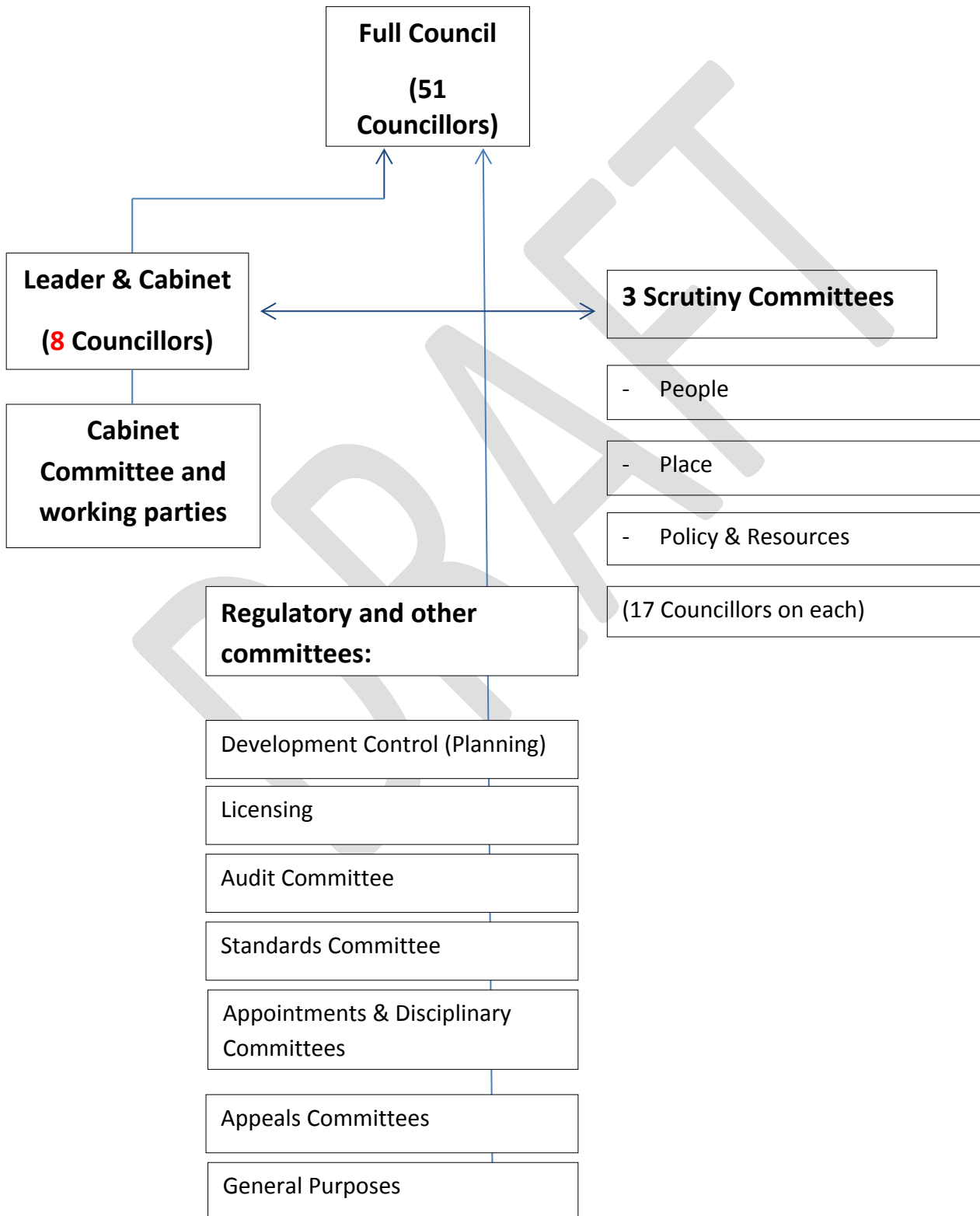
Following the local elections, the Conservative Group formed a minority administration.

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:

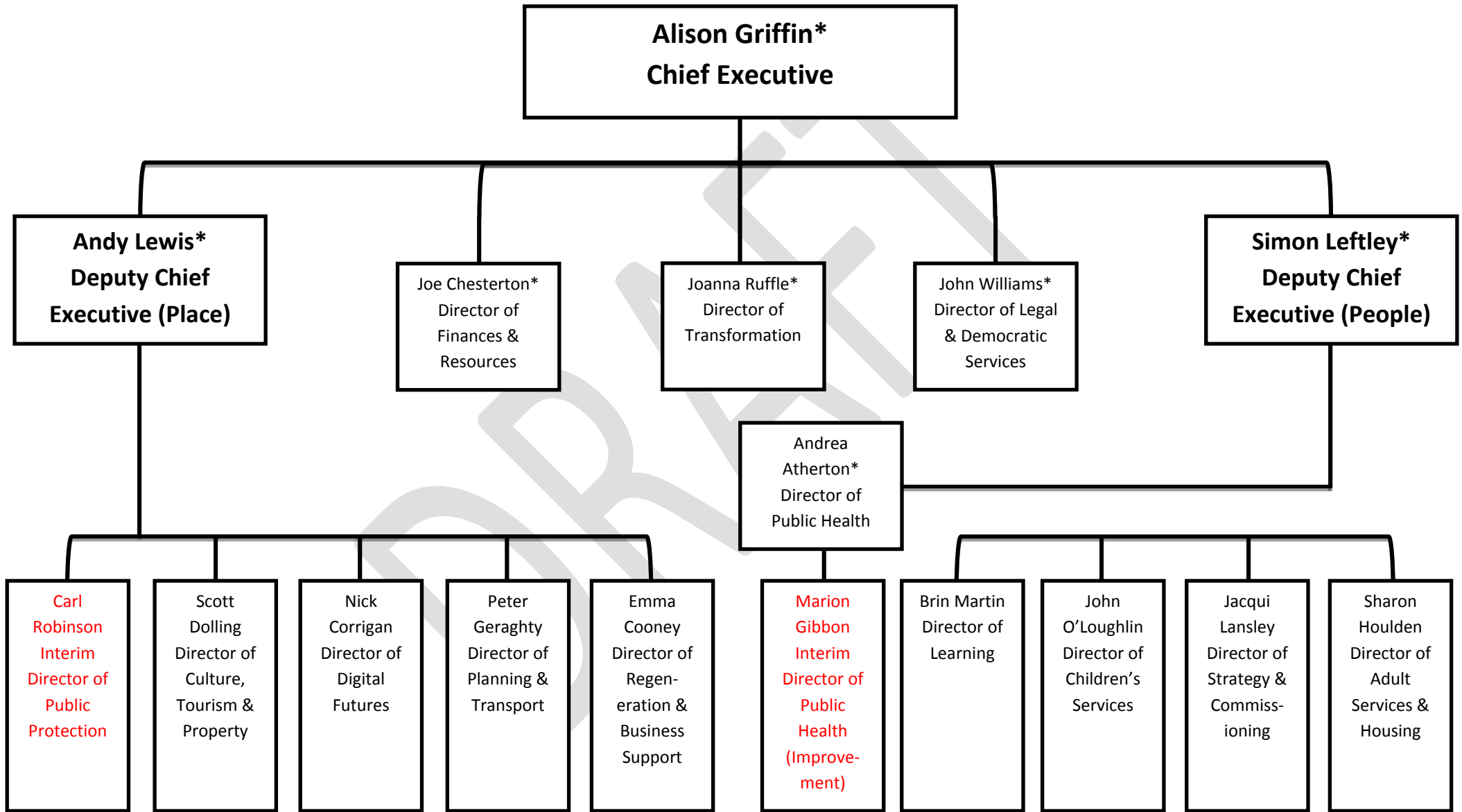
The Council has three departments, People, Place and the Chief Executives – with 14 separate service areas, which in turn are divided into about 70 service groups.

Structure Chart - Political



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Senior Officers: Deputy Chief Executives and Directors



* Members of the Corporate Management Team

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Council Budget – to be re-worked for new portfolios

	Budget 2016/17	Budget 2017/18
	£000	£000
Portfolios		
Leader	2,281	2,387
Culture, Tourism & the Economy	12,334	12,593
Corporate & Community Support Services	12,285	12,192
Housing, Planning & Public Protection Services	7,589	5,122
Children & Learning	26,254	26,237
Health & Adult Social Care	38,186	38,948
Transport, Waste & Cleansing	23,342	22,258
Technology	4,025	4,383
Contingencies, Savings etc	5,616	5,228
Net Cost of Services	131,912	129,348
Capital financing removed	(18,642)	(18,831)
Adjusted Net Cost of Services	113,270	110,517
Levies	585	590
Interest Payable and Receivable	15,787	16,594
Net Operating Expenditure	129,642	127,701
Contribution to /(from) earmarked reserves	(8,656)	(4,815)
Revenue Contribution to Capital	6,472	3,804
General Government Grants	(4,252)	(3,537)
Total to be funded from Council Tax and Government Grant	123,206	123,153
Funding from Council Tax and Government Grant		
Revenue Support Grant	(21,412)	(14,759)
Business Rates	(33,628)	(32,060)
Council Tax	(65,875)	(68,678)
Adult Social Care Precept	(1,291)	(3,375)
Collection Fund Surplus	(1,000)	(500)
Use of Reserves	0	(3,781)
	0	0

Capital investment in Southend

The Council has plans to spend a total of £76.7m on capital schemes for 2017/18

General Fund Services	£m
Enterprise and Regeneration	15.4
School Improvement	10.3
Transport and Parking Schemes	9.6
Energy Efficiency and Street Lighting	6.2
Improvements & Priority Works to Council Property	5.4
Leisure Facilities Improvements	5.3
Pier, Foreshore & Coastal Defence	4.2
Highways & Infrastructure Maintenance & Improvements	3.8
Investment in ICT	3.6
Disabled Facilities Grants and Private Sector Housing	1.8
Adult Social Care	1.5
Investment in Commercial Property	1.0
	68.1
Council Housing	£m
Decent Homes Improvements	7.8
Acquisition of Leaseholds	0.5
Sheltered Housing Remodelling	0.3
	8.6

Section 5

Southend on Sea Borough Council's Values

Living Our Values

Our values guide how we go about our work. They provide a framework for everything we do from day-to-day activities to key business decisions.

<p>EXCELLENCE We aspire for excellence in our work</p>
<p>AS ONE We work as one organisation</p>
<p>RESPONSIBLE We are all responsible for the performance of our organisation</p>
<p>OPEN & HONEST We are open, honest and transparent, listening to other's views</p>
<p>CUSTOMER CARE Good customer care is at the heart of everything we do</p>
<p>SUPPORTIVE We support, trust & develop each other</p>
<p>VALUING ALL We value the contribution of all our people</p>

Key Achievements - 2016/17

(against the 2016/17 Aims and Corporate Priorities)

AIM: Safe:

1. Create a safe environment across the town for residents, workers and visitors

The Council's Regulatory Services Team has worked with Public Health England to reduce the sales of tobacco and alcohol to children. This included 72 test purchases across the town for cigarettes, tobacco, alcohol and vaping.

The Council continued to protect public safety by intercepting the commercial collection of large quantities of illegally harvested oysters from the foreshore.

Regulatory services achieved its target of completing 100% of due high-risk food hygiene inspections, with three non-compliant food businesses prosecuted for food hygiene offences.

3,157 environmental investigations were undertaken in relation to local environmental crime, for example fly-tipping, littering, and duty of care breaches

Southend-on-Sea retained its prestigious Purple Flag status for operating a safe evening and night-time economy for the fourth consecutive year. This was marked by the 'Purple Festival', a free music and firework display along the seafront.

Southend-on-Sea was ranked joint second in the Cities Outlook 2017 assessment of the urban environment with the lowest CO2 emission per capita, maintaining its top three status for a third year running.

2. Work with Essex Police and other partners to tackle crime

'Operation Stonegate' saw a range of partners coming together on community days to support residents in York Road through a range of targeted enforcement action, providing reassurance to residents and improving the look and feel of the area.

A multi-agency response to the issues on the High Street (such as street begging, drinking, rough sleeping) started, in March 2017, with the intention of nudging people in need into support services, so they get the help needed.

The National CCTV User Group awarded Southend's CCTV service two awards for 'management and innovation' and best 'CCTV team'.

The SOS Domestic Abuse Project (SOSDAP), which provides the Council's families and children domestic abuse service, was awarded a new three-year contract. The Council has invested an extra £20,000 to allow more people access to domestic abuse support.

New CCTV cameras were installed at Balmoral tower blocks to provide greater reassurance and increased security for residents.

Young people who attend the Southend Youth Offending Service, won a Bronze Medal for a garden (called 'Youth Workx') entered into the [Hampton Court Flower Show](#).

3. Look after and safeguard our children and vulnerable adults

A new care co-ordination service was launched, offering early support and co-ordination of care for people with complex needs. Led by what is now Essex Partnership University NHS Foundation Trust (EPUT), the service aims to identify and support patients to maintain personal independence, delay disease progression and improve overall outcomes.

83% of over 65s remained at home 91 days after discharge from hospital to rehabilitation

28 children found permanency through adoption during 2016/17.

The Council worked with 1,711 children to provide support so they no longer needed statutory services.

11 Care Leavers were attending University on 31st March 2017.

The Council supported over 2000 clients to stay independent and continue to live in the community. Nearly 600 of these clients were supported through a direct payment allowing them to choose how best to meet their needs.

The Council supported: 466 clients with mental health support needs; 524 clients with learning disability support needs and 141 clients with sensory and social support needs.

The Council supported 423 carers and 1747 clients with short term services intended to maximise their independence including 809 new clients.

A new model of services for carers, with a single point of contact was commissioned, with a consortium of six organisations (the Carers Hub) providing carers with advice, information, peer support, respite care, a counseling service and signposting to appropriate services.

48 clients with a learning disability were in paid employment; 417 are benefiting from other opportunities including volunteering and 401 live independently on their own or with their family.

Over 600 safeguarding investigations were concluded and over 500 new investigations started to keep people.

The Southend Therapy and Recovery Team (START), which provides short-term care to enable people to recover and/or maintain their independence, was judged as 'outstanding' by the Care Quality Commission (CQC).

The Council set up our own local care company 'Southend Care' to provide a more effective solution for local care services. This currently includes Delaware House, Priory House residential care homes

for older people and Viking Learning Disability Day Services. By September 2017 the Council will be adding further projects to this social business, including:

- Project 49 Day Opportunities
- Learning Disabilities – One to One Service
- Spencer House
- START – Southend Therapy and Recovery Team
- Shared Lives
- Employment Service

With a turnover of £7.6m and over 300 staff, the new company will help provide essential support to protect many vulnerable adults.

The Southend Multi-Agency Risk Assessment Team (MARAT) started work in the summer of 2016. The team works to ensure the Council and other agencies share information and agree a multi-agency plan to support victims and tackle high risk domestic abuse across the Borough.

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AIM: Clean:

4. Promote the use of green technology and initiatives to benefit the local economy and environment

The three year £13.5m project to upgrade the borough's 14,000 streetlights with new energy-efficient LED units was completed thanks to Green Investment Bank funding, enabling the programme to be extended to illuminated street furniture and replacement/refurbishment of ageing light columns, resulting in energy efficiency savings of 59%.

The Council has partnered the LoCASE (Low Carbon South East) European funded project which launched in February 2016. Twelve Southend businesses have benefitted from grants to improve their economic and environmental impact since its launch.

Southend Energy continues to grow and provide Southend-on-Sea residents with cheaper energy bills, with total savings now reaching £1.51 million and achieving a market share of 6.2% in the Borough.

Over the last 18 months, Council driven energy projects have kept the equivalent of 700 cars off the road for one year. Over 3,500 tonnes of CO2 have been saved and over £700,000.

The Council has continued to expand its solar PV programme by completing solar projects on Temple Sutton Primary School, Heycroft Primary School and Edwards Hall Primary School. Work also included deploying a solar PV system on the Borough's first venture into house building at scale since the 1980's, with a project in Shoeburyness.

The Council has deployed a new energy billing system that has resulted in one off savings of £29k and will continue to make an annual saving of £34k per annum – plus savings in terms of Council staff resources.

Southend-on-Sea was named as the second 'greenest' location in the 2017 UK Vitality Index, which takes into account a variety of green matrixes, including energy consumption and CO2 emissions of the UK's cities and towns.

The Council secured EU funding to deliver a series of climate change adaptation solutions in the Borough including SPONGE2020 which aims to reduce the impact of urban flooding.

The Council has been successful in two consortium partnerships across the East of England – South East Business Boost and LoCASE - that secures funding for local businesses to drive resource efficiency and deliver carbon savings.

The Council led a successful £3.3m bid under the Department of Transport's Access Fund to build on the success of the award winning Ideas in Motion project and continue to develop their work in sustainable transport.

5. Encourage and enforce high standards of environmental stewardship

The Council undertook about 12m waste and recycling collections equating to around 80,000 tonnes of waste. Around half of which was recycled.

94% of streets met the acceptable standard of cleanliness across the whole of the Borough.

The Council emptied and maintained around 700 litterbins and 300 dog bins within the Borough

The Council cleaned more than 400km of streets and roads and also maintains its cleanliness to promote environmental stewardship for residents.

Three of the borough's beaches achieved the prestigious top Blue Flag award and all seven of our beaches have been awarded a 'Keep Britain Tidy Seaside award', with seven rated as 'Excellent' or 'Good' by the Department for Environment, Food & Rural Affairs (DEFRA) for water quality. Westcliff and Shoeburyness East Beach also earned coveted TripAdvisor 'Certificates of Excellence'.

The Council consulted the public and special interest groups over the 'Pollinator Strategy' – a plan of action which seeks to protect and promote the habitats of pollinators, such as bees and hoverflies.

The Council maintains more than 1,000 acres of parkland and open spaces, including 45 parks and open spaces.

'Keep Britain Tidy' has again awarded prestigious 'Green Flag Awards' to Belfairs, Chalkwell, Priory, Shoebury and Southchurch Parks, ranking them among the best 137 parks and green spaces in the East of England.

Two Council employees received national recognition for their work in promoting animal welfare. Val Howells, Animal Warden, scooped a Gold Award at the RSPCA Community Animal Welfare Footprint Awards for her work with stray dogs. Frances Banks, Enforcement Officer, collected a Bronze Animal Establishment Licensing Award – the highest accolade for new entrants to the awards.

AIM: Healthy:

6. Promote healthy and active lifestyles for all

Regulatory Services worked with Public Health England and Adult Services to review the nutrition standards in the Borough's residential care homes. They also worked to improve the availability of healthy foods in food premises.

Detailed action plans have been developed to improve air quality in areas identified as having high levels of nitrogen oxide.

955 Southend residents were helped to stop smoking with the help of the stop smoking service.

The NHS Health Check programme saw 4752 residents between 40 and 74 take the opportunity to check their health risks.

205 older people completed the Council's extensive 16 week community falls prevention programme. A further 736 older people received a comprehensive assessment and support to help reduce their risk of falling.

The Public Health Responsibility Deal has over 150 local organisations signed up to helping local people improve their health and wellbeing, compared to 100 from last year.

109 children and their families were supported by the MoreLife programme, a scheme aimed at tackling childhood obesity.

The £40m Big Lottery funded programme, Fulfilling Lives: 'A Better Start', continued its work to help parents give their children aged from 0-3 a better start in life. The project is seeing a wide range of activities and services promoting personal, social and emotional development, communication, health and nutrition over the next nine years and beyond.

The Council promoted a summer of free weekly outdoor activities, thanks to £1000 of ParkLives programme funding. Led by the Council's Sport and Leisure Team and experienced instructors, we delivered a range of activities in Priory and Chalkwell Parks.

The Council launched an exciting campaign aimed at making Southend one of the healthiest places to live in England. With free health checks and advice sessions, lifestyle coaches and experts in diet, exercise and mental wellbeing.

The Council's Active Women Partnership Programme was selected as a finalist in the Association for Public Service Excellence (APSE) Service Awards 2016.

Our level 2 Bikeability Training attracted over 1,635 people – training 9-11 year olds to deal with traffic on short journeys. This is an increase of over 300% since the course started in 2009.

The Council launched the Physical Activity Strategy for Southend-on-Sea 2016-2021 which sets out to improve the health and wellbeing of everyone in Southend by encouraging active lifestyles, particularly for those currently inactive.

Eleven Southend-on-Sea schools were awarded 'Enhanced Healthy School' status. This is awarded when a 'Healthy School' undertakes an in-depth piece of work in addition to their usual 'Healthy School' work.

The Patient Activation Measures (PAM) programme continued to target residents who currently live with long term conditions such as high blood pressure, diabetes, chronic kidney disease, respiratory disease, chronic pain management and anxiety. The programme is now under evaluation with the intention of a wider roll out across the Borough.

7. Enable the planning and development of quality, affordable housing

The second phase of the Better Queensway housing regeneration project continued to take shape as the council drew up plans to procure a development partner for this ambitious project. The redevelopment of the 1960s housing estate will see a new and thriving community of over 1200 homes, new commercial and retail space, improved public spaces and connections to the town centre that will transform the central Southend-on-Sea area in the coming years.

The Council continued its drive to create more local affordable homes for rent, with 19 new properties across six under-utilised council owned garage sites in Shoeburyness.

The Council provided support to 800 households to remain in, or secure, accommodation, preventing homelessness within the Borough.

Planning started for the £2.75m development of 15 new homes and a bungalow for disabled use on under-utilised land in Rochford Road & Audleys Close.

In partnership with Moat Housing Association, 31 new homes were built at the former Hinguar School site, and 15 apartments in two blocks on the Saxon Lodge site.

8. Work with the public and private rented sectors to provide good quality housing

Through the Disabilities Facilities Grant, 119 properties were adapted to improve properties and enable more people to live independently in their own homes.

Through Housing Capital funding, 250 tenanted homes had major and minor adaptations to support their independence.

A new 'handyperson's service' launched in December 2016 has since supported over 100 requests for help.

About 300 serious hazards, such as those relating to fire, damp and sanitation, were removed from privately rented properties

The Council hosted an event to promote shared ownership in partnership with registered housing providers.

AIM: Prosperous:

9. Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities

Our work with adults with learning disabilities has meant that 10% were in paid employment.

The Council ranks as one of the UK's top 125 employers in the Stonewall Workplace Equality Index, measuring employers progress on lesbian, gay, bi and trans inclusion in the workplace. The Council was placed at 2nd in the East of England and 13th out of all local authorities in the country.

The Council was the 12th highest local authority in the Stonewall Education Equality Index, highlighting how well homophobia and homophobic bullying is tackled in schools. 22 schools worked towards becoming Equality and Diversity Champions, undertaking a range of training sessions for students and teachers, with the programme commended for its inclusive mental health training.

The Council's Learning Disability Project, Project 49, launched an innovative new art campaign to challenge stereotypes of adults with learning disabilities. 'Recognise Us' was a series of artwork on the London Road, a popular route seen by thousands of people.

In the first quarter of 2017, the 'A Better Start Southend'(ABSS) project assisted 23 families with children under four to complete a work skills project that seeks to get parents from the target communities into employment, education or enterprise.

The Council awarded a two year contract to the charity PoHwer, to deliver advocacy services for adults across the Borough, bringing together a range of previously separate bodies under one supplier.

10. Ensure continued regeneration of the town through a culture led agenda

Both Kent Elms and Westcliff libraries benefited from refurbishment projects with improvements to new flooring, new entrances, interior and lighting.

Hundreds of volunteers regularly support the library and museum services giving 17,277 hours of their time to cultural services in the community.

Over 4,368,438 people attended or participated in Council owned or affiliated cultural and sporting activities and events - up nearly 50,000 on last year.

'Unit 21' on the seafront has been given permission to be transformed into a cultural venue and café. The plans will lead to further cultural events on our iconic seafront as well as regenerating what has been a vacant unit.

The seafront lagoon officially opened. Over 14,000 cubic tonnes of granite rock mark out the new football pitch sized lagoon.

Poppies: Wave opened at Barge Pier, Shoeburyness. The iconic sculpture was brought to Southend via a bidding process. Barge Pier was the only location in the south east of England where the sculpture was shown. It brought in thousands of visitors.

11. Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment

91% of parents received their first choice primary school place for their child within the Borough.

85% of Southend school pupils attend a school judged by OFSTED as good or outstanding (up 2% on 2015/16).

An Education Board was established for the Borough, to replace the previous Schools Forum. This enables the Council to play a key role in future school improvements, as well as improving communications between the Council, its schools and academies.

The Council announced that school improvement funding, which was due to stop at the end of March 2017, will continue for the next two years. This funding helped continue the school improvement programme, giving more local children the chance to attend grammar schools.

Year Six pupils are in line or above the national average for KS2 SATS. 78% achieved the expected standard in writing, compared to a national average of 74%. Maths and reading standards were in line with national figures at 70% and 66% respectively. 55% achieved the expected standard in the combined reading, writing and maths measure – against a national average of 53%.

Students receiving A*/A grades and A* to E Grades were above the national average. More than 1,000 students were entered, with indicative results showing that 100% of candidates achieved at least one A* to E grade. Of these indicative results, 29.6% gained A* or A grades, with national figures at 25.8%. 98.4% of all grades were A* - E grade, above the national average of 98.1%

Schools in the Borough performed above the national average under the Government's new GCSE measures. The 'Attainment 8' score for Southend is 53.5% - above the national average for state-funded schools of 50.1%. Southend-on-Sea is ranked 14th of all 151 local authorities.

Plans for a new secondary school to be built to deal with predicted demand within the Borough have been set out. The new 'free school' is planned to open in **September 2019**.

The Council, in partnership with The Careers and Enterprise Company, launched the Enterprise Adviser Network in May 2017. The scheme matches business, volunteers and leadership teams in secondary schools and colleges to improve the careers, enterprise, employer engagement and activities in schools. To date, 16 schools/colleges have joined the network with 11 being partnered with a business volunteer.

The Council secured £88,000 from the Careers and Enterprise Company to expand its successful 60 Minute Mentor programme across South Essex. Since 2014, the original programme has reached over 900 young people and engaged with nine schools and colleges in Southend. Over 30 local employers have volunteered for the project.

12. Ensure the town is 'open for business' and that new, developing and existing enterprise is nurtured and supported

The Seaway car park £50m leisure and residential scheme to develop a cinema, restaurant units, apartments and car parking in the coming years, progressed, with an Anchor tenant secured subject to contract and planning application due in 2017.

The Southend Business Partnership continues to grow, with over 2000 members. The partnership runs four business briefings a year, which has seen an average attendance of 110 people at each meeting.

Construction started on the new one million square foot 'Airport Business Park Southend', a joint venture between the Council and Henry Boot Developments PLC. The project will provide attractive and modern business space around London Southend Airport for the medical, aviation and high-end engineering sectors. The project was boosted in February 2017 when the Council secured £20m of Local Growth Funding to deliver an Innovation Centre on the site, complete the road infrastructure and improve the walking and cycling network.

Southend-on-Sea is becoming a Gigabit City, with the Council developing a future-proof fibre network providing ultra-fast connectivity across the Borough. The new 50km network provides a dark fibre platform from which they can upgrade the existing connectivity provided to 120 sites including schools, colleges, council offices and interested local businesses.

Southend-on-Sea was selected as one of 50 cities across the UK to join phase three of the Super Connected Cities Programme. Around 67 local businesses had a boost to their connectivity with aims to transform broadband speeds to at least 24Mbps by 2017.

The Council agreed to continue major investment in the Pier, with a further £11.5m proposed to be spent on maintenance, repairs and major improvements over the next four years. This is in addition to £4.2m already committed to structural works up to April 2020. Plans to extend the entrance to the Pier were also submitted.

Work continued to improve the A127 Kent Elms junction to better manage current and future demand. The new, wider junction will improve the flow of traffic into and out of the town. This infrastructure investment helps key development projects, such as the Airport Business Park, the continued growth of the Airport. The junction improvement will see additional lanes, a new, accessible footbridge and landscaping enhancements.

South East Business Boost, a European funded programme was successful in its application to launch a £12m programme led by the Council and operational until mid-2019. The scheme seeks to deliver targeted business support to over 900 small medium sized enterprises throughout the region, helping them to develop capacity and achieve growth. The programme aims to support 964 businesses, provide 600 grants with an average value of £5,000, leverage £6m of private sector match funding and create 241 full time jobs.

The Business Essex, Southend and Thurrock (BEST) Growth Hub continues to be the principal repository for business advice information in the Borough. Since inception, the project has engaged 332 Southend businesses and undertaken 197 diagnostics with Southend businesses.

AIM: Excellence:

13. Work with and listen to our communities and partners to achieve better outcomes for all

Following the success of the Victoria community hub, a new hub was opened in June 2016, in Shoebury, to provide a range of services to support residents. A successful bid to Government obtained £62,000 to support the future work of the hub and enabling Citizens Advice Southend, Essex Savers and SOSDAP to operate from the location.

The Council's website was viewed 1,764,159 times, with 64,393 online payments made, helping to save resources compared to other payment methods. 53,561 online forms were submitted. These figures are significantly higher than last year's figures of 1,605,650, 35,460 and 31,962 respectively.

The Queens Award for Voluntary Services was given to the Street Pastors scheme (volunteers who patrol the high street and sea front) in 2016. Crossing Boundaries, which supports integrated care in the community, received the Queens Award in 2017.

Southend residents, businesses and community groups had a final chance to influence the Southend Central Area Action Plan (SCAAP) - that will guide development of central Southend and the central seafront over the next five years.

The Council achieved the RSPCA Gold Footprint award for the Council's Stray Dog Services and the Bronze Footprint award for the Licensing of Animal Establishments.

Cultural Services and the Early Help Family Support & Youth Offending Services jointly achieved accreditation through the *Investors in Volunteers* (iV) standard.

14. Enable communities to be self-sufficient and foster pride in the town

The MySouthend online facility now has over 27,000 users (up from 11,000 last year). This facility allows residents, business and landlords to quickly and easily manage Council transactions online, including Housing Benefit, Council Tax and Business Rates. MySouthend has also expanded its offering to enable waste and street cleansing related reports.

A vital adaptations service that enabled people to live independently in their own homes was re-launched. The Council's major adaptations team and the Papworth Trust joined together to create one adaptations team for the Borough. The majority of the works carried out was installing level access showers, access alterations to homes and stair lifts. Around £1.5m is spent each year on the works.

Local authorities serving South Essex were awarded over £3m by the Department of Transport to promote sustainable transport and employment. Jobseekers, young people, students and volunteers offered travel advice and incentives to connect them with 12,100 jobs and 10,500 education opportunities.

Leigh-on-Sea was named the happiest place to live in Great Britain in [Rightmove's 'Annual Happy at Home Index'](#)

The Council launched the '*Make Southend Sparkle*' initiative, established to support local residents, groups and businesses wishing to enhance the area where they live or work, make the Borough a greener and cleaner place and help people take greater pride in the town.

15. Promote and lead an entrepreneurial, creative and innovative approach to the development of our town

Work is due to complete by the end of 2017 on the re-development of long-term derelict office blocks in Victoria Avenue after the Council threatened use of compulsory purchase powers.

The Council's procurement team won Procurement Team of the Year at this year's National Government Opportunities (GO) Excellence in Public Procurement Awards. The procurement team now influences 85% of the Council's spend compared to only 30% in 2014.

The Council signed up to the MINDFUL Employer Charter for Employers who are Positive about Mental Health, demonstrating a commitment to increasing awareness of mental health and providing staff with support and information.

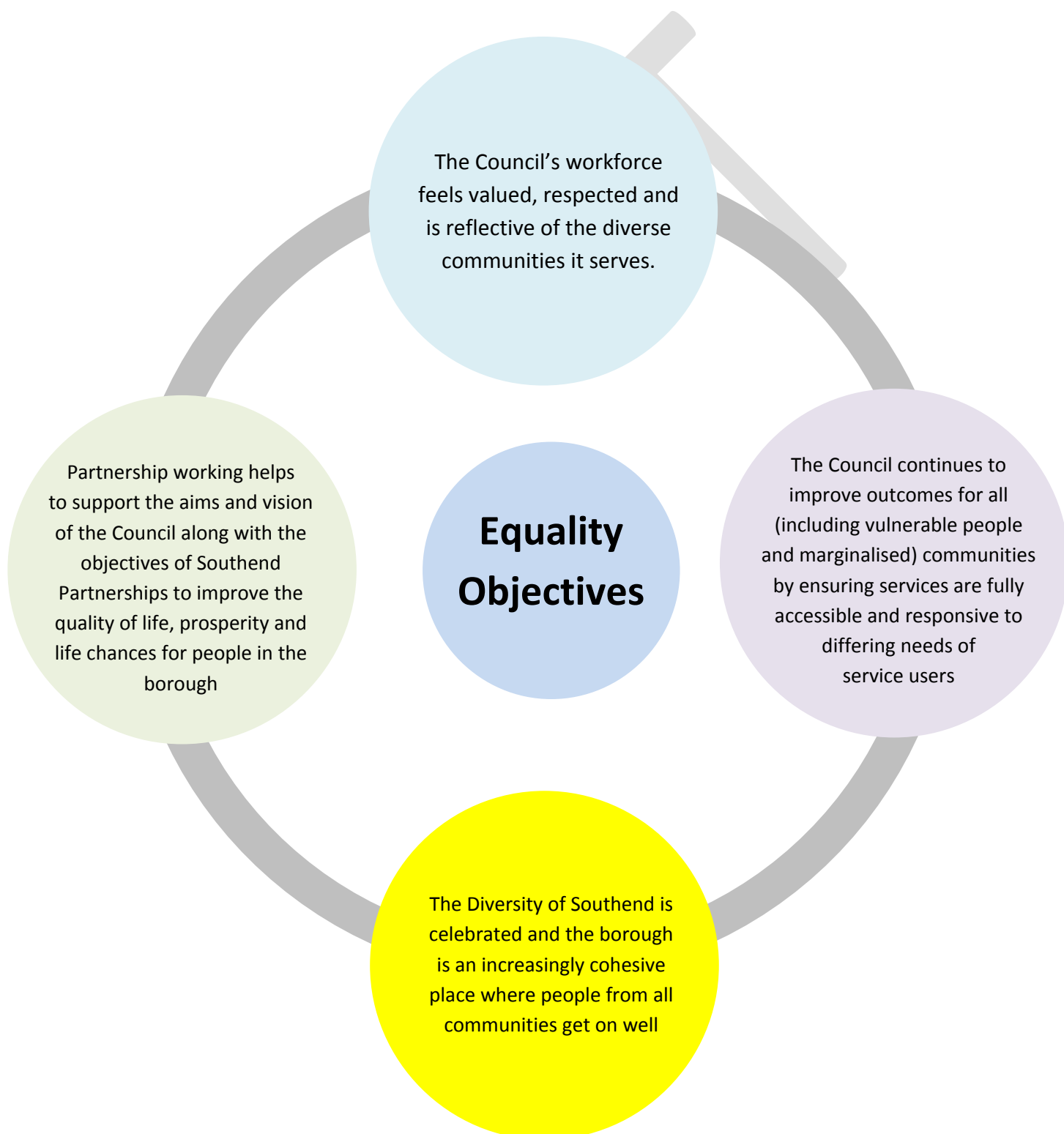
The Council was re-accredited as a Gold standard Investors in People employer following an assessment of how well the Council manages its staff.

Corporate Priorities 2017/18



Equality Objectives

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



Corporate Priority Performance Measures for 2017/18

Performance Measures	Target for 2016/17	Target for 2017/18	Aim
Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	45.7-52.3	55.7	Safe Create a safe environment across the town for residents, workers and visitors
Rate of Looked After Children (LAC) per 10,000 population under the age of 18. [Monthly Snapshot]	57.7-68.3	66	
Score against 10 British Crime Survey crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft or cycle, theft from person, criminal damage, common assault, wounding's, robbery [Cumulative]	7389	TBC	Work in partnership with Essex Police and other agencies to tackle crime Look after and safeguard our children and vulnerable adults
Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	-	90%	
Percentage of children who have had their Child Protection Pan for at least 20 working days and who have had a visit in the 20 working day days prior to the last day of the month. [Cumulative]	-	90%	
Rate of Children in Need per 10,000 (including CIN, CPP and LAC and Care Leavers). [Monthly Snapshot].	-	296.6	
The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk removed. [Cumulative]	-	74%	
Percentage acceptable standard of cleanliness: litter [Cumulative]	92%	93%	Clean Continue to promote the use of green technology and initiatives to benefit the local economy and environment Encourage and enforce high standards of environmental stewardship
Number of reported missed refuse collections per 100,000 [Monthly Snapshot]	45	45	
Percentage of household waste sent for reuse, recycling and composting [Cumulative]	54%	TBC	
Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [YTD Snapshot]	-	TBC	Healthy Actively promote healthy and active lifestyles for all Work with the public and private rented sectors to provide good quality housing
Proportion of older people (65 and over) who are still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	86%	88.60%	
Delayed transfers of care (people) from hospital which are attributable to social care only, per 100,000 population. [ASCOF 2C(2)] [YTD average]	1.43	1.43	Improve the life chances of our residents, especially our vulnerable

Proportion of service users accessing long-term support at end of reporting period who were receiving a direct payment. (ASCOF 1C(2A)) [YTD Snapshot]	30%	33.50%	children and adults, by working to reduce inequalities and social deprivation across our communities
Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	10%	10%	
Participation and attendance at council owned / affiliated cultural and sporting activities and events, including visits to the Pier [Cumulative]	4,000,000	4,350,000	
Public Health Responsibility Deal [Cumulative]	40	40 new organisations signed up	
Number of people successfully completing 4 week stop smoking course [Cumulative]	1300	1,100	
Take up of the NHS Health Check programme – for those eligible [Cumulative]	5673	5,740	
Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	-	90%	
The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF). [Cumulative]	-	TBC	
Percentage of Children in good or outstanding schools [Monthly Snapshot]	80%	80%	Prosperous
Major planning applications determined in 13 weeks [Cumulative]	79%	79.00%	Maximise opportunities to enable planning and development of quality, affordable housing
Minor planning applications determined in 8 weeks [Cumulative]	84%	84.00%	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment
Other planning applications determined in 8 weeks [Cumulative]	90%	90.00%	
Current Rent Arrears as percentage of rent due [Monthly Snapshot]	1.77%	1.77%	
Percentage of Council Tax for 2017/18 collected in year [Cumulative]	97.2%	97.30%	Ensure the town is 'open for business' and that new, developing and existing enterprise is nurtured and supported
Percentage of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	97.8%	97.90%	
Total number of households in temporary accommodation [Monthly Snapshot]		100	Ensure continued regeneration of the town through a culture led agenda
GovMetric measurements of satisfaction (3 channels – Phones, Face 2 Face & Web) [Cumulative]	80%	80.00%	Excellent
Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events [Cumulative]	13,000	19,000	Work with and listen to our communities and partners to achieve better outcomes for all

Working days lost per FTE due to sickness – excluding school staff [Cumulative]	7.2	7.2	Enable communities to be self-sufficient and foster pride in the town Promote and lead an entrepreneurial, creative and innovative approach to the development of our town
Increase the number of people signed up to MySouthend to 35,000 [Cumulative]		35,000	
Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception case. [Cumulative]		56%	

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Corporate Priority Actions 2017/18

Action	Due Date	Directorate	Aim
1 Strategic Intelligence Assessment including Safer Night-time Economy and Public Safety – Deliver the priorities of the Strategic Intelligence Assessment to support a reduction in Crime.	31 Mar 2018	Place	Safe Create a safe environment across the town for residents, workers and visitors
2 20 mph Speed Limit – Review the findings of the 20mph speed limit Scrutiny Project and consider outcomes in future traffic management, parking and highway schemes implemented.	31 Mar 2018	Place	Work in partnership with Essex Police and other agencies to tackle crime
3 Children’s Service Improvement Plan – Implement a Southend Model of Practice across Children’s Services which means that we work with families in a way that is consistently responsive, which gives families greater power and reduces the need for statutory intervention.	31 Mar 2018	People	Look after and safeguard our children and vulnerable adults
4 Children’s Service Improvement Plan – Ensure that the impact of the action plan to address Child Sexual Exploitation. R13.1	31 Mar 2018	People	
5 Children’s Service Improvement Plan – Embed the use of the Team Diagnostic tool alongside the model of practice to ensure that performance against key indicators improves rapidly.	31 Mar 2018	People	
6 Children’s Service Improvement Plan – Embed and monitor to ensure that the section 47 investigation processes is consistently completed within timescales in line with statutory guidance.	31 Mar 2018	People	
7 Accident Prevention Strategy – Continue implementation of the accident prevention strategy.	31 Mar 2018	People/Public Health	
8 Develop and Implement Transport Asset Management Plan – Produce a Transport Asset Management Plan to support the maintenance and improvement of roads, pavements and street furniture across the Borough – Highway infrastructure	31 Mar 2018	Place	Clean Continue to promote the use of green technology and initiatives to benefit the local economy and environment
9 Traffic and Highways Capital Programme – Deliver and implement the Traffic and Highways Capital Programme	31 Mar 2018	Place	
10 Low Carbon Strategy and Implementation of Energy Projects including Replacement of old street lighting lanterns with new LED type – Deliver the aspirations of the council’s Low Carbon Energy Strategy 2015-2020. Continued implementation of various agreed corporate Energy Projects. Continue to promote and develop Southend Energy Partnership.	31 Mar 2018	Place	Encourage and enforce high standards of environmental stewardship
11 Deliver a High performing waste collection and street cleansing service across the Borough including increasing the recycling/composting rate. (Including, continue to support schemes and provide advice through appropriate partnerships on how waste can be reduced).	31 Mar 2018	Place	
12 Air Quality Management Area (AQMA) – Action Plan and targets – develop and deliver an Action plan for the designated AQMA	31 Mar 2018	Place	
13 Local Authority Trading Company – TUPE the entire in-house provider staff group in two phases so that by October 2017 the LATC business plan can commence delivery.	31 Mar 2018	People	Healthy Actively promote healthy and active lifestyles for all
14 New car home and day centre development – achieve cabinet agreement to the design and have initiated the procurement process.	31 Mar 2018	People	Work with the public and private rented sectors to provide good quality housing
15 Fully embed a locality approach of service delivery which includes Complex Care with a clear risk stratification process.	31 Mar 2018	People	
16 Tender and deliver a new Domiciliary Care contract along an enabling model that addresses the whole spectrum of need, within	31 Mar 2018	People	Improve the life chances of our

	the same resources, that will enable us to develop provision and reduce service user dependency.			residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities
17	Social Care Case Management System – Support the delivery into ‘live’ of the new Social Care Case Management System Liquid Logic that drives commissioning and practice improvement.	31 Mar 2018	People	
18	Adult Social care redesign – deliver multi-disciplinary teams and community based social care services, including mental health input.	31 Mar 2018	People	
19	Children’s Services Integration – implement and embed phase 2 of Early Help develop a costed and evidence based service specification for community paediatric services and put these to market.	31 Mar 2018	People	
20	Embed the Edge of Care Team to minimise the risk of foster care placements breaking down and to support families are held at the service that best meets their need.	31 Mar 2018	People	
21	Meet the expectations of the Regional Adoption Agency preparations in line with the overall regional programme of work.	31 Mar 2018	People	
22	Deliver the expectations of the Sufficiency Strategy 2016 – 2021 to ensure that there is sufficient foster accommodation for all children requiring it.	31 Mar 2018	People	
23	Physical Activity Strategy – Further implement the Physical Activity Strategy in collaboration with Department of Place	31 Mar 2018	People	
24	Childhood Obesity Action Plan – implement childhood obesity action plan, initially focussing on the A Better Start (ABS) wards	31 Mar 2018	People	
25	Procure and commission Southend Council’s elements of the Southend Essex and Thurrock Mental Health Strategy.	31 Mar 2018	People	
26	Develop a Model of integrated care for Southend’s localities that is designed to put patients and the centre of care.	31 Mar 2018	People	
27	Embed the Children’s Centre contract to ensure that the outcomes and deliverables are fully met and risks are managed.	31 Mar 2018	People	
28	To implement the first year of raising achievement for looked after children strategy.	31 Mar 2018	People	
29	Continue to make the case for Growth Fund investment in Southend by working with Opportunity South Essex (previously the South Essex Growth Partnership) and SELEP.	31 Mar 2018	People	Prosperous Maximise opportunities to enable the planning and development of quality affordable housing
30	Develop a corporate housing strategy that includes an investment strategy for housing in the town.	31 Mar 2018	People	
31	Sheltered Housing Review – identify and gain Cabinet agreement to a work plan for the sheltered housing review and related services, including extra care.	31 Mar 2018	People	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment
32	Continue to develop a Smart Cities journey plan of intent and associated projects. Deliver Infrastructure improvements for the Borough to meet the needs of the Council and its partners. Create an Intelligence Hub at Tickfield expanding on the CCTV functionality already there. Remote monitoring of environmental related services.	31 Mar 2018	People	Ensure the town is ‘open for business’ and that new, developing and existing enterprise is nurtured and supported
33	Seaway Care Park – to bring forward the development of a leisure-led scheme, including the relocation of coach parking and the seafront waste depot, 2016/17 actions: <ul style="list-style-type: none"> To support Turnstone to submit a planning application To meet the Coach Park Relocation Condition To support Turnstone in securing prime tenants. 		Place/Department of The Chief Executive	Ensure continued regeneration of the town through a culture led agenda
34	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. 2017/18 actions: <ul style="list-style-type: none"> To complete Phase 1 infrastructure works To relocate Westcliff Rugby Club Clubhouse 	31 Jul 2018 31 Mar	Place/Department of The Chief Executive	

	<ul style="list-style-type: none"> To Launch Airport Business Park to the market. 	2018		
	<ul style="list-style-type: none"> To submit a planning application for the Innovation centre (subject to SELEP funding) 	31 Mar 2018		
	<ul style="list-style-type: none"> To agree approach for innovation centre operation. 	30 Sep 2017		
35	Thames Estuary Experience – Commence detailed design for the Thames Estuary Experience (previously known as Seafront Museum)	31 Mar 2018	Place	
36	South East Business Boost (SEBB) European funded project – 3 year programme.	31 Mar 2018	Place	
37	Queensway Area regeneration Project 2017/18 – Progress to the selection of a Development Partner and an agreed financing model	31 Mar 2018	Place/Department of The Chief Executive	
38	Delivery of Local Plan	31 Mar 2018	Place	
39	Deliver a secondary school places strategy to cater for the increasing pupil numbers	31 Mar 2018	People	
40	To implement year one of the improving school performance strategy	31 Mar 2018	People	
41	Complete a full seven year review of admissions arrangements including a consultation exercise	31 Mar 2018	People	
42	Deliver programme of Cultural Activities – 125 th year of Borough Charter, including Poppies Wave Installation in Shoebury.	31 Mar 2018	Place	
43	Piers Works Programme – Infrastructure – a programme of works including structural works; non-structural works; design works for the Pier Pavilion Deck and technical design for transport system replacement.	31 Mar 2018	Place	
44	Implement year one of the strategy to narrow the gap between the performance of those in receipt of Free School Meals (FSM) and their peers.	31 Mar 2018	People	
45	Procurement – delivery of £3m savings by 2019, of which £1.5m will be delivered in 2017/18.	31 Mar 2018	People	Excellent
46	As part of the corporate wide project, fully implement the Learning Management System, which has included activity to strength appropriate data flow to meet the workforce development needs of the department and wider council.	31 Mar 2018	People	Work with and listen to our communities and partners to achieve better outcomes for all
47	Southend Way – to continue to embed the Southend Way cultural change programme (Aspiration programme – Council)	31 Mar 2018	The Department of The Chief Executive	Enable communities to be self-sufficient and foster pride in the town
48	Identify and support opportunities that improve community capacity and resilience (Aspiration programme for the borough)	31 Mar 2018	The Department of The Chief Executive	Promote and lead an entrepreneurial, creative and innovative approach to the development of our town

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive & Town Clerk
to
Cabinet
on
20 June 2017

Report prepared by:
Louisa Bowen – Senior Business Management Advisor

2016/17 Year End Performance Report

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

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To report on the end of year position of the Council's corporate performance for 2016/17.

2. Recommendation

- 2.1 **To note the 2016/17 end of year position and accompanying analysis.**

3. Background

- 3.1 The Council's Monthly Performance Report (MPR) provides members, staff and public with an overview of Council performance in key areas relating to customers, staff, finance and projects. The content is reviewed each year, based on what has been identified as requiring particular focus for that year.
- 3.2 The MPR is monitored each month by service groups, Departmental Management Teams and Corporate Management Team and at each meeting of Cabinet and each Scrutiny Committee. Each assesses whether performance is on or off target, enabling appropriate action to be taken. This report outlines performance and provides analysis for the end of year position up to March 2017 of the corporate performance indicators reported in the MPR.
- 3.3 The analysis highlights:
- performance against targets;
- performance against previous years' performance and
- performance against comparable authorities (where available)
- 3.4 **Appendix 1** provides detail of the 2016/17 outturn with a commentary against individual indicators, including, where available, comparative performance information against other local authorities.

- 3.5 Corporate performance monitoring and management has been an important element of the Council's improvement journey and, to provide more context **Appendix 2** provides an overview of this performance over recent years.
- 3.6 In considering corporate performance for 2016/17, account should be made of a number of contextual issues, including:
- the significant reductions in council spending for the year (£10.1m)
 - the challenging targets set for many service areas
 - the challenge of maintaining rates of improvement after periods of sustained better performance.
 - the economic climate
 - other new commitments and priorities.

4. Performance in 2016/17

- 4.1 Despite the challenges two thirds (18 of the 28) performance indicators met their year-end targets. In addition, benchmarking analysis indicates that in many areas the council performs better than similar authorities and our statistical neighbours. The following areas of performance are of particular note:
- The number of volunteer hours within cultural services exceeded its target by 4,277 hours (17,277 against a target of 13,000) highlighting the boroughs support of the cultural offer in Southend.
 - The proportion of children in good or outstanding schools has increased almost 2% to 84.71%.
 - Adult Social Care outcomes performed well in:
 - An increase of adults with learning disabilities are in paid employment compared to last year.
 - The proportion of people using social care who use services who receive direct payments met target.
 - Adults in contact with secondary mental health services who are in stable accommodation has seen an improvement on last year and continues to be well above the England average
 - A further 48 local employers have signed up to the Public Health Responsibility Deal in Southend.
 - Cleansing standards for litter achieved 94% against the target of 92%.
 - The percentage of Council Tax collected exceeded target by 0.3 % with a 97.50% collection rate. The percentage of Non-Domestic Rates collected also exceeded target with a 98.00% collection rate.
 - The Council's offer of events and facilities in 2016/17 resulted in 4,368,438 visits to council run or affiliated arts and sports events or facilities, exceeding last year's performance of 47,259 visits.
 - Although the performance on sickness did not meet target, the Council is still performing in the 'upper quartile' with 7.3 days lost per full time equivalent

employee in the year against an average of 8.5 days for local authorities across the country.

- 4.2 Corporate performance for 2017/18 will follow a similar format, with the revised performance measures and actions having been agreed by Cabinet in January and these are outlined in the Council's Corporate Plan and Annual report for 2017.

5. Other Options

Not applicable to this report.

6. Reasons for Recommendation

Not applicable to this report.

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

The MPR monitors performance of the Corporate Indicators achieved against the Corporate Priorities.

7.2 Financial Implications

The MPR monitors performance achieved against the Corporate Priorities and these priorities are key drivers for the Medium Term Financial Strategy.

7.3 Legal Implications

There are no legal implications.

7.4 People Implications

People implications are included in the monitoring of performance relating to the council's resources where these relate to the Council's priorities.

7.5 Property Implications

There are no property implications.

7.6 Consultation

Performance Indicators relating to the Council's priorities included in the MPR are as included in the Corporate Plan, which was developed through consultation.

7.7 Equalities Implications

The priorities and outcomes contained with the Corporate Plan are based upon the needs of Southend's communities. This has included feedback from consultation and needs analyses.

7.8 Risk Assessment

The monitoring of performance information supports the council in identifying potential areas of risk as part of the Council's governance processes.

7.9 Value for Money

Value for Money is a key consideration of the Corporate Plan and performance indicators in the MPR assist in identifying Value for Money from services.

- 7.10 Community Safety Implications
Performance Indicators relating to community safety are included in the MPR.

4.11 Environmental Impact
Performance Indicators relating to environmental factors and impact are included in the MPR.

8. Background Papers

8.1 Monthly Performance Reports, April 2016 to March 2017.

9. Appendices

9.1 **Appendix 1: Corporate Priority Indicators 2016/17 – Year End Performance**

9.2 **Appendix 2: Southend-on-Sea BC Performance Journey**

Corporate Performance Indicators - Year End 2016/17

APPENDIX 1

Comparative information, in most cases, is with all unitary authorities in England or with the appropriate 'family' group (eg those authorities with characteristics that are most similar to Southend). The majority of benchmarking data is from 2015/16 as data for 2016/17 from other authorities is not yet available – although this still offers a good indication into how our performance is progressing. Comparative performance is often described in terms of 'quartiles' where:

- Upper Quartile – Top 25% performing councils
- Upper Middle Quartile – Top 50% performing councils
- Lower Middle Quartile – Bottom 50% performing councils
- Lower Quartile – Bottom 25% performing councils

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Year End 2015/16	Comments / Benchmarking
CP 1.1	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]	Aim to Minimise	8344	7389	Not Met Target	8382	Number of crimes per 1000 residents is higher in Southend than both 'most similar group' average and Essex average.
CP 1.2	Adults in contact with secondary mental health services who are in stable accommodation, with or without support. (ASCOF H1) [Year to date Snapshot]	Aim to Maximise	79%	66%	Met Target	67.5%	The outturn of 79% is an improvement on last year and continues to be well above the England average.
CP 1.3	The percentage of children reported to the Police as having run away that receive an independent return to home interview [Cumulative]	Aim to Maximise	80.2%	85%	Not Met Target	69.05%	The annual outturn for successful Return to Home Interview (RHI) is 80.2% (2016/17); this is significantly improved from the same point last year 69.1% (2015/16). Developments in practice have led to the rise in RHI being completed. Although the annual target of 85% was not met, this is in a context of the number of missing episodes

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Year End 2015/16	Comments / Benchmarking
							dramatically increasing from 484 in 2015/16 to 723.
CP 1.4	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]	Goldilocks	58.9	45.7 – 52.3	Not Met Target	49.2	There was a continued increase in children subject to child protection plans from May to October reflecting both the increased numbers of children being made subject to plans and the reduction in children being removed from plans. Since November there has been a month by month decline in the rate towards target. This has been an area of focus to ensure that cases were progressing in timely way through the child protection process and to ensure that there is appropriate decision making in respect of the outcome of s47 investigations.
CP 1.5	Rate of Looked After Children per 10,000 [Monthly Snapshot]	Goldilocks	71.9	57.3 - 68.3	Not Met Target	68.3	During 2016/17 we have seen a 13% increase in care applications made to Court in Southend which is in line with the national increase of 14% (data from Cafcass). Performance has also been impacted by large sibling groups who have become looked after.
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	42	45	Met Target	40	Benchmarking not available
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	94%	92%	Met Target	96%	Benchmarking not available
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	TBC	54.00%	Not Met Target	47.11	Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available material for household recycling.

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Year End 2015/16	Comments / Benchmarking
							The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.
CP 3.1	Proportion of older people 65 and over who are still at home 91 days after discharge from hospital to reablement/rehabilitation [Rolling Quarter]	Aim to Maximise	75.3%	86%	Not Met Target	87.4%	Performance in this area continues to fluctuate; performance was last meeting target in December 2016. For this reporting period, 93 Adults used the reablement service, 70 Adults were still at home after 91 days. Over the longer term this indicator will be monitored for the planned impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement element.
CP 3.2	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C (2)) [Year to date average]	Aim to Minimise	1.97	1.43	Not Met Target	17	Change in previous year's methodology We continue to perform highly against the regional average of 3.79. Services are ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.
CP 3.3	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [Year to date average]	Aim to Maximise	30%	30%	Met Target	22.2%	The outturn met the target and remains above last year's national average.
CP 3.4	Proportion of adults with learning disabilities in paid employment [Monthly Snapshot]	Aim to Maximise	10.3%	10%	Met Target	10.2%	The target was met and continues to be above the national average.
CP 3.5	Number of Children Involved with Early Help Assessments [Cumulative]	Aim to Maximise	2,369	2,000	Met Target	-	The target was surpassed and demonstrates the volume of work being done early with children and families.
CP 3.6	Participation and attendance at council / affiliated cultural and events [Cumulative]	Aim to Maximise	4,368,438	4,000,000	Met Target	4,321,179	Benchmarking not available The Council's extensive offer of events and facilities in 2016/17 meant 4,368,438 people attended council run or affiliated arts and sports events or facilities. This continues the year on year improvements seen over the last three years.

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Year End 2015/16	Comments / Benchmarking
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	48	40	Met Target	43	Exceeded target 48 sign ups achieved (against a target of 40)
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	950	1,300	TBC	1300	In the last 10 years smoking prevalence in Southend has reduced from 26.4% to 18.8% as a result of the combination of treatment, interventions to discourage young people from starting to smoke, on-going media campaigns to de-normalise smoking and legislative changes on tobacco control. In the most recent years the 'market' has changed following the appearance of e-cigarettes and the development of later generation vaping devices that provide a quick and efficient nicotine delivery. Fewer people are now seeking assistance to stop smoking through local services, with footfall having dropped by almost half since 2012/13.
CP 3.6	Take up of NHS Health Checks programme – by those eligible [Cumulative]	Aim to Maximise	4,633	5,673	TBC	6,617	The NHS Health Check programme runs in 5 year cycles and enables eligible people to have one health check every 5 years. The year ending March 2017 was the 5 th year in this programme cycle. Due to over performance in 2015/16 this made it more challenging to find eligible patients to invite for a health check. Across year 4 & 5 (2015/16 and 2016/17) combined a total of 11379 against a target of 11346 was achieved.
CP 4.3	% of Council Tax for 2016/17 collected in-year [Cumulative]	Aim to Maximise	97.50%	97.20%	Met Target	97.2%	2015/16 England All Unitary Average 99.06%
CP 4.4	% of Non-domestic Rates for 2016/17 collected in-year [Cumulative]	Aim to Maximise	98.00%	97.80%	Met Target	97.8%	2015/16 England All Unitary Average 96.26
CP 4.5	Major applications determined in 13 weeks [Cumulative]	Aim to Maximise	93.54%	79.00%	Met Target	90.90%	England Top Quartile = 86% (2015/16)
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	90.00%	84.00%	Met Target	90.77%	England Top Quartile = 82% (2015/16)

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Year End 2015/16	Comments / Benchmarking
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	94.71%	90.00%	Met Target	95.48%	England Top Quartile = 87% (Oct-Dec 16)
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	1.35%	1.7%	Met Target	1.37%	Bench marking data for 16-17 is not available at the moment, however against 15/16 data our peer group top quartile was 1.80% whilst all of UK top quartile was also 1.80%. We are likely to see an increase in current rent arrears in time, as the benefit cap is phased in, with the gradual transition to Universal Credit away from Housing Benefit.
CP 4.9	% of children in good of outstanding schools [Monthly Snapshot]	Aim to Maximise	84.71%	75%	Met Target	83.08%	The annual target has been met. The council continues to work directly with schools and academies to move to the situation where all schools in Southend are either Good or Outstanding.
CP 5.1	Number of volunteer hours in delivered within cultural services [Cumulative]	Aim to Maximise	17,277	13,000	Met Target	18,304	Benchmarking not available
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	85.84%	80.00%	Met Target	91.98%	Benchmarking not available
CP 5.3	Number of payments made online [Cumulative]	Aim to Maximise	64,393	50,000	Met Target	58,494	Benchmarking not available
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	7.30	7.20	Not Met Target	6.99	Local Government Association Workforce Survey shows councils reported a median of 8.5 days lost per FTE employee in 2015/16.

Southend on Sea BC Improvement Journey

Appendix 2

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
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	7464	8382	8344	Number of crimes per 1000 residents is higher in Southend than both 'most similar group' average and Essex average.
Adults in contact with secondary mental health services who are in stable accommodation (ASCOF H1)		66.4%	67.5%	79%	The outturn of 79% is an improvement on last year and continues to be well above the England average.
The percentage of children reported to the Police as having run away from home that receive an independent return to home visit interview [Cumulative]		66.2	69.1	80.2%	The annual outturn for successful Return to Home Interview (RHI) is 80.2% (2016/17), this is significantly improved from the same point last year 69.1% (2015/16). Developments in practice have led to the rise in RHI being completed. Although the annual target of 85% was not met, this is in a context of the number of missing episodes dramatically increasing from 484 in 2015/16 to 723.
Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]		48.8	49.2	58.9	There was a continued increase in children subject to child protection plans from May to October reflecting both the increased numbers of children being made subject to plans and the reduction in children being removed from plans. Since November there has been a month by month decline in the rate towards target. This has been an area of focus to ensure that cases were progressing in timely way through the child protection process and to ensure that

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					there is appropriate decision making in respect of the outcome of s47 investigations.
Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]		60.61	68.3	71.9	During 2016/17 we have seen a 13% increase in care applications made to Court in Southend which is in line with the national increase of 14% (data from Cafcass). Performance has also been impacted by large sibling groups who have become looked after.
Number of reported missed collections per 100,000 [Monthly Snapshot]	26	45	40	42	Annual target for 2016/17 of fewer than 45 missed collections per 100,000 has been met.
% acceptable standard of cleanliness: litter [Cumulative]	90%	94%	96%	94%	Out turn of 94% continues to be an improvement seen in 2013/14.
Percentage of household waste sent for reuse, recycling and composting [Cumulative]	53.12%	51.25%	TBC	47.79% tbc	Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					material for household recycling. The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.
Proportion of older people 65 and over who are still at home 91 days after discharge from hospital to Reablement/rehabilitation [Rolling Quarter]	82.4%	86.2%	87.4%	75.3%	Performance in this area continues to fluctuate; performance was last meeting target in December 2016. For this reporting period, 93 Adults used the reablement service, 70 Adults were still at home after 91 days. Over the longer term this indicator will be monitored for the planned impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement element.
Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C (2)) [Year to date average]	30	18	17	1.97	Note: Change in previous years' methodology: We continue to perform highly against the regional average of 3.79. Services are ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.
Participation and attendance at council owned/affiliated cultural and sporting activities and events [Cumulative]	4,001,742	4,172,647	4,321,179	4,368,438	The council's extensive offer of events and facilities in 2016/17 meant 4,368,438 people attended council run or affiliated arts and sports events or facilities. This continues the year on year improvements seen over the last three years.

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
Public Health Responsibility Deal [Cumulative]		43	43	48	The Public Health Responsibility Deal has exceeded target for 2016/17 achieving a final total of 48 sign ups (against a target of 40).
Number of people successfully completing 4 week stop smoking course [Cumulative]	1304	1301	1070	950	<p>In the last 10 years smoking prevalence in Southend has reduced from 26.4% to 18.8% as a result of the combination of treatment, interventions to discourage young people from starting to smoke, on-going media campaigns to de-normalise smoking and legislative changes on tobacco control.</p> <p>In the most recent years the 'market' has changed following the appearance of e-cigarettes and the development of later generation vaping devices that provide a quick and efficient nicotine delivery. Fewer people are now seeking assistance to stop smoking through local services, with footfall having dropped by almost half since 2012/13. There is now a much smaller 'pool' of smokers remaining, and these smokers are more likely to be more heavily addicted and less motivated to quit, meaning that it is increasingly challenging to engage and support smokers to quit through our services.</p>
Take up of the NHS Health Check programme - by those eligible[Cumulative]	5372	5739	6617	4,633	The NHS Health Check programme runs in 5 year cycles and enables eligible people to have one health check every 5 years. The year ending March 2017 was the 5 th year in this programme cycle. Due to over

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					performance in 2015/16 this made it more challenging to find eligible patients to invite for a health check. In addition to this the process relating to blood testing changed which meant patients were no longer able to turn up for one without a pre-booked appointment prior to their health check. This may also have impacted on the number of health checks being performed. Across year 4 & 5 (2015/16 and 2016/17) combined a total of 11379 against a target of 11346 was achieved.
The proportion of people using social care who use services who receive direct payments (ASCOF 1C (2A)) [Year to data average]	16.15%	17.76%	22.2%	30%	The outturn met the target and remains above last year's national average.
Proportion of adults with learning disabilities in paid employment [Monthly Snapshot]	8.9%	7.1%	10.2%	10.3%	The target was met and continues to be above the national average.
% of Council Tax collected in-year [Cumulative]	97.1%	96.8%	97.2%	97.50%	2015/16 England All Unitary Average is 99.06%
% of Non-domestic Rates collected in-year [Cumulative]	97.5%	97.6%	97.8%	98.00%	2015/16 England All Unitary Average is 96.26%.
Major planning applications determined within 13 weeks [Cumulative]	95.92	86.00%	90.90%	93.54%	England Top Quartile = 86% (2015/16)
Minor planning applications determined within 8 weeks [Cumulative]	90.41	86.67%	90.77%	90.00%	England Top Quartile = 82% (2015/16)
Other planning applications determined within 8 weeks [Cumulative]	94.40	94.40%	95.48%	94.71%	England Top Quartile = 87% (Oct - Dec 16)
Current Rent Arrears as % of rent due [Monthly Snapshot]		1.77%	1.37%	1.35%	Benchmarking data for 15/16 data our peer group top quartile was 1.80%

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					whilst all of the UK top quartile was also 1.80% We are likely to see an increase in current rent arrears in time, as the benefit cap is phased in, with the gradual transition to Universal Credit away from Housing benefit.
% Children in good or outstanding schools [Monthly Snapshot]		77.2%	83.1%	84.71%	2016/17 outturn above target and an improvement on previous year's performance with an increase of almost 2%.
Number of hours delivered through volunteering in Culture Services [Cumulative]	12,251	12,334	18,304	17,277	Benchmarking not available
Govmetric measurement of Satisfaction (3 channels - Phones, Face to Face and Web) [Cumulative]	88.8%	93.2%	91.98%	85.84%	Benchmarking not available
Number of payments made online [Cumulative]	50,644	49,926	58,494	64,393	With the implementation of the Channel Shift, we have seen an upper trend of online payments.
Working days lost per FTE due to sickness - excluding school staff [Cumulative]	6.21	6.91	6.99	7.30	The Council still compares favourably with other local authorities and other sectors (latest Local Government Association Workforce Survey shows councils reporting an average of 8.5 days lost per FTE employee).

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Corporate Performance Indicators - Year End 2016/17

Appendix 1

Comparative information, in most cases, is with all unitary authorities in England or with the appropriate 'family' group (eg those authorities with characteristics that are most similar to Southend). The majority of benchmarking data is from 2015/16 as data for 2016/17 from other authorities is not yet available – although this still offers a good indication into how our performance is progressing. Comparative performance is often described in terms of 'quartiles' where:

- Upper Quartile – Top 25% performing councils
- Upper Middle Quartile – Top 50% performing councils
- Lower Middle Quartile – Bottom 50% performing councils
- Lower Quartile – Bottom 25% performing councils

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
CP 1.1	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]	Aim to Minimise	8344	7389	Not Met Target (13% off target)	Number of crimes per 1000 residents is higher in Southend than both 'most similar group' average and Essex average.
CP 1.2	Adults in contact with secondary mental health services who are in stable accommodation, with or without support. (ASCOF H1) [Year to date Snapshot]	Aim to Maximise	79%	66%	Met Target (20% above)	The outturn of 79% is an improvement on last year and continues to be well above the England average.
CP 1.3	The percentage of children reported to the Police as having run away that receive an independent return to home interview [Cumulative]	Aim to Maximise	80.2%	85%	Not Met Target (6% off target)	The annual outturn for successful Return to Home Interview (RHI) is 80.2% (2016/17); this is significantly improved from the same point last year 69.1% (2015/16). Developments in practice have led to the rise in RHI being completed. Although the annual

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
						target of 85% was not met, this is in a context of the number of missing episodes dramatically increasing from 484 in 2015/16 to 723.
CP 1.4	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]	Goldilocks	58.9	45.7 - 52.3	Not Met Target (13% off target)	There was a continued increase in children subject to child protection plans from May to October reflecting both the increased numbers of children being made subject to plans and the reduction in children being removed from plans. Since November there has been a month by month decline in the rate towards target. This has been an area of focus to ensure that cases were progressing in timely way through the child protection process and to ensure that there is appropriate decision making in respect of the outcome of s47 investigations.
CP 1.5	Rate of Looked After Children per 10,000 [Monthly Snapshot]	Goldilocks	71.9	57.3 - 68.3	Not Met Target (5% off target)	During 2016/17 we have seen a 13% increase in care applications made to Court in Southend which is in line with the national increase of 14% (data from Cafcass). Performance has also been impacted by large sibling groups who have become looked after.
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	42	45	Met Target (7% above)	Benchmarking not available
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	94%	92%	Met Target (2% above)	Benchmarking not available
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	TBC	54.00%	Not Met Target (Final figure to be confirmed)	Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
						products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available material for household recycling. The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.
CP 3.1	Proportion of older people 65 and over who are still at home 91 days after discharge from hospital to reablement/rehabilitation [Rolling Quarter]	Aim to Maximise	75.3%	86%	Not Met Target (12% off target)	Performance in this area continues to fluctuate; performance was last meeting target in December 2016. For this reporting period, 93 Adults used the reablement service, 70 Adults were still at home after 91 days. Over the longer term this indicator will be monitored for the planned impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement element.
CP 3.2	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C (2)) [Year to date average]	Aim to Minimise	1.97	1.43	Not Met Target (38% off target)	Change in previous year's methodology We continue to perform highly against the regional average of 3.79. Services are ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.
CP 3.3	The proportion of people who use services who receive direct payments (ASCOF 1C (2A))	Aim to Maximise	30%	30%	Met Target (0% variance against)	The outturn met the target and remains above last year's national average.

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
	[Year to date average]					
CP 3.4	Proportion of adults with learning disabilities in paid employment [Monthly Snapshot]	Aim to Maximise	10.3%	10%	Met Target (3% above)	The target was met and continues to be above the national average.
CP 3.5	Number of Children Involved with Early Help Assessments [Cumulative]	Aim to Maximise	2,369	2,000	Met Target (18.5% above)	The target was surpassed and demonstrates the volume of work being done early with children and families.
CP 3.6	Participation and attendance at council / affiliated cultural and events [Cumulative]	Aim to Maximise	4,368,438	4,000,000	Met Target (9% above)	Benchmarking not available The Council's extensive offer of events and facilities in 2016/17 meant 4,368,438 people attended council run or affiliated arts and sports events or facilities. This continues the year on year improvements seen over the last three years.
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	48	40	Met Target (20% above)	Exceeded target 48 sign ups achieved (against a target of 40)
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	955	1,300	Not Met Target (26.5% off target)	In the last 10 years smoking prevalence in Southend has reduced from 26.4% to 18.8% as a result of the combination of treatment, interventions to discourage young people from starting to smoke, on-going media campaigns to de-normalise smoking and legislative changes on tobacco control. In the most recent years the 'market' has changed following the appearance of e-cigarettes and the development of later generation vaping devices that provide a quick and efficient nicotine delivery. Fewer people are now seeking assistance to stop smoking through local services, with footfall having dropped by almost half since 2012/13.

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
CP 3.6	Take up of NHS Health Checks programme – by those eligible [Cumulative]	Aim to Maximise	4,633	5,673	Not met target (18% off target)	The NHS Health Check programme runs in 5 year cycles and enables eligible people to have one health check every 5 years. The year ending March 2017 was the 5 th year in this programme cycle. Due to over performance in 2015/16 this made it more challenging to find eligible patients to invite for a health check. Across year 4 & 5 (2015/16 and 2016/17) combined a total of 11379 against a target of 11346 was achieved.
CP 4.3	% of Council Tax for 2016/17 collected in-year [Cumulative]	Aim to Maximise	97.50%	97.20%	Met Target (0.3% above)	2015/16 England All Unitary Average 99.06%
CP 4.4	% of Non-domestic Rates for 2016/17 collected in-year [Cumulative]	Aim to Maximise	98.00%	97.80%	Met Target (0.2% above)	2015/16 England All Unitary Average 96.26
CP 4.5	Major applications determined in 13 weeks [Cumulative]	Aim to Maximise	93.54%	79.00%	Met Target (18% above)	England Top Quartile = 86% (2015/16)
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	90.00%	84.00%	Met Target (7% above)	England Top Quartile = 82% (2015/16)
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	94.71%	90.00%	Met Target (5% above)	England Top Quartile = 87% (Oct-Dec 16)
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	1.35%	1.7%	Met Target (20.5% 'above')	Bench marking data for 16-17 is not available at the moment, however against 15/16 data our peer group top quartile was 1.80% whilst all of UK top quartile was also 1.80%. We are likely to see an increase in current rent arrears in time, as the benefit cap is phased in, with the gradual transition to Universal Credit away from Housing Benefit.

MPR Code	Short Name	Minimise or Maximise	Year End 2016/17	Annual Target 2016/17	Outcome	Comments / Benchmarking
CP 4.9	% of children in good of outstanding schools [Monthly Snapshot]	Aim to Maximise	84.71%	75%	Met Target (13% above)	The annual target has been met. The council continues to work directly with schools and academies to move to the situation where all schools in Southend are either Good or Outstanding.
CP 5.1	Number of volunteer hours in delivered within cultural services [Cumulative]	Aim to Maximise	17,277	13,000	Met Target (33% above)	Benchmarking not available
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	85.84%	80.00%	Met Target (7% above)	Benchmarking not available
CP 5.3	Number of payments made online [Cumulative]	Aim to Maximise	64,393	50,000	Met Target (29% above)	Benchmarking not available
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	7.30	7.20	Not Met Target (1.4% off target)	Local Government Association Workforce Survey shows councils reported a median of 8.5 days lost per FTE employee in 2015/16.

Southend on Sea BC Performance Journey

Appendix 2

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
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	7464	8382	8344	Number of crimes per 1000 residents is higher in Southend than both 'most similar group' average and Essex average.
Adults in contact with secondary mental health services who are in stable accommodation (ASCOF H1)		66.4%	67.5%	79%	The outturn of 79% is an improvement on last year and continues to be well above the England average.
The percentage of children reported to the Police as having run away from home that receive an independent return to home visit interview [Cumulative]		66.2	69.1	80.2%	The annual outturn for successful Return to Home Interview (RHI) is 80.2% (2016/17), this is significantly improved from the same point last year 69.1% (2015/16). Developments in practice have led to the rise in RHI being completed. Although the annual target of 85% was not met, this is in a context of the number of missing episodes dramatically increasing from 484 in 2015/16 to 723.
Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]		48.8	49.2	58.9	There was a continued increase in children subject to child protection plans from May to October

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					reflecting both the increased numbers of children being made subject to plans and the reduction in children being removed from plans. Since November there has been a month by month decline in the rate towards target. This has been an area of focus to ensure that cases were progressing in timely way through the child protection process and to ensure that there is appropriate decision making in respect of the outcome of s47 investigations.
Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]		60.61	68.3	71.9	During 2016/17 we have seen a 13% increase in care applications made to Court in Southend which is in line with the national increase of 14% (data from Cafcass). Performance has also been impacted by large sibling groups who have become looked after.
Number of reported missed collections per 100,000 [Monthly Snapshot]	26	45	40	42	Annual target for 2016/17 of fewer than 45 missed collections per 100,000 has been met.
% acceptable standard of cleanliness: litter [Cumulative]	90%	94%	96%	94%	Out turn of 94% continues to be an improvement seen in 2013/14.
Percentage of household waste sent for reuse, recycling and composting [Cumulative]	53.12%	51.25%	47.11%	tbc	Recent government figures have showed a decline in national recycling average rates down to

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					<p>43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available material for household recycling. The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.</p>
<p>Proportion of older people 65 and over who are still at home 91 days after discharge from hospital to Reablement/rehabilitation [Rolling Quarter]</p>	82.4%	86.2%	87.4%	75.3%	<p>Performance in this area continues to fluctuate; performance was last meeting target in December 2016. For this reporting period, 93 Adults used the reablement service, 70 Adults were still at home after 91 days. Over the longer term this indicator will be</p>

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
					monitored for the planned impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement element.
Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C (2)) [Year to date average]	30	18	17	1.97	Note: Change in previous years' methodology: We continue to perform highly against the regional average of 3.79. Services are ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.
Participation and attendance at council owned/affiliated cultural and sporting activities and events [Cumulative]	4,001,742	4,172,647	4,321,179	4,368,438	The council's extensive offer of events and facilities in 2016/17 meant 4,368,438 people attended council run or affiliated arts and sports events or facilities. This continues the year on year improvements seen over the last three years.
Public Health Responsibility Deal [Cumulative]		43	43	48	The Public Health Responsibility Deal has exceeded target for 2016/17 achieving a final total of 48 sign ups (against a target of 40).

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
Number of people successfully completing 4 week stop smoking course [Cumulative]	1304	1301	1070	950	<p>In the last 10 years smoking prevalence in Southend has reduced from 26.4% to 18.8% as a result of the combination of treatment, interventions to discourage young people from starting to smoke, on-going media campaigns to de-normalise smoking and legislative changes on tobacco control.</p> <p>In the most recent years the 'market' has changed following the appearance of e-cigarettes and the development of later generation vaping devices that provide a quick and efficient nicotine delivery. Fewer people are now seeking assistance to stop smoking through local services, with footfall having dropped by almost half since 2012/13. There is now a much smaller 'pool' of smokers remaining, and these smokers are more likely to be more heavily addicted and less motivated to quit, meaning that it is increasingly challenging to engage and support smokers to quit through our services.</p>

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
Take up of the NHS Health Check programme - by those eligible[Cumulative]	5372	5739	6617	4,633	The NHS Health Check programme runs in 5 year cycles and enables eligible people to have one health check every 5 years. The year ending March 2017 was the 5 th year in this programme cycle. Due to over performance in 2015/16 this made it more challenging to find eligible patients to invite for a health check. In addition to this the process relating to blood testing changed which meant patients were no longer able to turn up for one without a pre-booked appointment prior to their health check. This may also have impacted on the number of health checks being performed. Across year 4 & 5 (2015/16 and 2016/17) combined a total of 11379 against a target of 11346 was achieved.
The proportion of people using social care who use services who receive direct payments (ASCOF 1C (2A)) [Year to data average]	16.15%	17.76%	22.2%	30%	The outturn met the target and remains above last year's national average.
Proportion of adults with learning disabilities in paid employment [Monthly Snapshot]	8.9%	7.1%	10.2%	10.3%	The target was met and continues to be above the national average.
% of Council Tax collected in-year [Cumulative]	97.1%	96.8%	97.2%	97.50%	2015/16 England All Unitary Average is 99.06%
% of Non-domestic Rates collected in-year	97.5%	97.6%	97.8%	98.00%	2015/16 England All Unitary Average is 96.26%.

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
[Cumulative]					
Major planning applications determined within 13 weeks [Cumulative]	95.92	86.00%	90.90%	93.54%	England Top Quartile = 86% (2015/16)
Minor planning applications determined within 8 weeks [Cumulative]	90.41	86.67%	90.77%	90.00%	England Top Quartile = 82% (2015/16)
Other planning applications determined within 8 weeks [Cumulative]	94.40	94.40%	95.48%	94.71%	England Top Quartile = 87% (Oct – Dec 16)
Current Rent Arrears as % of rent due [Monthly Snapshot]		1.77%	1.37%	1.35%	Benchmarking data for 15/16 data our peer group top quartile was 1.80% whilst all of the UK top quartile was also 1.80% We are likely to see an increase in current rent arrears in time, as the benefit cap is phased in, with the gradual transition to Universal Credit away from Housing benefit.
% Children in good or outstanding schools [Monthly Snapshot]		77.2%	83.1%	84.71%	2016/17 outturn above target and an improvement on previous year's performance with an increase of almost 2%.
Number of hours delivered through volunteering in Culture Services [Cumulative]	12,251	12,334	18,304	17,277	Benchmarking not available
Govmetric measurement of Satisfaction (3 channels – Phones, Face to Face and Web) [Cumulative]	88.8%	93.2%	91.98%	85.84%	Benchmarking not available

Key Indicators	2013/14	2014/15	2015/16	2016/17	Comments
Number of payments made online [Cumulative]	50,644	49,926	58,494	64,393	With the implementation of the Channel Shift, we have seen an upper trend of online payments.
Working days lost per FTE due to sickness – excluding school staff [Cumulative]	6.21	6.91	6.99	7.30	The Council still compares favourably with other local authorities and other sectors (latest Local Government Association Workforce Survey shows councils reporting an average of 8.5 days lost per FTE employee).

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Director of Transformation

to

Cabinet
on
20th June 2017

Report prepared by: Joanna Ruffle
Director of Transformation

4th Tier Pay Review

Policy and Resources Committee
Executive Councillor: Councillor Moring
Part 1 (Public Agenda Item)

- 1. Purpose of Report**
To outline proposals for a new grading structure at middle management (4th tier) level.
- 2. Recommendations**
Cabinet are asked to:-
 - 2.1 Approve a new Level 13 at a spot salary with a 90% development rate for the first 12 months in post (see Appendix 2).**
 - 2.2 Approve the deletion of the bottom point of Level 11 to remove the current overlap with Level 10 (see Appendix 2)**
 - 2.3 To approve the deletion of the bottom four points of Level 12 to remove the overlap with Level 11 (see Appendix 2)**
 - 2.4 To delegate the implementation of the above through the relevant job evaluation processes/protocols to the Director of Transformation in consultation with the Chief Executive and the Executive Councillor.**
 - 2.5 To approve, in principle, a new developmental payment (see Appendix 3).**
 - 2.6 To delegate the development and implementation of this new payment to the Director of Transformation in consultation with the Chief Executive and the Executive Councillor.**

3. Background

The Council currently has a layer of middle management posts (normally referred to as Group Managers). These posts report to Directors and are a key lynch pin in terms of service development and delivery.

Over the last six years the number of posts at this level have been reduced by 30%. Whilst some of this reduction has been achieved through efficiencies and new ways of working, it is the case that a number of remaining Group Managers have had their roles broadened and have taken on additional responsibilities. Where the pay structure has allowed, posts have been re-evaluated and regraded. However, in a number of cases where the top of the salary structure has been reached, this has not been possible.

As the organisation continues to meet increased demands from its residents and community, with ever reduced resources, the ability to recruit, retain, develop and motivate this key group of managers will become even more critical.

With an aging senior management team, it is also vital that the Council is able to develop these managers' potential as part of its succession planning for the future.

The proposals outlined below seek to:-

- a) address the growth of some of these roles through a robust job evaluation process that protects the organisation in respect of equal pay issues
- b) develops and rewards those managers who demonstrate potential for senior management roles
- c) modernise the Council's pay structure and ensure that salaries reflect the competitive recruitment market that exists in the London and South East regions.

4. Proposals

The current pay structure for 4th tier (Group Manager) posts is attached at Appendix 1.

This structure, whilst it has served the Council well since it was introduced in 2005, is no longer fit for purpose and has the following limitations:-

- i) there is no room for the growth of posts beyond the top of Level 12
- ii) the salary differential between the top of Level 12 and the next most senior role (Director) is significant and makes succession planning more difficult and complex than it ought to be
- iii) the overlap points between the current levels carry a small risk of an equal pay challenge
- iv) There is limited ability to reward high or outstanding performance

In order to address these issues and to ensure that the Council is able to respond flexibly to future service requirements/demands, a proposed new salary structure is detailed in Appendix 2 and 3, namely that:-

- a) a new Level 13 is created. This level will be paid at a spot salary with a 90% developmental rate for the first 12 months in post. This mirrors the recent changes made to the pay structure for senior managers
- b) the bottom point of Level 11 is deleted to remove the current overlap with Level 10
- c) the bottom four points of Level 12 are deleted to remove the overlap with Level 11
- d) Appendix 3 details an additional developmental payment. It is proposed that all 4th tier (Group Managers) regardless of salary level, will be eligible to be considered for this developmental level payment. This payment would be awarded on an annual basis and would reward behaviours, competencies and delivery of outcomes that reflect strategic and corporate thinking, flexibility, leadership, ambition and the ability to act at a senior level across the organisation and with its partners.

The detailed criteria will be developed by the Director of Transformation in consultation with CMT/SLT/Cabinet, Group Leaders and Unions.

5. Other Options

One option is to leave the structure as it currently is. This will not address the issues outlined above and will impede the Council's ability to recruit, retain and develop this critical group of managers.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

This group of staff is integral to the delivery of the Council's key objectives and the continued transformation of services.

The organisation's ability to recruit, retain, develop, reward and recognise highly performing and motivated staff at this level is therefore critical.

6.2 Financial Implications

The recommendation outlined in 2.1, 2.2 and 2.3 of this report would be cost neutral to the Council's overall budget.

Salary costs would increase by approximately £200k per annum, but this would be offset by budget savings of £190k from the senior management review approved in September 2016, and a review of market supplements at the fourth tier level that are currently paid to a small number of this cohort. It is anticipated that a number of these payments would be subsumed within the new grade. The remaining balance of £10k would be met from existing salary budgets.

The cost associated with the proposed development payment will need to be considered as part of the design of the scheme and the resultant cost will be contained within existing departmental budgets.

6.3 Legal Implications

Implementation of these proposals will further protect the Council from any equal pay issues.

6.4 People Implications

These changes will impact on a particular group of staff and will introduce a differential where none currently exists. This will need to be carefully managed throughout the implementation period.

6.5 Consultation

This report has been shared for consultation purposes, with the relevant staff group and with the Trade Unions.

6.6 Equalities and Diversity Implications

These changes will apply across the relevant staff group irrespective of gender, race, religion, sexual orientation, disability or age. They will also strengthen the Council's position in respect of any equal pay issues.

6.7 Risk Assessment

The Council's ability to recruit and retain staff has been identified as a corporate risk for the last 3 years.

Southend's proximity to London and location in the South-East where salary inflation is more volatile than in other areas means that the Council's grading structure and salary levels need to be appropriate and competitive if it is to mitigate the risk of increased turnover. The cost of replacing a 4th tier manager is approximately £20k. This does not include the cost of disruption to the service whilst the recruitment is taking place.

7. **Appendices**

Appendix 1 – Current Pay Structure at 4th Tier (Group Manager level)

Appendix 2 – Proposed Pay Structure at 4th Tier (Group Manager level)

Appendix 3 – Leadership Development Payments

Current Pay Structure at 4th Tier (Group Manger) Level

		£
Level 11	SCP 53	47,556
	SCP 54	48,507
	SCP 55	49,463
	SCP 56	50,456
	SCP 57	51,470
	SCP 58	52,499
	SCP 59	53,543
	SCP 60	54,621

		£
Level 12	SCP 57	51,470
	SCP 58	52,499
	SCP 59	53,543
	SCP 60	54,621
	SCP 61	55,709
	SCP 62	56,824
	SCP 63	57,961

Proposed Pay Structure at 4th Tier (Group Manger) Level

		<u>£</u>
Level 11	SCP 54	48,507
	SCP 55	49,463
	SCP 56	50,456
	SCP 57	51,470
	SCP 58	52,499
	SCP 59	53,543
	SCP 60	54,621
		<u>£</u>
Level 12	SCP 61	55,709
	SCP 62	56,824
	SCP 63	57,961
Level 13	Spot salary of £65,000 with a developmental rate of 90% for the first 12 months in post	

Leadership Development Payments

- All 4th tier (Group Managers) would be eligible to be considered for these payments regardless of grade/level. (The latter being determined by job-evaluation).
- Applicants for such payments would need to provide demonstrable evidence of performance and delivery against an agreed set of leadership competencies and behaviours that are above and beyond those required in the job evaluated role (day job).
- High performance in the applicants functional area would need to be demonstrated before any payment could be considered.
- Payments would be approved annually by a panel comprising Chief Executive, Deputy Chief Executive and Director of Transformation.
- Payments would be a one-off unconsolidated lump sum, made on an annual basis and would need to be “earned” each year.
- The cost of these payments will be contained within existing departmental budgets.

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive
to
Cabinet
on
20 June 2017

Report prepared by: Joe Chesterton
Director of Finance and Resources

Annual Treasury Management Report – 2016/17
Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Moring
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The Annual Treasury Management Report covers the treasury activity for the period from April 2016 to March 2017, and reviews performance against the Prudential Indicators for 2016/17.

2. Recommendation

That Cabinet;

- 2.1 **Approves the Annual Treasury Management Report for 2016/17 and the outturn Prudential Indicators for the period from April 2016 to March 2017.**
- 2.2 **Notes that the financing of capital expenditure of £48.475m has been funded in accordance with the schedule set out in Table 1 of section 4, with a reduced financing requirement of £6.639m.**
- 2.3 **Notes that Capital Financing and Treasury Management were carried out in accordance with statutory requirements, good practice and in compliance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Prudential Code during 2016/17.**
- 2.4 **Notes the following in respect of the return on investment and borrowing;**
- **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
 - **£1.24m of interest was earned during the whole of 2016/17 at an average rate of 1.45%. This is 1.25% over the benchmark of the average 7 day LIBID (London Interbank Bid Rate) and 1.12% over the average bank base rate.**

- **An average of £50.1m of investments were managed in-house. These earned £0.27m of interest during the year at an average rate of 0.54%. This is 0.34% over the average 7 day LIBID and 0.21% over the average bank base rate.**
- **An average of £9.8m of investments were managed by our former external fund manager. These earned £0.14m of interest during the year at an average rate of 1.37%. This is 1.17% over the average 7 day LIBID and 1.04% over the average bank base rate.**
- **During September 2016 £22.7m was recalled from our former external fund manager and £15m was invested equally across two short dated bond funds and £5m was invested into an enhanced cash fund.**
- **An average of £7.9m was managed by two short dated bond fund managers. This earned £0.14m since it was invested from a combination of an increase in the value of the units and income distribution, giving a combined return of 1.78%.**
- **An average of £2.5m was managed by an enhanced cash fund manager. This earned £0.02m since it was invested at an average rate of 0.86%.**
- **An average of £14.9m was managed by two property fund managers. This earned £0.67m during the year from a combination of an increase in the value of the units and income distribution, giving a combined return of 4.49%.**
- **The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1st April 1998) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m, General Fund (GF): £150.8m) throughout 2016/17.**
- **The level of financing for ‘invest to save’ schemes increased from £3.21m to £7.90m by the end of 2016/17.**

3. Background

- 3.1 The CIPFA Prudential Code requires the Council to set Prudential Indicators for its capital expenditure and treasury management activities and to report on them after the end of the financial year.
- 3.2 This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this Code. The Code requires the reporting of treasury management activities to:
- Review actual activity for the preceding year (this report); and
 - Forecast the likely activity for the forthcoming year (in the Treasury Management and Prudential Indicators Report in February).

- 3.3 The Prudential Code is the key element in the system of capital finance that was introduced from 1st April 2004 as set out in the Local Government Act 2003. The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability.
- 3.4 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators and to update these annually as part of setting the Council's budget.

4. Prudential Indicators

4.1 Appendix A provides a schedule of the prudential indicators.

4.2 Capital Expenditure

The first of these is the amount of capital expenditure in the year on long term assets. The table below shows this and the ways it has been financed.

Table 1: Capital Expenditure and Financing

	2016/17 Revised Budget £000s	2016/17 Actual £000s	2016/17 Variance £000s
Total Capital Expenditure	55,114	48,475	(6,639)
Financed by:			
Borrowing – internal	16,898	17,070	172
Invest to Save Financing	5,139	4,333	(806)
Capital Receipts	725	716	(9)
Capital Grants Utilised	22,670	17,376	(5,294)
Major Repairs Reserve	4,824	4,641	(183)
Other Revenue/ Capital Reserve Contributions	4,064	3,547	(517)
Other Contributions	794	792	(2)
Total Financing	55,114	48,475	(6,639)

Under self-financing, there is currently an absolute cap on the amount that the Housing Revenue Account (HRA) can borrow, be it actual external borrowing or notional internal borrowing. For Southend that cap is £102.159m. As at 31 March 2017 actual borrowing by the HRA was £98.740m, comprising £76.984m external borrowing and £21.756m internal borrowing. This means that there is now only £3.419m “headroom” for new borrowing to finance capital spend within the HRA.

The HRA can also finance its capital spend from the major repairs reserve (which itself is generated from the depreciation charge to the HRA), from grants and directly from the HRA by way of revenue contributions to capital.

The available borrowing headroom is a permissory amount, and as such could be changed by Government regulation at a future date, whereas the Council has much more control over actual monetary amounts set aside for capital such as the major repairs reserve.

4.3 Capital Financing Requirement (CFR)

The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council's debt position and represents capital expenditure up to the end of 2016/17 which has not yet been charged to revenue. The process of charging the capital expenditure to revenue is a statutory requirement and is done by means of the Minimum Revenue Provision (MRP). The Council's CFR is shown in table 2 and is a key prudential indicator.

Table 2: Capital Financing Requirement (CFR)

	31st March 2017 Revised Budget £000s	31st March 2017 Actual £000s
Balance 1st April 2016	288,516	288,516
Plus: capital expenditure financed by borrowing (internal and invest to save financing)	22,037	21,403
Plus: fixed assets subject to finance leases	476	476
Less: Minimum Revenue Provision	(7,936)	(5,836)
Balance 31st March 2017	303,093	304,559

The CFR is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position by either borrowing to the CFR, choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or borrowing for future increases in the CFR (borrowing in advance of need). The Section 151 Officer currently manages the Council's actual borrowing position in the second of the above CFR scenarios.

4.4 Treasury Position on Borrowing and Investments

The overall treasury position at 31 March 2017 compared with the previous year is set out in the table below.

Table 3: Treasury Position

	31 March 2017 Revised Budget	31 March 2017 Actual	
	Principal £000s	Principal £000s	Average Rate (%)
Total Debt# (excluding ECC transferred debt)	260,936	241,144	4.55
Total Investments (including schools cash)	94,250	83,125	1.45
Net Borrowing	166,686	158,019	

This includes PWLB borrowing of £227.816m with the balance being invest to save financing, short term borrowing for cash flow purposes and finance leases (as these are credit arrangements).

In order to ensure that borrowing levels are prudent over the medium term, the Council's external borrowing, net of investments, must only be for a capital purpose. Net borrowing should not therefore, except in the short term, exceed the CFR for 2016/17 plus the expected changes to the CFR over 2017/18 and 2018/19. The table below shows that the Council has complied with this requirement.

Table 4: CFR compared to Net Borrowing Position

	31 March 2017 Revised Budget £000s	31 March 2017 Actual £000s
Net borrowing position	166,686	158,019
Estimated Capital Financing Requirement at 31 March 2019		360,751

4.5 Authorised Limit, Operational Boundary and Ratio of Financing Costs

In addition to ensuring that the net borrowing position is lower than the CFR, the Council is required to set gross borrowing limits. These are detailed on the next page with the actual positions during the year.

Table 5: Borrowing limits

	2016/17 (£000s)
Authorised Limit	275,000
Operational Boundary	265,000
Maximum gross borrowing position during the year	246,436
Financing costs as a proportion of net revenue stream	10.70%

The Authorised Limit is the “Affordable Borrowing Limit” required by the Local Government Act 2003. This is the outer boundary of the Council’s borrowing based on a realistic assessment of the risks. The table above demonstrates that during 2016/17 the Council has maintained gross borrowing within its Authorised Limit.

The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached. The Council has maintained borrowing within the boundary throughout 2016/17.

The indicator “financing costs as a proportion of net revenue stream” identifies the cost of capital (borrowing costs net of investment income) as a proportion of the Council’s total budget. For the General Fund the actual figure in 2016/17 was 10.70%.

4.6 Incremental impact of capital investment decisions

This indicator identifies the budgetary requirements arising from the proposed changes to the capital programme and calculates the impact on the Band D council tax that would result. The actual figure in 2016/17 was +£3.18 and results from the required financing of the approved capital programme.

4.7 Maturity structure of fixed rate borrowing (against maximum position)

The table on the next page shows the upper limits for which the Council delegates its length of borrowing decisions to the Director of Finance and Resources/Section 151 Officer in 2016/17 and the actual maturity structure of the fixed rate borrowing as at 31st March 2017.

Table 6: Maturity Structure of Fixed Rate Borrowing

	Upper limit %	Outstanding fixed rate debt maturity at 31 st March 2017 %
Under 12 months	20	-
12 months and within 24 months	30	-
24 months and within 5 years	40	4
5 years and within 10 years	60	13
10 years and within 20 years	100	54
20 years and within 30 years	100	15
30 years and above	80	14

The percentages in each category for the upper limits do not add up to 100% as they do not represent an actual allocation.

5. Treasury Management Strategy

- 5.1 During 2016/17 the Council complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low risk approach.
- 5.2 The Council is aware of the risks of passive management of the treasury portfolio and has taken steps to improve the proactive management of the debt and investments over the year with the support of its treasury management advisers.
- 5.3 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council's in-house investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.
- 5.4 UK interest rates continued to be low throughout 2016/17. The bank base rate stayed at 0.5% until August when the Bank of England reduced the rate to a new historic low of 0.25%. With on-going concerns over counterparty risk since the banking crisis and the uncertainty in the financial markets about the timing of future rises in interest rates, investments have been mainly placed in instant access accounts or at 95 days' notice at most.
- 5.5 Long term interest rates from the Public Works Loans Board (PWLB) fluctuated throughout 2016/17 in response to economic events: 10 year PWLB rates between 1.46% and 2.56%; 25 year PWLB rates between 2.09% and 3.29% and 50 year PWLB rates between 1.87% and 3.08%. These rates are after the PWLB 'certainty rate' discount of 0.20%.

5.6 Revisions to the 2016/17 Treasury Management Policy were approved at the Cabinet meeting of 8 November 2016 and are outlined below:

As a result of the amendments to the Council's senior management structure approved at the Cabinet meeting of 20 September 2016 it was necessary to amend the Treasury Management Policy Statement and Treasury Management Strategy for 2016/17. These changes were:

- references to the Head of Finance and Resources were replaced with Director of Finance and Resources;
- in the original approved policy the approval of short/long term investments was delegated to the Chief Finance Officer and in their absence is delegated to the Deputy Section 151 Officer or the Director of Corporate Services. In the revised Annex 1 to the policy the reference to the Director of Corporate Services was replaced by the Group Manager (Financial Planning & Control).

5.7 Revisions to the 2016/17 Minimum Revenue Provision (MRP) Policy were approved at the Cabinet meeting of 14 March 2017 and are outlined below:

- The Minimum Revenue Provision (MRP) Policy is currently under review and various options for the 2017/18 policy are being considered in consultation with our Treasury Management advisers.
- The original policy for capital expenditure financed by supported borrowing was for MRP to be applied at 4% on a reducing balance basis. It is possible to amend the calculation under the current regulations and guidance, as long as the revised approach is considered prudent. There was no amendment proposed for unsupported borrowing as this will be considered as part of the above review.
- The 2016/17 policy was revised for capital expenditure financed by supported borrowing so that MRP is applied at 2% on a straight line basis. This approach has the effect of reducing the debt liability to a fixed life of 50 years compared to the current provision which will take in excess of 150 years. A charge based on a fixed straight-line basis is more prudent as it introduces a more certain period for spreading the cost of this element of the debt liability.

6. Borrowing

PWLB and short term borrowing

6.1 The table below summarises the PWLB borrowing activities during the financial year 2016/17:

Table 7: PWLB borrowing

Quarter	Borrowing at beginning of quarter (£m)	New Borrowing (£m)	Re-financing (£m)	Borrowing repaid (£m)	Borrowing at end of quarter (£m)
April to June 2016	227.8	0	0	(0)	227.8
July to September 2016	227.8	0	0	(0)	227.8
October to December 2016	227.8	0	0	(0)	227.8
January to March 2017	227.8	0	0	(0)	227.8

All PWLB debt held is repayable on maturity. No new PWLB loans were taken out during the year.

6.2 The Council's outstanding PWLB borrowing as at 31st March 2017 was:

- Southend-on-Sea Borough Council £227.816m*
- ECC transferred debt £12.497m

* £150.8m General Fund and £77.0m Housing Revenue Account.

6.3 Repayments in 2016/17 were:

- Southend-on-Sea Borough Council £0m
- ECC transferred debt £0.65m

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

- 6.5 The table below summarises our PWLB borrowing position as at the end of 2016/17:

Table 8: Debt position

	31 March 2017		31 March 2016	
	Principal (£000s)	Average Rate (%)	Principal (£000s)	Average Rate (%)
-PWLB – Fixed	227,816*	4.62	227,816	4.56
-ECC Transferred Debt	12,497	2.66	13,145	2.50

* £150.8m General Fund and £77.0m Housing Revenue Account.

- 6.6 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate.
- 6.7 In November 2007 the PWLB changed its structure of interest rates so that any early repayment of PWLB debt has a higher repayment rate applied. Then in October 2010, as part of the Spending Review interest rates for PWLB borrowing were increased by 1%. No PWLB restructuring was carried out in 2016/17 due to the higher cost of PWLB repayments making it uneconomical and giving no benefit to the Council.
- 6.8 On 1st November 2012 HM Treasury implemented a 'certainty rate' at a discount on that level of 0.2% on loans for those local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans. This Council provided the necessary information again in 2016/17 and was therefore eligible for this 'certainty rate'.
- 6.9 The total interest payments during the year were £10.5m, compared to the original budget of £10.9m. The original budget assumed that the Council would take out £20m of loans during 2016/17. Instead no new loans were taken out by the Section 151 Officer during 2016/17 as there was a greater financial advantage for the Council to use internal rather than external borrowing. This therefore led to the underspend on the interest payments against the original budget.
- 6.10 In line with the revised MRP policy for 2016/17 (paragraph 5.7) the MRP for capital expenditure financed by supported borrowing was applied at 2% on a straight line basis, rather than at 4% on a reducing balance basis. The value of MRP charged was reduced by £2.1m and the resulting underspend against budget has enabled a contribution to earmarked reserves for the financing of some future capital schemes and other business transformation activity.

- 6.11 In addition, short term borrowing was undertaken during the 2016/17 financial year for cash flow purposes. The average rate paid in 2016/17 was 0.44% and the details of the loans are shown in the table below:

Table 9: Short term borrowing

Counterparty	Amount of loan (£m)	Loan Rate (%)	Period of loan (days)	Return date
Derbyshire County Council @	5.0m	0.55	123	18/04/2016
Derbyshire County Council @	3.0m	0.55	92	15/06/2016
East Renfrewshire Council @	2.0m	0.50	92	15/06/2016
Surrey County Council @	5.0m	0.48	31	15/04/2016
Borough of Poole #	5.0m	0.35	119	13/04/2017

@ These loans are spread over financial years 2015/16 to 2016/17.

This loan is spread over financial years 2016/17 to 2017/18.

Funding for Invest to Save Schemes

- 6.12 Capital projects were completed on draught proofing and insulation in the Civic Centre, and lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 6.13 To finance these projects in total the Council has taken out interest free loans of £0.20m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.035m of these loans were repaid during the year.
- 6.14 At the meeting of Cabinet on 23rd June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from the Green Investment Bank (GIB). The balance outstanding at 31 March 2017 was £7.73m. There were no repayments during the year.

7. Investments

7.1 The table below summarises the Council's investment position at the end of 2016/17:

Table 10: Investment position

	31 March 2017	2016/17		31 March 2016	2015/16	
	Principal (£000s)	Average Balance	Average Rate (%)	Principal (£000s)	Average Balance	Average Rate (%)
Notice accounts	10,000	10,000	0.53	10,000	12,379	0.72
Fixed term deposits	0	861	0.88	5,000	2,903	0.88
Call accounts #	7,992	8,156	0.64	7,315	7,955	0.64
Money Market Funds	23,000	31,110	0.50	24,000	37,410	0.60
Total investments managed in-house	40,992	50,127	0.54	46,315	60,647	0.65
Enhanced Cash Funds	5,022	12,368	1.27	22,541	24,120	0.76
Short Dated Bond Funds	15,125	7,869	1.78	0	0	0.00
Property Funds	15,859	14,925	4.49	12,712	10,708	5.95
Total externally managed funds	36,006	35,162	2.75	35,253	34,828	2.36
Total investments@	76,998	85,289	1.45	81,568	95,475	1.27

#This includes the council's main current account.

@ This excludes the cash held by schools.

7.2 The actual rate on investments earned in 2016/17 was 1.45% compared to a forecast of 1.20% which was included in the budget. This forecast was based on the best estimates of balances and future interest rates at the time the budget was set.

- 7.3 The Council earned a total of £1.240m of interest through the investment of surplus funds both in-house and with the fund managers. The interest earned was £0.211m higher than the budgeted figure of £1.029m. This increased level of interest was due to the externally managed funds achieving a higher than forecast interest rate. These forecasts were based on the best estimates at the time the budget was set.
- 7.4 The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Investment Strategy approved by the Council on 25 February 2016. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 7.5 The majority of the cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the year monies were placed 47 times for periods of one year or less. In the light of the banking crisis and the prevailing financial market conditions there has been greater emphasis on counterparty risk and the security of the principal sums invested. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

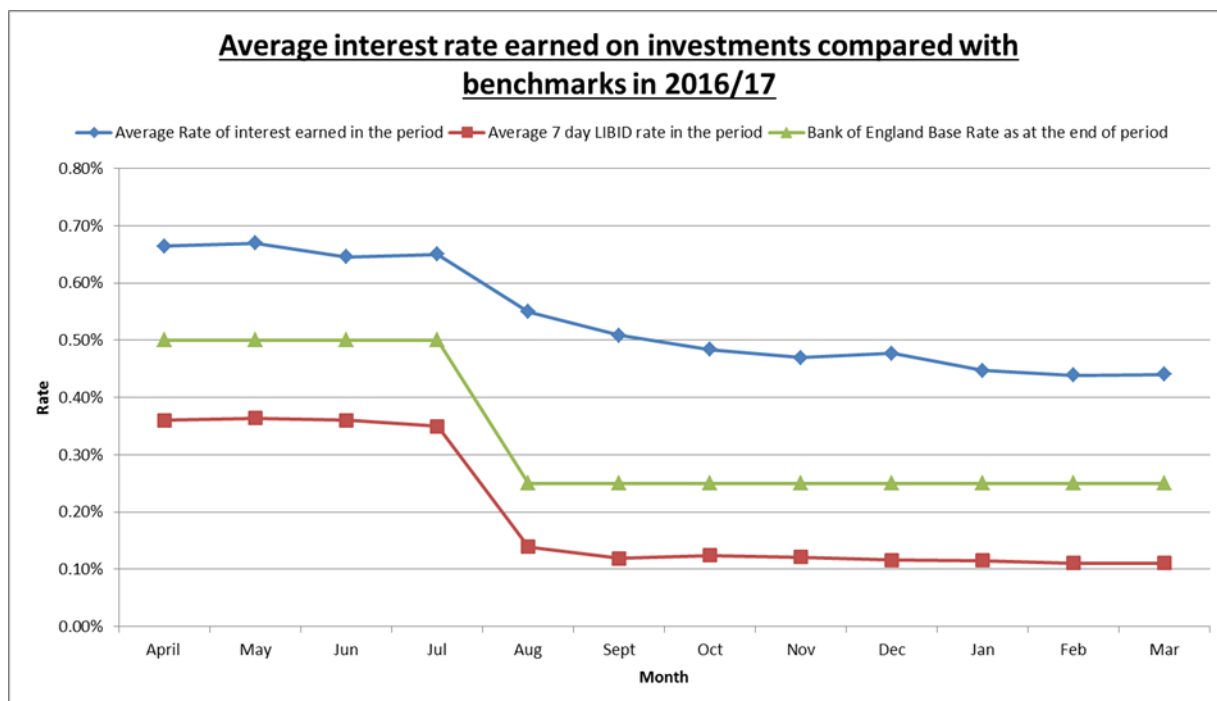
Table 11: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Blackrock	Money Market Fund (Various Counterparties)	13	73
Goldman Sachs	Money Market Fund (Various Counterparties)	18	85
Insight Investment	Money Market Fund (Various Counterparties)	8	33
Standard Life Investments Liquidity Fund plc	Money Market Fund (Various Counterparties)	8	54
Total		47	245

- 7.6 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds while paying base rate or better. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During 2016/17 an average of £8.2m was held in such accounts.

7.7 The performance during the year is compared to the average 7 day LIBID rate. The graph on the next page shows the Council's performance month by month compared to this benchmark and the bank base rate.

Graph1: Investment performance compared to benchmarks



7.8 Overall, performance on in-house managed funds was 0.34% over the average 7 day LIBID rate for the year and averaged 0.21% higher than the average base rate for the year.

7.9 An average of £2.5m was managed by the enhanced cash fund manager Payden & Rygel. During the year the value of the fund started at nil and increased by £5.0m due to the initial purchase of units in September 2016 and by £0.022m due to an increase in the unit value, giving an average return of 0.86%. The fund ended the year at £5.022m.

8 Property Funds

8.1 Rockspring Property Investment Management Limited and Lothbury Investment Management Limited were appointed for the investment of long term funds in April and October 2015 respectively.

8.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are reinvested back into the fund. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.

- 8.3 The interest equalisation reserve will be used to capture some of the income in the years when the property values are rising, and will then be available to offset any losses should property values fall. Members should be aware that this means that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.
- 8.4 An average of £7.9m was managed by Rockspring Property Investment Management Limited. During the year the value of the fund started at £7.815m and decreased by £0.038m due to the decrease in the unit value. There was also an income distribution relating to that year of £0.400m.
- 8.5 The Rockspring fund earned £0.362m during the year from a combination of the decrease in the value of the units and the income distribution, giving a combined return of 4.58%. The fund started the year at £7.815m and therefore increased in total value to £8.177m by the end of the year.
- 8.6 An average of £7.0m was managed by Lothbury Property Investment Management Limited. During the year the value of the fund started at £4.896m and increased by £2.477m due to the additional purchase of units in June 2016 and by £0.073m due to the increase in the unit value. There was also an income distribution relating to the year of £0.236m.
- 8.7 The Lothbury fund earned £0.309m during the year from a combination of the increase in the value of the units and the income distribution, giving a combined return of 4.39%. The fund started the year at £4.896m and therefore increased in total value to £7.682m by the end of the year.

9 Short Dated Bond Funds

- 9.1 Following a tender exercise, two short dated bond funds were chosen for the investment of medium term funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.
- 9.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one to five year range. An income distribution will be generated from the coupon on the bond and income distributions will be reinvested back into the fund. The price of units can rise and fall, depending on the price of bonds in the fund so these funds are invested over the medium term with the aim of realising higher yields than short term investments.
- 9.3 The Council's interest equalisation reserve will be used to capture some of the income in the years when the corporate bond values are rising, and will then be available to offset any losses should bond values fall. Members should be aware that this means that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.

- 9.4 An average of £3.9m was managed by AXA Investment Managers UK Limited. During the year the value of the fund started at nil and increased by £7.486m due to the initial purchase of units in September 2016 and by £0.051m due to an increase in the unit value, giving a return of 1.31%. The fund started the year at nil and increased in value with the fund at the end of the period at £7.537m.
- 9.5 An average of £4.0m was managed by Royal London Asset Management. During the year the value of the fund started at nil, increased by £7.500m due to the initial purchase of units in September 2016, decreased by £0.007m due to a decrease in the unit value and increased due to income distributions of £0.095m.
- 9.6 The Royal London fund earned £0.088m during the year from a combination of the decrease in the value of the units and the income distribution, giving a combined return of 2.23%. The fund started the year at nil and increased in value with the fund at the end of the period at £7.588m.

9. Corporate Implications

9.1 Contribution to Council's Vision & Critical Priorities

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council's Vision and Critical Priorities.

9.2 Financial Implications

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

9.3 Legal Implications

Compliance with the CIPFA Prudential Code is a statutory requirement.

9.4 People Implications

None.

9.5 Property Implications

None.

9.6 Consultation

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

9.7 Equalities Impact Assessment

None.

9.8 Risk Assessment

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

9.9 Value for Money

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

9.10 Community Safety Implications

None.

9.11 Environmental Impact

None.

10. Background Papers

None.

11. Appendices

Appendix A - Prudential Indicators 2016/17

Prudential Indicators 2016/17

	Figures are for the financial year unless otherwise titled in italics	2016/17 Revised Indicator	2016/17 Actual
1	Capital Expenditure	£55.114m	£48.475m
2	Capital Financing Requirement (CFR)	£303.093m	£304.559m
3	Treasury Position at 31 March		
	Borrowing	£260.936m	£241.144m
	Investments	£94.250m	£83.125m
	Net Borrowing	£166.686m	£158.019m
4	Authorised Limit (<i>against maximum position</i>)	£275.000m	£275.000m
5	Operational Boundary	£265.000m	£265.000m
6	Ratio of financing costs to net revenue stream	12.72%	10.70%
7	Incremental impact of capital investment decisions on the Band D council tax	+£3.16	+£3.18
8	Maturity structure of fixed rate borrowing: (<i>against maximum position</i>)		
	Under 12 months	20%	0%
	12 months to 2 years	30%	0%
	2 years to 5 years	40%	4%
	5 years to 10 years	60%	13%
	10 years to 20 years	100%	54%
	20 years to 30 years	100%	15%
	30 years and above	80%	14%
	Total	N/A	100%

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive
to
Cabinet

on
20 June 2017

Report prepared by: Joe Chesterton
Director of Finance and Resources

Provisional Capital Outturn 2016/17
Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Lamb
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To inform members of the capital programme outturn for 2016/17 and to seek approval for the relevant budget carry forwards and accelerated delivery requests.
- 1.2 To also seek approval for in year amendments for the current approved programme.

2. Recommendations

That Cabinet:

- 2.1 **Note that the expenditure on the capital programme for 2016/17 totalled £48.475m against a budget of £55.114m, a delivery of 88.0% (sections 3.4 and 3.5).**
- 2.2 **Approve the relevant budget carry forwards and accelerated delivery requests totalling a net £5.363m as set out in Appendices 1 and 2.**
- 2.3 **Note the virements, reprofiles and amendments and new external funding for schemes, as detailed in Appendices 3, 4 and 5.**
- 2.4 **Approve the relevant changes to the budget identified since the approved capital programme was set at Council on 23 February 2017, as detailed in Appendix 6.**
- 2.5 **Note that the above changes will result in an amended Capital Programme of £226.709m for the period 2017/18 to 2020/21, as detailed in Appendix 7.**

3. Background

- 3.1. Throughout the 2016/17 financial year the capital programme has been subjected to robust monitoring to ensure delivery and alignment with corporate priorities. As a result of this monitoring, revisions were made during the year to the capital programme budgets with the agreement of Cabinet. The last revision was made in February 2017 and approved by Council on 23 February 2017.
- 3.2. In addition to the approved capital programme for 2016/17, there were carry forwards from the previous year's programme for schemes nearing completion but not yet finished. As a result of these changes and other amendments agreed during the year by Cabinet the revised Capital Programme differs from the one originally agreed in February 2016 as part of the 2016/17 budget process.
- 3.3. The changes are summarised in the table below.

	£'000
Original Budget February 2016 Council	73,450
June Cabinet adjustment of carry forwards from 2015/16	4,218
Accelerated Delivery of 2016/17 schemes	(2,807)
Re-profiles, New External funding and other adjustments agreed at 28 June Cabinet	1,715
Re-profiles, New External funding and other adjustments agreed at 8 November Cabinet	(10,833)
Re-profiles and amendments agreed at 14 February Cabinet	(10,642)
New external funding agreed at 14 February Cabinet	13
Revised Capital Programme – 23 February 2017 Council	55,114

Brackets indicate a reduction in budget

- 3.4. Best practice and normal accounting convention requires that the approved Capital Programme includes budgets for all potential capital expenditure. Therefore the Capital Programme contains budgets for schemes such as Section 106 funding where expenditure is contingent on a condition being met, grants that are paid to the Council in full are drawn down over a period of time and schemes managed in partnership or by other bodies, e.g. schools. The summary on the next page shows the actual spend against budget for the different types of schemes.

	Revised Budget £000	Actual £000	Variance £000	% Spent
Adult Social Care	489	208	(281)	42.5
General Fund Housing	1,323	1,166	(157)	88.1
Schools Capital Schemes	12,373	9,153	(3,220)	74.0
Culture	1,277	1,256	(21)	98.4
Highways and Transport	16,606	16,233	(373)	97.8
Enterprise, Tourism & Regeneration	7,632	7,463	(169)	97.8
Energy Saving Projects	1,408	620	(788)	44.0
Section 106 / Section 38	643	607	(36)	94.4
Works to Property	368	170	(198)	46.2
ICT Schemes	4,633	3,877	(756)	83.7
Other Chief Executive	921	444	(477)	48.2
HRA Capital Schemes	7,441	7,278	(163)	97.8
Total	55,114	48,475	(6,639)	88.0

Brackets indicate an underspend against budget

- 3.5. The outturn for 2016/17 shows a final spend position of £48.475m against a revised budget of £55.114m, which is an 88.0% outturn position.
- 3.6. The key variances in the table in paragraph 3.4 are as follows:

Adult Social Care – £281k has been put forward as a carry forward request as part of this report, £163k of this is due to the review of the option appraisal for the use of the Transforming Care Housing grant.

Schools Capital Schemes – these are set out below in paragraphs 3.17 to 3.21.

Highways and Transport – a number of projects funded by the Local Transport Plan and the Local Growth Fund span financial years and there have been delays to some projects whilst others have delivered ahead of schedule. The timing of completion of these projects is heavily dependent on the weather conditions, the result of survey works and the timing of works to minimise disruption. Net budget carry forward, accelerated delivery requests and other budget adjustment for highways and transport of £365k have been put forward as part of this report;

Energy Saving Projects – the energy projects are underway with some projects spanning financial years. A review of the energy budgets identified that £623k of the budget for the Beecroft Energy scheme was no longer required and its removal has been put forward as part of this report;

Works to Property - some projects were delayed due to developer and tenant negotiations and legal or survey processes. Net budget carry forward and accelerated delivery requests of £198k have been put forward as part of this report;

ICT schemes – a number of projects span financial years and there have been delays to some projects whilst others have delivered ahead of schedule, so net budget carry forward, accelerated delivery requests and other budget adjustments of £(788)k have been put forward as part of this report. £451k of the overall ICT underspend relates to the development of the Liquid Logic Case Management System with the go-live expected now in 2017/18;

Other Chief Executive – completion of the Pergola Walk Extension scheme is scheduled for completion at the end of June 2017. The removal of the unallocated balance on the Priority Works budget of £136k has been put forward as part of this report. Other net budget carry forward, accelerated delivery requests and other budget adjustments of £(341)k have also been put forward as part of this report.

- 3.7. A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.
- 3.8. In total there are a number of schemes with unspent budgets in 2016/17 where the budget is needed in 2017/18 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31st March 2017. These budget commitments total £6.454m and are summarised in Appendix 1.
- 3.9. In addition, some schemes have exceeded their 2016/17 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi year schemes being delivered earlier or preliminary works starting on 2017/18 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £1.091m and is analysed in Appendix 2.
- 3.10. Schemes that have exceeded their 2016/17 budget allocation will be financed by compensatory under spending on other schemes. The net underspend for the whole programme for 2016/17 after carry forward and accelerated delivery requests is £1.276m. This has been adjusted further with budget adjustments of £1.550m with the resulting overspend after all adjustments of £0.274m.

3.11. In summary these adjustments are set out in the following table:

	General Fund £000	Housing Revenue Account £000	Total £000
Net variance	(6,476)	(163)	(6,639)
Net position of carry forward and accelerated delivery requests (Appendices 1 and 2)	5,198	165	5,363
Variance after carry forwards and accelerated delivery requests	(1,278)	2	(1,276)
Additional budget adjustments (Appendix 6)	1,550	-	1,550
Adjusted net variance	272	2	274

Brackets indicate an underspend against budget and additional income

3.12. An amended Capital Programme reflecting all the changes above is attached at Appendix 7.

Major schemes in 2016/17 continuing into 2017/18 and future years

3.13 Within the Department for People the major schemes are the schools capital schemes which are set out below in paragraphs 3.17 to 3.21, and the Disabled Facilities Grants scheme which relates to adaptations and installation of equipment in the homes of disabled people.

3.14 Within the Department for Place the LED street lighting project is a major scheme to replace the street lighting lanterns within Southend with LED units, to replace many street lighting columns, to bring all the illuminated street furniture in line with proposed new traffic sign regulations and to introduce a computer controlled Central Management System to manage the street lighting efficiently.

3.15 Another major scheme within the Department for Place is the A127 Growth Corridor with is a joint project with Essex County Council to deliver improvements along the A127. Specifically within Southend this includes the junction at Kent Elms.

3.16 Also within the Department for Place the Airport Business Park is a major scheme to transform an area of land into a new business park, bringing in private sector investment and generating new jobs. The infrastructure works have commenced and will continue into 2017/18. Additionally, there is the Better Queensway regeneration scheme.

Schools Capital Schemes

- 3.17 Expenditure on the education capital programme for 2016/17 was £9.15 million. Of this £1.07million was to complete projects to provide new pupil places at Sacred Heart, St Helen's and St Mary's Primary Schools and the Federation of Greenways Schools. £6.9million was spent on improvements to the provision of new secondary school places and improvements to special education accommodation.
- 3.18 The Primary Places Programme (PPP) to expand primary schools to meet the demand created by a sustained increase in the birth rates is now completed. A programme to expand secondary schools to meet the demand that the primary expansions will create is now underway. The set up and expansion of two year old childcare facilities is still on-going.
- 3.19 The secondary expansion programme is a multi-year programme that started in 2016/17 with a first year spend of £6.9million. Purchase of two properties are included within the programme. One property has been purchased and the funds transferred. The second property is in the final stages of the acquisition and this will now occur in 2017/18 and reflects the majority of the underspend for 2016/17. Purchase of these properties show a significant cost saving against purchase of land and construction of new buildings.
- 3.20 £0.99million was spent purely on condition works that included projects at Bournes Green Junior, Earls Hall Primary, Edwards Hall Primary and Friars Primary to meet commitments made within the programme before they converted to academy status. In addition £288k was devolved as formula capital to the maintained schools to manage their own smaller capital works.
- 3.21 Much of the schools capital programme scheme involves multi-year projects. Net budget carry forward, accelerated delivery requests and other budget adjustments of £3.15m have been put forward as part of this report.

Capital Financing of the Programme

- 3.22 The capital programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

3.23 The capital expenditure in 2016/17 is financed as follows;

	2016/17 Actual (£m)
Total Capital Expenditure	48.475
Financed by:	
Borrowing – internal	17.070
Invest to Save Financing	4.333
Capital Receipts	0.716
Capital Grants Utilised	17.376
Major Repairs Reserve	4.641
Other Revenue/ Capital Reserve Contributions	3.547
Other Contributions	0.792
Total Financing	48.475

Other changes to the budget for 2017/18 onwards

3.24 Since the approved capital programme was set at Council on 23 February 2017, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes, and are therefore detailed in Appendix 6. These changes are reflected in the amended Capital Programme attached at Appendix 7.

3.25 Removal of budgets no longer required is requested for schemes such as the unallocated Priority Works budget, the part of the Beecroft Energy Scheme identified as not required following a review of the energy budgets, some schools budgets where the works have been completed under budget and schools refurbishment budgets following a review in light of the Government capital funding announcements.

4. Other Options

4.1 None, as this report provides information about activity in 2016/17.

5. Reasons for Recommendations

5.1 This report provides information about activity in 2016/17.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

When the Capital Programme is determined consideration is given to the alignment of the scheme objectives to the Councils priorities.

6.2 Financial Implications

These are dealt with throughout this report.

6.3 Legal Implications

None, as this report provides information about activity in 2016/17.

6.4 People Implications

None, as this report provides information about activity in 2016/17.

6.5 Property Implications

When the Capital Programme is determined consideration is given to the property implications.

6.6 Consultation

When the Capital Programme is determined consideration is given to consultation.

6.7 Equalities and Diversity Implications

When the Capital Programme is determined consideration is given to Equalities and Diversity Implications.

6.8 Risk Assessment

When the Capital Programme is determined consideration is given to the risk assessment.

6.9 Value for Money

When the Capital Programme is determined consideration is given to the value for money.

6.10 Community Safety Implications

When the Capital Programme is determined consideration is given to community safety implications.

6.11 Environmental Impact

When the Capital Programme is determined consideration is given to the environmental impact.

7. Background Papers

None.

8. Appendices

Appendix 1 – Proposed Carry Forwards

Appendix 2 – Proposed Accelerated Delivery Requests

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Reprofiles

Appendix 5 – New External Funding

Appendix 6 – Summary of Changes to the Capital Programme

Appendix 7 – Amended Capital Programme

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**2016/17 CARRY FORWARD REQUESTS
SUMMARY - ALL DEPARTMENTS**

Appendix 1

Department	Total 2016/17 Carry forward to future years £000
Chief Executive	553
People	2,958
Place	2,543
Housing Revenue Account	400
	<u>6,454</u>

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

Chief Executive

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Chalkwell Esplanade Toilets Roof Repairs	C10862	4	Asset Management works on-going in 2017/18
Demolition of Leigh Cliffs Public Toilets	C10853	3	Asset Management works on-going in 2017/18
East Beach Café	C10644	32	Asset Management works on-going in 2017/18
Herbert Grove Security	C10854	10	Asset Management works on-going in 2017/18
New Beach Huts Phase 2	C10631	11	Asset Management works on-going in 2017/18
Pier Arches toilets - waterproofing solution	C10734	30	Asset Management works on-going in 2017/18
Porters Civic House and Cottage	C10571	9	On-going works to Porters House and Cottage
Ropers Farm Cottages - water supply	C10840	45	Asset Management works on-going in 2017/18
Seaways Development Enabling Works	C10643	3	Asset Management works on-going in 2017/18
Toilet Refurbishment Thorpe Hall Avenue	C10703	29	Asset Management works on-going in 2017/18
Urgent Works To Property	C10181	36	Various small schemes to be finalised in 2017/18
Cremated Remains Plots	C10754	1	Carry forward required to tidy site and complete landscaping
Cremator Hearth Replacement	C10677	8	Carry forward requested to fund further crematorium equipment

2016/17 CARRY FORWARD REQUESTS

Appendix 1

DEPARTMENT:

Chief Executive

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Crematorium Analytical equipment	C10055	16	Carry forward requested to fund further crematorium equipment
Essential Crematorium/Cemetery Equipment	C10572	23	Carry forward requested to fund further crematorium equipment
New Burial Ground	C10054	5	On-going land works to continue in 2017/18
Pergola Walk Memorial Scheme	C10755	288	Completion of memorial project scheduled end of June 2017

553

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

People

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Community Capacity	C10526	79	This budget is to support the vision to maintain individuals in the community and promote independence and self management. Works are carried out on a rolling basis.
LATC - Delaware and Priory	C10621	7	Scheme to span several financial years
Mental Health Funding steam only	C10184	29	To continue to fund transformation through technology aimed at providing and evaluating the impact of Assistive Technology for people with dementia.
Priory House - Condition Works	C10693	3	To fund the Local Authority Trading Company programme management in 2017/18
Transforming Care Housing	C10689	163	The option appraisal for the use of this grant is under review
Empty Dwelling Management	C10020	54	This provision allows the council to deal with eligible empty homes where an owner is uncontactable or uncommunicative and bring the dwelling back into use
Private Sector Renewal	C10146	175	This carry forward will allow data from the Building Research Establishment (BRE) profile of the borough to be used for targeted financial assistance and incentives to bring properties below the minimum standard for housing back to acceptable condition.
PSH Works in Default - Enforcement Work	C10503	2	This provision contributes to ensuring the Private Rented Sector meets the minimum standard for housing when, despite conviction, landlords fail to carry out remedial works. The carry forward reflects only a lack of staff resources during the year
Warmer Healthy Homes	C10255	16	This budget has been underspent as a result of staffing shortages within the Private Sector Housing team but will be spent in 2017/18
AHDC Short Breaks for Disabled Children	C10282	64	Planning in process for the use of this grant in 2017/18
Edward Hall Roofs	C10713	23	Phase 2 works delayed until Summer 2017
Future condition projects	C10024	29	On-going support for small conditions projects in schools
Expansion of 2 yr old Childcare Places	C10558	3	On-going works on the expansion of childcare places
School Improvement & Provision for School Places	C10475	2,311	Permission to purchase and capital works delayed by DfE

2,958

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
ASO Machinery purchase	C10731	4	To fund purchases in 2017/18
Belfairs Swim Centre H & S	C10623	43	Final works to take place in 2017/18
Belfairs Woodland Centre Project	C10502	15	Contributions to fund further works at Belfairs Woodland Centre
Chase Sports & Fitness Centre - Fire Alarm	C10732	4	Minor outstanding works still to be completed in 2017/18
Hard Surface Path Improvements	C10566	13	Continuation of path improvements in the local parks
Palace Theatre - Air Handling Units	C10782	18	Design works currently being commissioned to take place in 2017/18
Palace Theatre windows replacement	C10725	2	Final works to be completed at the start of 2017/18
Playground Gates	C10779	3	Continuation of playground gate replacements
Priory Park Water Main	C10625	25	Budget to fund additional works in 2017/18
Replacement of Play Equipment	C10780	7	Continuation of playground equipment replacements
War Memorials within the Borough	C10569	4	Final fencing works to take place in 2017/18
ICT - Capita One Enhancements/Developments	C10633	7	On-going ICT scheme spanning several financial years
ICT Core Infrastructure	C10575	150	On-going ICT scheme spanning several financial years
ICT - Development of the Liquid Logic Case Management System	C10637	451	Delay of scheme due to staffing issues
Place - Business Transformation in End to End Reporting	C10757	161	On-going ICT scheme spanning several financial years
Place - Culture - Hardware in Libraries	C10764	9	On-going ICT scheme spanning several financial years

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Place - Culture and Enterprise and Tourism - EPOS System	C10758	30	On-going ICT scheme spanning several financial years
Place - Culture and Enterprise and Tourism - Events Booking System	C10759	50	On-going ICT scheme spanning several financial years
Replacement & Enhancement to Cash Receipting System	C10578	18	Budget will be needed in 2018/19
Wireless Access Point Upgrade	C10760	30	On-going ICT scheme spanning several financial years
Wireless Borough/City Deal	C10580	3	On-going ICT scheme spanning several financial years
Airport Business Park	C10261	246	This is a long term project which spans over several financial years
Better Queensway - Regeneration	C10747	81	This is a long term project which spans over several financial years
Queensway - Ground Penetrating Radar	C10745	9	This is a long term project which spans over several financial years
Pier Hill Lift Tower Leaks	C10856	1	Final works for Pier Hill lift leaks
Southend Pier - Condition Works	C10697	145	The Pier requires extensive repairs and any unspent budget needs to be carried forward to fund the works.
Southend Pier – Prince George Extension Works (Phase One)	C10038	163	An order has been placed for £200k for the works. These have been delayed due to obtaining an MMR licence to carry out works on the Pier.
Cliff Slip Investigation Works	C10784	6	Multi year scheme to rectify the cliff slip along the foreshore
Shoebury Common Sea Defence Scheme	C10011	75	Multi year scheme on sea defences
Southend Shoreline Strategy	C10843	72	Multi year scheme on Southend's shoreline strategy
Carriageways and Footways Improvements	C10786	7	On-going council funded highways maintenance works
Highways Planned Maintenance Investment	C10029	20	On-going council funded highways maintenance works

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Street Lighting Renewal	C10061	29	Multi year programme of street lighting replacements
Car Park Infrastructure Improvements	C10787	4	On-going works to improve the borough's car parks
S106 Ajax Works 0300130FUL - landscaping maintenance	C10199	1	S106 funding to cover multiple financial years
S106 Essex House 1500521FULM - bus stop improvement	C10793	3	S106 funding to cover multiple financial years
S106 Former Coll 0801062FULM - Transport Contribution	C10203	8	S106 funding to cover multiple financial years
S106 Former College 1000225FUL - Tree Replacement	C10207	11	S106 funding to cover multiple financial years
S106 Garrison 0000777 Deposit - CCTV	C10810	1	S106 funding to cover multiple financial years
S106 Garrison Park Store	C10188	1	S106 funding to cover multiple financial years
S106 Lifstan Way 0000273 Out - Open Space Maintenance	C10269	2	S106 funding to cover multiple financial years
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	C10205	15	S106 funding to cover multiple financial years
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	C10820	3	S106 funding to cover multiple financial years
S106 Premier Inn 1300835FULM - Bus Stop Improvement	C10653	5	S106 funding to cover multiple financial years
S106 Sunlight Ldry 1400411FULM - Public Art	C10821	3	S106 funding to cover multiple financial years
S106 Univ H'Ways 0401561FUL	C10196	4	S106 funding to cover multiple financial years
S38 Garrison Mag Rd sup fee	C10190	5	S38 funding to cover multiple financial years
S38/S278 Airport 0901960 Fulm	C10275	9	S38 funding to cover multiple financial years

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
LTP (Integrated Transport block) - Better Networks	C10671	27	Continuation of works for LTP implementation plan
LTP (Integrated Transport block) - Bridge Strengthening	C10512	152	Continuation of works for LTP implementation plan
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	C10702	200	Continuation of works funded from the Local Growth Fund grant
Civic Centre Boilers - Low Loss Header	C10676	20	Continuation of on-going energy schemes
Energy Efficiency Projects	C10788	40	Continuation of on-going energy schemes
LED Lighting - Civic Centre Underground Car Park	C10662	19	Continuation of on-going energy schemes
Southend Adult Community College Energy Project	C10664	105	Continuation of on-going energy schemes
Temple Sutton School Energy Project	C10665	4	Continuation of on-going energy schemes

2,543

2016/17 CARRY FORWARD REQUESTS
DEPARTMENT:

Housing Revenue Account

Appendix 1

Scheme	Project code	2016/17 Carry forward to 2017/18 £000	Explanation for carry forward request
Bathroom Refurbishment	C10161	8	Review of requirements for life expired component replacements
Central Heating	C10162	84	Review of requirements for life expired component replacements
Kitchen Refurbishments	C10164	49	Review of requirements for life expired component replacements
Roofs	C10166	36	Review of requirements for life expired component replacements
Windows and Doors	C10167	53	Review of requirements for life expired component replacements
HRA Disabled Adaptations – Major Adaptions	C10015	17	Multi year scheme to continue in 2017/18
HRA Disabled Adaptations – Minor Adaptions	C10257	48	Multi year scheme to continue in 2017/18
S106 HRA Land Review	C10685	40	Scheme to continue into 2017/18
Construction of New Housing on HRA Land	C10684	65	Scheme to continue into 2017/18

400

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**2016/17 ACCELERATED DELIVERY REQUESTS
SUMMARY - ALL DEPARTMENTS**

Appendix 2

Department	Total 2016/17 accelerated delivery from future years £000
Chief Executive	14
People	90
Place	752
Housing Revenue Account	235
	<u>1,091</u>

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Chief Executive

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Library Car Park Reconstruction and Enhancement	C10750	14	Works have progressed earlier than anticipated

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

People

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Disabled Facilities	C10145	90	The mandatory provision of adaptations allows people with disabilities to return to their homes from hospital promptly and to remain in their own homes for longer. There is a new combined team in place which will see additional funding spent in 2017/18

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Energy Improvements in Culture Property Assets	C10565	9	Works completed earlier than anticipated
Library Review	C10624	139	Works completed earlier than anticipated on Westcliff Library
Digitisation of Paper Records	New	104	Budget accelerated to cover works completed in 2016/17
IT Human Resources Case Management System	C10679	17	Scheme accelerated ahead of schedule
City Deal - Incubation Centre	C10668	10	Multi year scheme with costs above expected levels in 2016/17
Property Refurbishment Programme	C10626	190	Works have progressed earlier than anticipated
Southend Pier - Pier View Gallery	C10855	2	This project was being designed in 2016/17 and time fees were claimed to cover the design works.
Car Parks Upgrade	C10151	67	Car park upgrades accelerated ahead of initial profile
S106 North Shoebury Road 0301504out - Public Art	C10819	17	Multi year S106 scheme with accelerated works
S278 Bellway Homes 14/00943/fulm	C10730	3	Multi year S278 scheme with accelerated works
S38 Fossetts (const&maint fee)	C10193	11	Multi year S38 scheme with accelerated works
S38 Garrison NBP Road Supp Fee	C10267	3	Multi year S38 scheme with accelerated works
Local Transport Plan Maintenance	C10076	146	Maintenance works have been accelerated ahead of schedule
A127 - Kent Elms/Bell/Tesco - Junction Improvements	C10553	14	Slightly accelerated works since previous reprofiling exercise
Beecroft and Central Museum Energy Project	C10738	6	Multi year energy scheme slightly ahead of initial profiling
Schools and Council Buildings Solar PV	C10740	13	Multi year energy scheme slightly ahead of initial profiling
Solar PV Projects	C10789	1	Multi year energy scheme slightly ahead of initial profiling

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Housing Revenue Account

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Common Areas Improvement	C10168	207	Review of requirements for time expired elements
Environmental HandS works	C10163	20	Review of requirements for time expired elements
Rewiring	C10165	8	Review of requirements for time expired elements

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VIREMENTS BETWEEN APPROVED SCHEMES

Appendix 3

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
Proposed changes									
Cemetery & Crematorium Capital Programme	Chief Executive	C10677	Cremator Hearth Replacement		(8)				(8)
	Chief Executive	C10055	Crematorium Analytical Equipment		(16)				(16)
	Chief Executive	C10572	Essential Crematorium/Cemetery Equipment		24				24
Southend Pier Capital Programme	Place	C10038	Southend Pier - Prince George Extension Works (Phase One)		(1,139)				(1,139)
	Place	New	Southend Pier - Prince George Extension (Phase Two)		1,139				1,139
Schools Capital Programme	People	C10024	Future Condition Projects		(42)				(42)
	People	C10907	Leigh Northy Street Windows (H&S)		42				42
	People	C10771	Bournes Green Junior Roof	(17)					(17)
	People	C10116	Hamstel Infant and Juniors Places	17					17
ICT Capital Programme	Place	C10635	ICT E-Procurement Solution			(29)			(29)
	Place	C10426	Software Licencing			29			29
	Place	New	Digitisation of Paper Records	(104)					(104)
	Place	C10636	ICT Enterprise Agreement	53					53
	Place	C10635	ICT E-Procurement Solution	(3)					(3)
	Place	C10576	ICT Rolling Replacement Programme		18				18
	Place	C10679	IT Human Resources Case Management System	(17)					(17)
	Place	C10698	Pier and Foreshore ICT Improvement Programme		25				25
	Place	C10762	Place - ETR - Upgrade of Pier Network Infrastructure	(14)					(14)
	Place	C10426	Software Licensing	42					42
Highways Capital Programme	Place	C10683	Cliff Stabilisation - Clifton Drive	(1)					(1)
	Place	C10115	Cinder Path	1					1
HRA S106 Capital Programme	Place	C10652	S106 53 Pavilion Dr 0701870OUTM - Affordable Housing		(128)				(128)
	Place	C10581	S106 87 Rectory Gr 1101018FULM - Affordable Housing		(155)				(155)
	Place	C10741	S106 Dairy Crest 1400340AMDT - Affordable Housing		(124)				(124)
	HRA	C10685	S106 HRA Land Review		407				407
HRA Capital Programme	HRA	C10298	Future Programme (MRA and Decent Homes)		(6,200)	(630)			(6,830)
	HRA	C10161	Bathrooms		140				140
	HRA	C10162	Central Heating		1,010				1,010
	HRA	C10163	Environmental H&S works		1,440				1,440
	HRA	C10164	Kitchens		270				270
	HRA	C10165	Rewiring		460	511			971
	HRA	C10166	Roofs		730	7			737
	HRA	C10167	Windows and Doors		470				470
	HRA	C10168	Common Area Improvements		1,180	112			1,292
	HRA	C10015	Disabled Adaptations - Major		450				450
	HRA	C10257	Disabled Adaptations - Minor		50				50
	HRA	C10015	HRA Disabled Adaptations – Major Adaptions		48				48
	HRA	C10257	HRA Disabled Adaptations – Minor Adaptions		(48)				(48)
	HRA	New	Acquisition of leasehold property		115				115
HRA	C10614	Acquisition of tower block leaseholds - Queensway		(115)				(115)	

VIREMENTS BETWEEN APPROVED SCHEMES

Appendix 3

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
<u>Budget Adjustments already actioned</u>									
Priority Works	Chief Executive	C10121	Priority Works	(4)					(4)
	Chief Executive	New	Chalkwell Esplanade Toilets Roof Repairs	4					4
	Chief Executive	C10121	Priority Works	(11)					(11)
	Chief Executive	C10631	New Beach Huts Phase 2	11					11
	Chief Executive	C10121	Priority Works	(10)					(10)
	Chief Executive	C10643	Seaways Development Enabling Works	10					10
				-	-	-	-	-	-

RE-PROFILES AND AMENDMENTS

Appendix 4

Scheme/Event	Department	Project Code	Code Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
Local Growth Fund Capital Programme	Place	C10261	Airport Business Park		(9,445)	6,895	2,550		-
	Place	C10701	Southend Central Area Action Plan (Non-Transport)		(920)	(1,620)	(1,220)	3,760	-
HRA Capital Programme	HRA	C10162	Central Heating		(560)	560			-
	HRA	C10163	Environmental H&S works		(1,090)	1,090			-
	HRA	C10164	Kitchens		(100)	100			-
	HRA	C10165	Rewiring		503	(503)			-
	HRA	C10166	Roofs		(280)	280			-
	HRA	C10167	Windows and Doors		60	(60)			-
	HRA	C10168	Common Area Improvements		(95)	95			-
				-	(11,927)	6,837	1,330	3,760	-

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NEW SCHEMES FINANCED BY EXTERNAL FUNDING

Appendix 5

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
GF Housing Capital Programme	People	C10145	Adult Disabled Facilities		1,300				1,300
Schools Capital Programme	People	NEW	SEN Improvement and Provision of School Places		74				74
	Place	C10857	S106 3 Acacia Drive 1401434FULM - affordable housing		177				177
	Place	C10852	S106 Essex House 1600116DOV - affordable housing		320				320
	Place	C10832	S106 22-23 The Leas 0700820FULM - bus service contribution		43				43
	Place	C10847	S106 97-99 Rochford Rd 1101005EXTM - education		16				16
	Place	C10841	S106 Albany Court 1500369AMDT - education		44				44
	Place	C10860	S106 Former Balmoral 1400914FULM – education		22				22
	Place	C10850	S106 Hinguar 1401672BC4M - education		160				160
	Place	C10808	S106 Bellway Prittlebrook 1400943FULM - TRO Contribution		5				5
	Place	C10802	S106 Bellway Prittlebrook 1400943FULM - Bus Stop Improvements		17				17
	Place	C10842	S106 Albany Court 1500369AMDT - signage contribution		10				10
S106 Capital Programme	Place	C10851	S106 Hinguar 1401672BC4M - highway contribution		5				5
	Place	C10849	S106 Texsol Kenway 1500468FULM - highway		13				13
	Place	C10858	S106 Texsol Kenway 1500468FULM – public realm contribution		14				14
	Place	C10845	S106 23/04/2015 Hinguar and Saxon - public art contribution		18				18
	Place	C10846	S106 Albany Court 1500369AMDT - public art contribution		26				26
	Place	C10861	S106 Former Balmoral 1400914FULM – public art contribution		1				1
	Place	C10804	S106 Bellway Prittlebrook 1400943FULM - Local play facilities		15				15
	Place	C10746	S38 Bellway Homes 14/00943/fulm		85				85
		C10906	S106 Former Brookside Works 1500404S106BA - Affordable Housing		154				154
		C10893	S106 Former College 1500803BC4M - parking survey contribution		10				10
	Place	C10859	S38 Old Hinguar School		7				7
LGF Capital Programme	Place	C10701	Southend Central Area Action Plan (Non-Transport)					720	720
Queensway Capital Programme	Place	C10747	Better Queensway - Regeneration		122				122
Highways Capital Programme	Place	C10076	LTP Maintenance		107				107
HRA Capital Programme	HRA	C10685	S106 HRA Land Review		26				26
				-	2,791	-	-	720	3,511

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SUMMARY OF CHANGES TO THE CAPITAL PROGRAMME

Appendix 6

Scheme/Event	Department	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
Approved Capital Programme - Council February 2017		55,114	76,732	70,583	46,552	19,177	268,158
Amendments to budget:							0
Priority Works - unused budget	Chief Executive	(136)					(136)
South Essex College	Chief Executive		3,500				3,500
Devolved Formula Capital - actual allocation now received	People		(115)				(115)
Bournes Green Junior Roof - scheme completed	People	(12)					(12)
Earls Hall Ducts and Pipework - scheme completed	People	(2)					(2)
Earls Hall Roof Drainage - scheme completed	People	(28)					(28)
Friars Boilers - scheme completed	People	(35)					(35)
Friars Curtain Walling - scheme completed	People	(14)					(14)
Friars Fire Systems Replacement - scheme completed	People	(26)					(26)
Futures Heating and Pipe Ducts - scheme completed	People	(4)					(4)
Hamstel Juniors Windows - scheme completed	People	(2)					(2)
Prince Avenue Fire Systems and Rewire - scheme completed	People	(7)					(7)
West Leigh Infant Roofs - scheme completed	People	(12)					(12)
Sacred Heart Primary School - scheme completed	People	(6)					(6)
St Helens School to FE - scheme completed	People	(389)					(389)
St Marys East Street School - scheme completed	People	(251)					(251)
Schools Refurbishment Programme - budget review	People		(1,000)				(1,000)
Beecroft Energy Scheme - budget review	Place	(623)					(623)
ICT - Delivery of Phase one of Smart City Journey	Place		17				17
Highways Maintenance - Potholes - actual figure less than anticipated	Place		(65)				(65)
LGF - Southend Central Area Action Plan (SCAAP Non-Transport)	Place	(3)					(3)
S106 Avenue Works 1401968AMDT - cycleway improvement	Place		(1)				(1)
S106 Garrison 0000777 Deposit - information boards	Place		(1)				(1)
S106 18-22 Southchurch Rd - education	Place		(1)				(1)
Acquisition of tower block leaseholds - Queensway	HRA		115				115
HRA Land Review	HRA		2,342				2,342
		(1,550)	4,791	-	-	-	3,241
Other proposed changes							
Carry forward requests (see Appendix 1)		(6,454)	6,206	248	-	-	-
Accelerated delivery requests (see Appendix 2)		1,091	(856)	(235)	-	-	-
Virements (see Appendix 3)		-	-	-	-	-	-
Reprofiles (see Appendix 4)		-	(11,927)	6,837	1,330	3,760	-
New external funding (see Appendix 5)		-	2,791	-	-	720	3,511
Current Programme - following amendments		48,201	77,737	77,433	47,882	23,657	274,910

Brackets indicate a reduction in budget

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive
to
Cabinet

on
20 June 2017

Report prepared by: Ian Ambrose
Group Manager, Financial Management

Revenue Outturn 2016/17

Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Lamb
A Part 1 Public Agenda Item

1 Purpose of Report

To advise the Cabinet of the revenue outturn for 2016/17, and therefore the level of revenue balances going into 2017/18.

2 Recommendation

- 2.1 That the revenue outturn for the General Fund and HRA for 2016/17 be noted; and
- 2.2 That following due consideration, Cabinet approve the appropriation of revenue funds to and from earmarked reserves, as set out in paragraph 4.6 (General Fund) and paragraph 5.4 (HRA).

3 Background

- 3.1 This report provides an overall summary of the revenue outturn for the financial year 2016/17. The 2016/17 accounts are subject to audit, but are not now expected to change.

4 General Fund

- 4.1 The table below summarises the revenue outturn for the General Fund and the consequential use of balances for 2016/17. The outturn has been prepared on the assumption that all appropriations to and from earmarked reserves are approved. Members are invited to consider the appropriate level of appropriations later in this report.

Portfolio	Original Budget £000	Probable Outturn £000	Forecast Period 11 £000	Actual £000
Leader	3,703	3,217	2,855	(2,407)
Corporate & Community Support Services	2,666	2,810	4,516	1,892
Culture, Tourism & the Economy	14,261	15,217	16,772	16,133
Transport, Waste & Cleansing	23,127	22,158	25,649	26,184
Housing, Planning & Public Protection Services	10,747	10,766	10,819	7,831
Children & Learning	30,770	32,519	32,855	33,087
Health & Adult Social Care	40,912	43,216	43,362	44,610
Technology	110	147	65	0
Portfolio Net Expenditure	126,296	130,050	136,893	127,330
Reversal of Depreciation, Revaluations etc	(18,642)	(18,642)	(24,600)	(15,861)
Levies	585	579	579	554
Financing Costs	15,787	15,588	13,180	13,078
Contingency	5,816	3,259	2,984	0
Miscellaneous Income	0	0	0	(141)
Pensions Upfront Funding etc	(4,782)	(4,782)	(4,782)	(3,812)
Net Operating Expenditure	125,060	126,052	124,254	121,148
Non Service Specific Grants	(4,252)	(4,252)	(4,252)	(4,058)
Corporate Savings	(200)	0	0	0
Revenue Contribution to Capital	6,472	2,164	2,164	1,712
Contribution to / (from) Earmarked Reserves	(3,874)	(758)	1,040	5,487
Net Expenditure / (Income)	123,206	123,206	123,206	124,289
Government Grants and Local Taxation	(123,206)	(123,206)	(123,206)	(124,289)
Contribution (to) / from General Reserves	0	0	0	0

Use of Reserves				
Balance as at 1 April 2016	11,000	11,000	11,000	11,000
Use in Year	0	0	0	0
Balance as at 31 March 2017	11,000	11,000	11,000	11,000

4.2 The table above shows that net expenditure for 2016/17 totalled £124.289 million. This was £1.083 million (0.87%) above the month 11 forecast. This was compensated by additional retained business rate grant income of £1.083 million, and as a result there has been no draw down from the General Fund Reserve to support expenditure. Given that the overall gross spend of the Council is in the region of £390 million, this variance is within acceptable parameters.

4.3 Members have been in receipt of monthly budget monitoring information, so most variances have been well documented. This report therefore concentrates on variances between the month 11 forecast and the outturn.

- 4.4 Although the outturn is in line with the period 11 forecast, there are of course numerous under and overspends on individual services. In particular the year-end review of provisions for insurance and bad and doubtful debts have been undertaken, resulting in the release of monies previously set aside back into the general fund. In turn these monies have been appropriated to earmarked reserves.
- 4.5 Additionally year end accounting differs from that employed during the year, as management accounts are transformed into statutory reporting formats. This involves many self-balancing adjustments between accounting lines to display income and expenditure in its “appropriate” place together with final allocations from the contingency fund. In particular a number of asset revaluations pass through the revenue budget as service income, only to be reversed out again. There are however a number of principal variances:

	£000
Revenue Contribution to Capital	(452)
Treasury Management etc	(102)
Reduction in General Grants	194
Various net overspends	518
Various self-balancing appropriations, particularly relating to the carry forward of the spending power of service specific grants	
Additional appropriations relating to capital, business transformation and other earmarked contingency sums	1,326
Unused contingency budget	(1,484)
Total Variance	0

Appropriations to and from Earmarked Reserves

4.6 Set out below are the recommended appropriations to and from () earmarked reserves, subject to the approval of Cabinet, annotated as appropriate where the appropriation is materially different from that planned.

Reserve	Planned to period 11 £000	Self-Balancing* £000	Additional £000	Total £000
Capital Reserves Additional reserves have been set aside for future capital programme items	(1,593)	757	1,000	164
Insurance Reserves Following a review, there has been a realignment of the balance between the insurance provision and reserve	0	1,300	0	1,300
Corporate Reserves Additional reserves have been set aside for future business transformation as the Council continues to adjust to lower government funding, and to build reserves for potential pension pressures arising from the forthcoming pensions revaluation.	7,479	(964)	226	6,741
Service Reserves Additional reserves have been set aside in particular to facilitate the on-going social care and welfare reform agenda.	(3,637)	2,261	100	(1,276)
Grant Reserves Preservation of the spending power of service grants between years	(1,209)	(233)	0	(1,442)
	1,040	3,121	1,326	5,487

* Self Balancing appropriations are particularly those where an underspend in grant received is matched by a balancing underspend in expenditure, with the unspent grant being carried forward through earmarked reserves. Another example would be where there has been a need to top up the Insurance provision (via the revenue account) from the Insurance Reserve.

5 Housing Revenue Account

5.1 The table below summarises the provisional revenue outturn for the Housing Revenue Account and the consequential use of balances for 2016/17.

	Original Budget £000	Revised Budget & Period 11 £000	Actual £000
Employees	276	276	283
Premises (including repairs)	5,438	5,438	5,064
Supplies and Services	67	167	132
Management Fee	5,618	5,877	5,877
MATS	1,048	1,048	1,048
Provision for Bad Debts	372	372	118
Depreciation, Impairment etc	7,310	7,310	5,609
Interest Charges	3,511	3,445	3,467
Debt Management	48	48	48
Total Expenditure	23,688	23,981	21,646
Fees and Charges	(74)	(392)	(452)
Dwelling Rents	(25,705)	(26,005)	(26,229)
Other Rents	(1,369)	(1,369)	(1,419)
Other	(263)	(263)	(245)
Contribution from Leaseholders	0	0	(386)
Interest	(210)	(160)	(195)
Recharged to Capital	(530)	(390)	(318)
Total Income	(28,151)	(28,579)	(29,244)
Net Operating Expenditure	(4,463)	(4,598)	(7,598)
Statutory Mitigation on Capital Financing	0	0	252
Revenue Contribution to Capital	2,176	1,900	1,835
Appropriation to Earmarked Reserves	2,287	2,698	5,511
(Surplus) or Deficit in Year	0	0	0
Use of Reserves			
Balance as at 1 April 2016	3,502	3,502	3,502
Used in year	0	0	0
Balance as at 31 March 2017	3,502	3,502	3,502

5.2 The table above shows a balanced outturn for 2016/17 as anticipated.

5.3 There are however a number of under and overspends on individual budget lines. These include additional rental income coupled with additional fees and charges. There is also an underlying fall in the depreciation charge to the HRA following a revision in the calculation methodology, that creates a revenue saving. In addition expenditure on repairs has underspent and there has been less need to top up the provision for bad and doubtful debts. Finally, rather than

build a higher general reserve for the HRA, additional net appropriations to HRA earmarked reserves are proposed.

5.4 Therefore the recommended HRA appropriations are;

HRA Reserve	Planned £000	Additional £000	Total £000
Repairs Contract Pensions Reserve	60	0	60
Capital Investment Reserve	2,638	2,813	5,451
	2,698	2,813	5,511

6 Other Options

6.1 This is a factual report setting out the provisional outturn. As such there are no other options. Members are of course able to suggest changes to the amounts appropriated to and from earmarked reserves, which would result in a compensating adjustment to the amount taken to or from general reserves.

7 Reasons for Recommendations

7.1 As part of the year end processes, Members need to approve any appropriations to or from earmarked reserves. This report fulfils that purpose.

8 Corporate Implications

8.1 Contribution to Council's Vision & Critical Priorities

This report outlines the delivery of the Council's objectives and priorities in financial terms

8.2 Financial Implications

As set out in the report

8.3 Legal Implications

None

8.4 People Implications

None

8.5 Property Implications

None

8.6 Consultation

None

8.7 Equalities Impact Assessment

None

8.8 Risk Assessment

None

8.9 Value for Money

As set out in the report

8.10 Community Safety Implications

None

8.11 Environmental Impact

None

9 Background Papers

None

10 Appendices

None

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive
to
Cabinet
on
20th June 2017

Report prepared by: Bridgette Cowley
Group Manager, Revenues

Debt Management - Position to 31st March 2017

Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Moring

A Part 1 Public Agenda Item

1. Purpose of Report

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

- The current position of outstanding debt to the Council, as at 31st March 2017;
- Debts that have been written off, or are recommended for write off, in the current financial year as at 31st March 2017;
- Obtain approval for the write off of irrecoverable debts that are over £25,000.

2. Recommendation

That Cabinet:-

2.1 Notes the current outstanding debt position as at 31st March 2017 and the position of debts written off to 31st March 2017, as set out in Appendices A & B;

2.2 Approves the write off as detailed in Appendix B.

3. Background

3.1 It was agreed by Cabinet on 19th March 2013, following a report of debts over £25k to be written off, that the Director of Finance and Resources would submit a report on a regular basis to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the final report for the financial year 2016/17.

3.2 Southend-on-Sea is made up of a number of service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for chargeable services, such as social care (see 4.5) and statutory levies such as Council tax and Non Domestic Rates (Business Rates).

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

3.3 The process and legislative framework for the collection and write off of debt were detailed in the report to Cabinet on 17th September 2013. However, it is worth noting that the Council has a good success rate in collection of debt, and the collection targets are agreed annually as part of the Councils service planning process.

3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

4. Councils Debt Types

4.1 Council Tax

£83.1m of Council Tax was due to be collected in 2016/17, with a collection target of 97.2%. This target was exceeded with a collection rate of 97.5% being achieved.

In 2015/16 97.2% of the outstanding Council Tax due was collected, and collection continues for the outstanding arrears for that year and for previous years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

	Council Tax Performance	
	As at 31st March of relevant year	As at 31 st March 2017
1st April 2012 - 31st March 2013	97.9%	99.7%
1st April 2013 - 31st March 2014	97.1%	99.4%
1st April 2014 - 31st March 2015	96.8%	99.1%
1st April 2015 - 31st March 2016	97.2%	98.8%

4.2 Non Domestic Rates (Business Rates)

£48.4m of Non Domestic rates was due to be collected in 2016/17, with a collection target of 97.8%. This target was exceeded with a collection rate of 98.0% being achieved.

The Council achieved an overall collection of 97.8% in 2015/16 which was 0.2% above target and collection is continuing for outstanding arrears for previous financial years.

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

	Non-Domestic Rates Performance	
	As at 31st March of relevant year	As at 31st March 2017
1st April 2012 - 31st March 2013	96.5%	99.9%
1st April 2013 - 31st March 2014	97.5%	99.7%
1st April 2014 - 31st March 2015	97.6%	99.6%
1st April 2015 - 31st March 2016	97.8%	99.4%

4.3 Housing Benefit Overpayment

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

4.4 Libraries

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

4.5 Department for People - Adult Services (formerly Social care)

Adult Services make charges for the following services;

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

Adult Social Care Debt as at 31st March 2017 was £4,094,829 in comparison to £4,046,227 at the 30th November 2016.

It should be noted that of the total amount outstanding;

- £2,019,087 is debt secured against property
- £26,640 is being collected by Direct Debit
- £1,406,383 is under 30 days old

4.6 Parking

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

From 1st April 2016 to 31st March 2017 a total of 35,094 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £1,172,577. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

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

The value of cancelled notices is £134,906 and cases written off where no keeper has been identified totals £39,742.

4.7 Miscellaneous Income

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

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

4.8 Housing

Under the management of South Essex Homes there are the arrears of outstanding debt of Rent and Service Charges. The cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Tax Payers.

5. Write-Off Levels

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

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

Designation	Amount
Assistant Manager/Manager	under £5,000
Director of Service	Between £5,000 and £25,000
Cabinet	£25,000 and above

Debt Type: NNDR (Non Domestic Rates)

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

Debt Type: Parking

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

Debt Type: Housing Rents and Service Charges

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

Designation	Amount
Director of Service	Under £25,000
Cabinet	£25,000 and above

5.2 Write offs for Cabinet approval are shown in Appendix B.

6. Council Debt Position (as at 31/03/17)

Appendices A and B show the current debt position within each service area, and the amount that has been written off so far in the current year.

For Council tax and Non Domestic rates there is a net collectable debt at the beginning of the year. Although this can change depending on changes to liability or property being removed or introduced to the lists, it is fairly consistent.

However other service areas may see greater fluctuations as new debts are created during the financial year.

7. Other Options

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

8. Reasons for Recommendations

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action available.

If the Council wishes to pursue debts for bankruptcy proceedings, it will follow the agreed and published recovery policy that covers this.

9. Corporate Implications

9.1 Contribution to Council's Vision & Corporate Priorities

Efficient write off of bad and irrecoverable debts, where appropriate, is good financial practice and reduces the bad debt provision and financial impact in the Authority's accounts.

9.2 Financial Implications

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

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

Relevant service areas have to bear the cost of debts that are written off within their budget.

9.3 Legal Implications

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

9.4 People Implications

The people implications have been considered and there are none relevant to this report

9.5 Property Implications

The property implications have been considered and there are none relevant to this report

9.6 Consultation

Consultation is not required for write off of debt

9.7 Equalities and Diversity Implications

Each write-off is considered on an individual basis, there is no equalities and diversity implication to consider

9.8 Risk Assessment

There is a financial implication to the bad debt provision if write offs are not dealt with within the current financial year

9.9 Value for Money

It is a matter of good financial practice and good debt management to report value of debt and write off regularly.

9.10 Community Safety Implications

There are no Community Safety Implications

9.11 Environmental Impact

There is no environmental impact

10. Background Papers

Full details of recovery action against each recommended write-off are held within the services computer systems.

11. Appendices

Appendix A Summary of outstanding debt

Appendix B Summary of Write offs

Summary of Outstanding Debt**Outstanding Debt pre 1st April 2016 (arrears)**

Debt pre 1/4/16	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Social Care	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt	6,046	2,049	6,160	5,029	3,028	59	9,829	n/a	-	334
Amount Paid @ 31.03.2017	2,429	894	4,069	3,269	2,161	23	8,624	420	-	136
Number of Accounts	9,724	190	1,593	609	657	86	n/a	n/a	-	185
Total Outstanding	3,411	788	2,995	1,760	867	36	1,205	n/a	-	197

Current Year Debt (Debt raised in respect of 2016/17)

Debt post 1/4/16	Council Tax (a)	Business Rates (a)	Housing Benefit Overpayments (b)	Social Care	Miscellaneous Income	HRA (Care Line/Service Charges)	Parking (c)	Libraries (d)	HRA Current Tenants (e)	HRA Former Tenants (e)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Net Collectable Debt at 31.03.2017	83,122	48,402	4,862	12,527	30,759	2,086	1,471	n/a	32433	197
Amount Paid @31.03.2017	81,042	47,445	4,069	10,193	26,354	1,811	848	28	32428	58
Number of Accounts	8,804	366	2,474	1,538	1,138	161	n/a	n/a	1786	238
Total Outstanding	2,080	957	2,801	2,334	4,405	275	623	n/a	437	139

NOTES

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £420k relates to total payments received since January 2005 until 31/03/2017.
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2016/17

Period 1 April 2016 – 31 March 2017 relating to any year

Write Offs	Council Tax £	Business Rates £	Housing Benefit Overpayments £	Social Care £	Miscellaneous Income £	HRA (Care Line/Service Charges) £	Parking £	Libraries £	HRA Tenants £
Under £5k	242,148	160,077	584,645	70,206	35,117	2,406	629,189	14,838	87,496
£5k-£25k	0	264,755	230,528	52,522	22,075	0	0	0	5,486
Over £25k	0	130,431	56,736	0	0	0	0	0	0
Total	242,148	555,263	871,909	122,728	57,192	2,406	629,189	14,838	92,982

Write off greater than £25,000 for Cabinet approval

Amount of Write off £	Reason for Write Off	Service Area
£65,493.75	Coin Leisure Ltd Operated an amusement arcade at the entrance to the Pier, for which they were invoiced rent, insurance and electricity charges. Despite various different payment plans being agreed to assist the tenant the company has now gone into Voluntary Liquidation. As an unsecured creditor we are not expected to receive any dividend as their priority secured debts exceed their assets.	Accounts Receivable

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Chief Executive

to
Cabinet
on
20th June 2017

Report prepared by: Joe Chesterton
Director of Finance and Resources

Establishment and Implementation of a Housing Investment Company

Policy & Resources Scrutiny Committee
Executive Councillors: Councillor Lamb and Councillor Flewitt
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To set out the key considerations and high level business case for establishing a Housing Investment Company (HIC) for the Council.
- 1.2 To set out the Implementation Plan to establish the new HIC.

2. Recommendations

That Cabinet approve;

- 2.1 The establishment of a Council controlled, asset holding Housing Investment Company.
- 2.2 The key actions within the Implementation Plan,
- 2.3 External financial and legal advice is sought to support the key actions within the Implementation plan to ensure its timely delivery and that this one off cost is funded from the Councils contingency budget.

3. Background

- 3.1 Southend-on-Sea Borough Council (the Council) has an ambitious but achievable plan to develop new Council housing for social and affordable rent, and, where possible, use its Housing Revenue Account (HRA) borrowing headroom, Right to Buy (RtB) receipts and unrestricted Section 106 affordable housing receipts to facilitate this new development.
- 3.2 The Council has also been examining options to develop new private and affordable housing to be managed and retained outside of the HRA, in line with a growing trend amongst Local Authorities.

- 3.3 As part of this Members and officers have been considering whether the establishment of a Council owned housing investment company (HIC) in Southend should be pursued.
- 3.4 These considerations mirror the national picture where it is estimated that around a third of English Councils have set up, or are considering setting up, Local Housing Companies (LHC), i.e. 98 out of 252 local authorities¹ 36 of these companies have been set up in the past year.
- 3.5 Councils are establishing LHCs to build and/or acquire additional homes where local housing needs or regeneration aims are not being met by the market. The newly produced homes are being used for a mixture of tenure types including outright sale, private rent and a mix including shared ownership and affordable rent. Any income generated typically goes into the General Fund and in some cases, is used to tackle homelessness.
- 3.6 This agenda has been acknowledged nationally as shown by the Local Government Association pushing for more direct delivery by Councils and the Housing Minister stating in December 2016, that central government has “no problems at all” with Councils establishing companies to build new homes.
- 3.7 There are seen to be a number of drivers behind the increased number of LHCs being established and these include being able to meet increasing local housing need (as owner, the Council can set rents and allocation policies), area regeneration, long-term financial sustainability, place-shaping and local economic growth. Each of these drivers would, or could, apply to Southend.
- 3.8 The Council has a clear policy objective focusing on the regeneration of Southend-on-Sea, as well as targeting improvements in the local economy, and meeting the growing demand for a suitable mix of affordable and market housing tenures to match local need.
- 3.9 In addition, the Council has a range of sites within its ownership and is keen to utilise those that are surplus, as well as potentially acquiring new ones, to develop a range of housing tenures using an HIC.
- 3.10 The Council has already received some general advice on the potential options to achieve its envisaged new build programme, and has explored a number of solutions to its housing agenda.
- 3.11 This report sets out, at a high level, the business case for the establishment of an HIC that will seek to manage and retain private and affordable housing outside of the HRA, throughout this report known as the HIC.
- 3.12 The report covers the following areas:
- The key objectives that will underpin the operations of the HIC;
 - The Housing need being addressed by the new company;
 - The Legal powers to act, including changes to policy and regulatory frameworks, and those powers that could ensure any private and affordable

¹ Inside Housing, 9 December 2016

units can be properly accounted for outside of the HRA, this section also includes some case study examples;

- Governance, delivery (and ongoing management) structures that could be utilised to meet the Council's overarching aspirations including:
 - the use of an HIC, including using the Company Limited by Shares (CLS) Southend Housing Ltd incorporated on 16th May 2016 and already owned by the Council or another wholly owned company aligned to the General Fund; and
 - the aspirations of the Council to address specific market needs.
- Commentary on the potential structures considered including the key characteristics of each and a recommendation of a preferred solution to be taken forward;
- Funding of the HIC, including consideration of Equity and Debt options; and
- Conclusion and Implementation Plan for the new HIC.

4. Objectives of the HIC

- 4.1 One of the key priorities of the Council is to build new affordable homes to meet a range of local housing needs. To enable this ambition, it has established a "twin-track" approach in which it will develop housing directly in the Housing Revenue Account (HRA) and separately outside of the HRA in another entity.
- 4.2 The HRA self-financing rules enable councils to raise debt within the HRA up to a level set by the self-financing settlements in 2012. The amount of this 'borrowing headroom' varies between councils, but a number have been quick to take up these new flexibilities and are delivering in-fill and small-scale developments on under-used sites within their HRA estate.
- 4.3 This small-scale development allows the Council to manage its risks across the whole portfolio, borrowing small amounts within the HRA while maintaining sufficient headroom to manage future risks and unforeseen events.
- 4.4 It can mean that the Council plays a part in delivering mixed tenure developments including private sector units to generate cross subsidy to support delivery and deliver balanced communities. The Council is already assessing how it can regenerate the Queensway Estate along these lines, although through a partnership approach.
- 4.5 However, a number of authorities, including the Council, do not have sufficient borrowing headroom within their HRA to address all their housing priorities, and are looking at how it can develop new housing outside of the HRA, but still for the good of local people.
- 4.6 The most common approach is the creation of a 100% council owned subsidiary or local housing development/holding company, an HIC.
- 4.7 In 2016, the Council set up a CLS, called Southend Housing Ltd, to start the process of meeting a perceived market failure within the borough and

accelerate the delivery of residential stock that most accurately reflected the needs of the borough.

4.8 The Council, through its ambitious housing delivery programme, is proposing the delivery of significant private for sale and private and affordable rent units over the next 10 years. The Council has identified that an HIC is the most appropriate ownership structure for this stock.

4.9 In addition, research has identified several wider objectives and considerations that must be considered in light of the Council's current governance structure:

- The Council is experiencing significant cost pressures in delivering Temporary Accommodation and Adult and Children Services in private sector accommodation. It is looking at opportunities to create additional housing options that could be used to reduce the costs of this service, whilst increasing the overall quality of the provision.
- The Council's overall stock levels are being eroded though the Right to Buy (RtB) initiative. Without replacement with income bearing assets the long-term investment requirements and sustainability of the current HRA is in doubt.
- In addition, the Council is keen to assess opportunities for using the associated retained RtB receipts to deliver a range of affordable units rather than relinquish the use of this resource to central government. It is currently estimated that the Council generates approximately £1m p.a. usable receipts through the RtB process and has approximately £6m on the balance sheet to apply to relevant schemes.
- Recognising future initiatives through the Housing Act, the Council is keen to provide a platform whereby, if appropriate, the financial benefits of these units are not lost.
- There is approximately £800k of s106 income on the Council's balance sheet that could be used for delivering affordable housing on sites within the Borough. This money must be spent in accordance with the clauses of the s106 Agreements and must also be policy compliant. Additionally the Council is now in receipt of Community Infrastructure Levy (CIL) monies (circa £300k to date) that could also be applied under the CIL conditions.
- The Council has the capability where appropriate to on-lend resource to enable the delivery of affordable housing.

4.10 Recognising these points, this report now assesses how best to meet these wide ranging objectives and proposes a structure/entity that could be applied to meet its needs.

5. Housing Need

5.1 This section sets out a number of housing needs that could be addressed by the successful implementation of an HIC, rather than the use of more traditional routes, these include:

- Housing that meets the needs of the community and provides a diverse range of affordable rented tenures alongside a diversification of private rented and private sale units. By the Council taking a role in this development it can directly address this need. This can only be achieved in an integrated way through an external company;
- Potential to address significant demand for Temporary Accommodation and Adult Placements properties as part of this diversified offer, this is a General Fund requirement rather than HRA; and
- Utilising the development of mixed tenure housing to further the Council's "Place Shaping" and Regeneration objectives.

- 5.2 There is an increasing local housing need in Southend, especially in terms of homelessness applications. This has seen the Council's temporary accommodation hostels becoming virtually full and without some controlled use of empty properties in the Queensway tower blocks it is very likely the Council would have had to seek temporary accommodation in the private sector by now. The Council has an impressive track record over many years of not resorting to the use of bed and breakfast accommodation as a means of discharging statutory duties around homelessness. However, continued additional pressure on the system will make this position increasingly difficult to maintain. Additionally, any increase in the number of permanent tenancies let to homeless families leads to a consequential reduction in the ability for existing tenants to transfer to alternative accommodation and can lead to a degree of 'silting up'.
- 5.3 Increasingly the Council has found it difficult if not impossible to direct homeless applicants into the private rented sector as landlords can, and are now choosing to, exclude new tenants who are in receipt of welfare benefits.
- 5.4 In addition, the Strategic Housing Market Assessment has highlighted a need for more mid-tier private sale and rented housing to address a perceived gap in the market.
- 5.5 Give the continuing pressure on Council finances, any initiative which holds the potential to avoid further pressure, e.g. avoid use of B&B, or even contribute to the General Fund, e.g. interest charges on loans to acquire property, rental and/or sale surpluses, should be considered.
- 5.6 HIC can play an active role in 'place making' i.e. focus their investment into areas in need of regeneration and improved standards in the existing private rented sector and also by providing accommodation for groups of people who might otherwise struggle to access accommodation. A focussed acquisition strategy might also avoid other local authorities taking a similar approach outside of their own area e.g. London Borough Councils buying property in Southend.
- 5.7 The above issues represent some of the reasons why there has been an increase in the number of Councils setting up LHCs.

6. Legal Powers to Act

6.1 In order to take forward the HIC proposal it is first essential to review the potential powers of the Council to act in this area, specifically, to undertake the development of private and affordable housing outside the HRA.

6.2 Appendix A to this report provides this analysis and concludes that the Council does have the powers to undertake development in these areas in line with various sections of

- Housing Act 1985;
- Localism Act 2011;
- Local Government Act 2003;
- Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009; and
- Local Government and Housing Act 2009

6.3 The below table shows some case study examples of housing companies currently operational that have been established using these powers.

Case Studies
<p>London Borough of Barking and Dagenham – Reside</p> <ul style="list-style-type: none">• c800 new affordable homes at no capital cost;• Wider housing choice for residents through 50%, 65% and 80% tenures and shared ownership;• Allocations and all housing management can be provided by Council or a third party;• Lease structures can collapse at end of funding term with full ownership reverting to LBBD; and• Direct and third party funding flexibility
<p>Thurrock borough Council – Glorianna</p> <ul style="list-style-type: none">• Established in 2014/15 with a Business Case for 350 homes;• Operates alongside our AHP, JVs and other GF activity – it is not the only show in town;• One project on site – St Chads in Tilbury. First of 128 new homes completed in October 2016;• Second project in planning – 80 units in Grays;• Pipeline is growing. Two further sites in feasibility which could deliver a further 300 units; and• c.£50m currently deployed - anticipated return (debt and equity) is c.£18m.

Case Studies

South Norfolk District Council – Big Sky Developments

- Council had surplus land with good development potential;
- Commercial purpose = through a company;
- Position on RtB for retained properties;
- Limit the Council's liability;
- Distinct brand and offering –not Council Housing; and
- Create ongoing revenue stream -sales and rental.

Eastbourne Borough Council – Eastbourne Housing Investment Company (EHIC)

Similar position to Southend:

- Existing Council stock of c. 6,500 properties in a seaside location
- Increasing homelessness problem
- Cutting off of access to private rented accommodation for people receiving welfare benefit
- Long standing relationship with own housing ALMO.

Characteristics of the model

- Council controlled company
- EHIC owns all residential properties developed, outside HRA
- EHIC has no direct employees, all services provided by ALMO
- ALMO invested in the establishment of a regeneration team to support and deliver the Council's and EHIC's objectives.
- EHIC objectives are Income Generation, Housing Delivery and Place Making.
- Objectives make it clear that it is not simply re-creating the Council's HRA

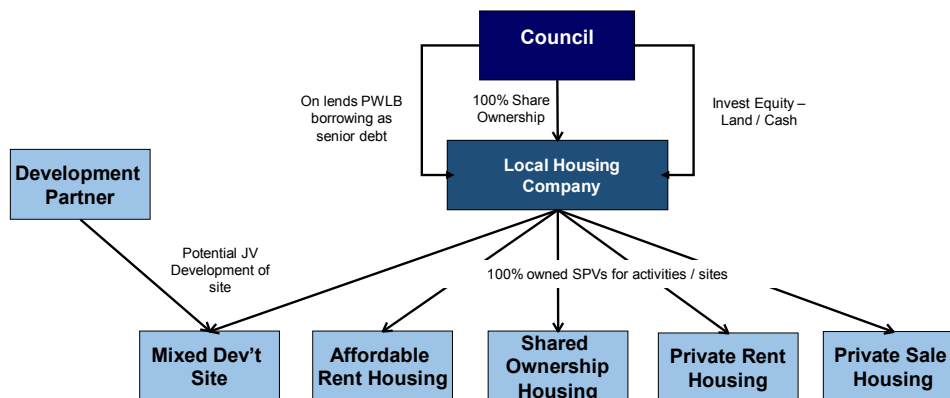
Activities include:

- Developing new homes on Council owned sites
- Acquires and regenerates existing poor quality housing
- Acquires mixed retail and residential sites and regenerates them
- Plans to develop 'high end housing for the elderly' in direct competition with McCarthy and Stone etc.
- Council loans to the LHC to purchase existing market properties for direct use to accommodate homeless families.

7. Structure of the Company

- 7.1 This section on delivery structures sets out the key features of delivery through a 100% local authority HIC; the implications of different forms of company structure and approaches to governance.
- 7.2 The diagram below illustrates how many Councils are considering the structure of a 100% owned subsidiary as a Parent Company, with individual project subsidiaries (SPVs) of the Parent Company set up as required.

Illustrative Structure for a SPV



- 7.3 This approach provides a Council the flexibility to create further SPVs (e.g. SPVs and HoldCos) as projects arise whilst consolidating the activities in to their accounts and maintaining overall control through a Parent Company.
- 7.4 For instance, the Company may wish to separate its development and holding arms within different companies as these have different risk profiles. In addition, the Council may wish to consider whether affordable and private rental units are treated separately as these will/could have different tax structures.
- 7.5 Each project will have its own business plan so that individual project viability and risk can be transparently managed with no potential of "cross-contamination" from other projects in other SPVs. It also enables each of the SPVs to seek individual funding solutions to suit their objectives, as these may vary depending on the nature of the project. Funding options are considered in more detail in Section 11.
- 7.6 In addition, by having the Parent Company, the Council is able to use any revenues flowing in to this entity to support less viable projects should it wish. However, many Council are looking at such opportunities as commercial entities and therefore each scheme is expected to produce a positive financial return.
- 7.7 In the diagram above, the private rent SPV for example could be required to deliver residential units and meets its financing and operational costs through its rental and service charge income. Management and maintenance services could be provided through the Council under a management contract, but the Council may also wish to consider other providers for all or part of the service e.g. commercial agents that may be better placed for tenant finding in market rented properties.

- 7.8 There may also be taxable benefits from the Council separating these services, with recoverable VAT not locked within the structure.
- 7.9 The company structure is created as a stand-alone company and outside of the General Fund and HRA. As a result, new tenancies created for housing are not restricted to the secure tenancies offered under the HRA, with the entity able to offer assured tenancies, probably shorthold ("AST's").
- 7.10 There are a number of differences between the two tenancy types but a key difference is that under an AST, tenants will not automatically have a "Right to Buy" (RtB) which is provided under a secure council tenancy. For the purposes of this paper the assumption is that any company incorporated by the Council will NOT be registered as a Registered Provider of affordable housing and receive social housing grant from HCA. If that were the case then the "Right to Acquire" (RtA) would be likely to arise which is broadly comparable to the RtB.
- 7.11 Whilst in theory RtB could be offered as an additional contractual right to council tenants moving into the new stock, in practice this would create potential deficits within the SPV's business plan by decreasing the revenue stream (through the loss of rent income) and a reduction in capital value.

8. Legal Structure

- 8.1 A company limited by shares is the most common form of company and mirrors the Council's current dormant company structure. A company limited by shares has share capital and the liability of its shareholders (with one or two exceptions around insolvency) is limited to the amount contributed (or liable to contribute) by way of share capital. It distributes profit by way of dividends and has the flexibility (subject to the Company's articles) to admit new shareholders (by way of the issue of new shares or the transfer of existing shares).
- 8.2 A Limited Liability Partnership (LLP) is an alternative structure which shares certain similar features with a company limited by shares. Whilst it does not have share capital it has a similar concept of member's capital. It is much more flexible in its statutory regulation and has much more flexibility around management. A partnership agreement governs the relationship between the partners. Profits are distributed by reference to the partners profit share arrangements in the Partnership Agreement. The main benefit of an LLP for a local authority is that it is tax transparent and therefore offers a preferable corporation tax position for the Council.
- 8.3 However, the powers for the Council to use a LLP are more limited. In recent examples the primary purpose for creating a LLP has usually been other than the commercial purpose, e.g. the carrying out of a regeneration project without the intent to enter the commercial market. In addition, the nature of LLP as a partnership necessarily means there will need to be at least two partners. Therefore, the Council would need to incorporate a separate wholly owned company to be the second partner.
- 8.4 In this instance, the primary purpose of the SPV is balanced between the provision of new housing, including affordable housing, and the generation of a profit for its shareholders (the Council). Its core purpose could not be said to be

"regeneration" and so the use of an LLP is unlikely to be appropriate in these circumstances.

- 8.5 It has therefore been assumed that the HIC will be a company limited by shares. Whilst it is noted that a similar approach has been applied in other emerging examples in the market the Council will obtain legal advice on this matter as part of the implementation programme detailed in Section 12 to ensure it is set up appropriately.

9. Governance

- 9.1 The Council has considered the level of accountability and governance arrangements to be put in place between the Council and the HIC, particularly but not exclusively, in relation to the accountability for public sector investment and/or loans to the HIC and the risks to public sector funded assets and potential public sector liabilities arising from company activities. Appendix B contains the key considerations that have underpinned this assessment.
- 9.2 The establishment of the governance structure is one of the first items on the implementation plan detailed in Section 12, along with establishing the key governance documents, including the shareholders' agreement and HIC business plan.
- 9.3 It is anticipated that the HIC would be managed by officers with the potential for the addition of Non – Executive Directors. The resultant structure would mean that the Council would then act as the 100% shareholder.

10. Other considerations

- 10.1 There are a number of wider considerations that will form the workstreams of the Council in setting up the HIC, some of the key elements are listed below, and are further elaborated on in Appendix C. These have been built in to the Implementation Plan in Section 12. Consideration include:
- State Aid
 - Future changes in legislation
 - Legal challenge of tenants
 - Considerations about Local Authority Land
 - Key operational considerations, including:
 - Management Structure of the Company
 - Responsibility for the management and maintenance services required for the properties;
 - Influence of the Council in the operation of the Company;
 - Management of the records of the Company;
 - Staff structure;

- Contractual relationship with external suppliers;
- Flow of funds between the Company and the Council; and
- Use of surpluses within the company.
- Key Risks and mitigation

11. Funding

Prudential borrowing

- 11.1 Using powers set out in the Prudential Code, the Council can borrow from the Public Works Loan Board (PWLB), and provide, through a loan, finance to the HIC.
- 11.2 As stated the Council must ensure that any loan is made on commercial rates and terms, as it must be satisfied that its on-lending does not constitute a breach of State Aid legislation i.e. that it does not provide an unfair advantage to the HIC by offering loan finance at a lower interest rate or on better terms than would be secured by commercial competitors.
- 11.3 In practice, any loan provided to the entity will be at a margin to the PWLB rate at which the Council borrows. This margin represents the additional risk taken by the Council as a lender and would provide a return to the General Fund for this risk.
- 11.4 The Council will need to consider the HIC's business model and its ability to meet loan repayments from the returns generated by its business activities once it has taken account of all relevant operating costs before granting any loan.

Equity

- 11.5 The Council will provide equity investment in the HIC through owning all of the share capital and investing its land holdings as equity into the vehicle.
- 11.6 When making an equity stake into a separate entity, local authorities have looked to source finance for this type of transaction through internal borrowing. However, the business case for this must be clear about the risks to this equity stake and the timing of any cash returns from the entity.
- 11.7 There is also an option at any point to adjust the gearing of the funding and for the Council to provide an equity injection. A starting assumption is that the SPV. is 80%/20% debt/equity funded but during its set up the Council may wish to test other scenarios in which the Council invests more equity to improve viability.

Grant

- 11.8 The Council may consider providing grant to the HIC from funds available from S106 contributions, its Community Infrastructure Levy or the New Homes

Bonus. Grant funding must be below the EU de-minimis levels² or focussed on an EU Block Exemption area, to reduce the risk of State Aid challenge.

- 11.9 However, grant funding is a relatively tax inefficient source of funds as it is likely to be treated as taxable income and thereby be considered an additional expense in the entity.

Right to Buy Receipts

- 11.10 The Council has the powers to use RtB receipts to provide affordable housing within its HRA. It is also allowed to passport any RtB receipt to a third party, not under the Council's direct control or influence, to be used to cover allowable costs in the construction of affordable units. This generally means passporting these amounts to Registered Providers.

- 11.11 However, the Council may wish to consider the use of structures that place affordable units outside their control to facilitate the use of these monies. This will be considered subsequent to the initial HIC being set up.

General points to note

- 11.12 The Council will adjust its Capital Financing Requirement for the purposes of the minimum revenue provision calculation as the loan is due to be repaid by the HIC. The Council is therefore not liable for capital and interest payments on the debt taken out to fund the loan and they are covered by the HIC.

- 11.13 As the Council does not bear any borrowing costs then no MRP is required. The Council will however include reference to the long-term debtor in the MRP statement and refer to the exclusion for MRP purpose because of the debt repayment will be covered by the HIC to ensure this is clear. This would mean that there is no charge liable on the Council's Income and Expenditure Account.

12. Conclusion and Next Steps

- 12.1 This report has addressed the key objectives of the Council in terms of its aspirations regarding ensuring a range of private and affordable housing tenure is available to the residents of the borough.

- 12.2 The HIC is a model that provides the Council with a direct input into the wider opportunities to use its resources and enable a product that meets the boroughs varied needs.

- 12.3 The report recommends that the Council's existing dormant Company Limited by Shares, Southend Housing Ltd, is used to establish the HIC. If this recommendation is accepted, then the HIC should move to the implementation phase. In the table below is the suggested implementation plan for the HIC.

² Di-minimis are granted on a per group company basis over a 3 year period. Current levels are defined as follows:
"The European Commission monitors and controls state aid in the EU by requiring member states to notify the Commission in advance of proposed state aid in order to ensure compliance. There are a few exceptions to the notification requirement, namely if your measure falls within the de minimis regulation i.e. you are giving less than 200,000 euros over 3 fiscal years"
[<https://www.gov.uk/state-aid>]

The implementation plan identifies an approximate 5 month schedule of work that will be required to establish a fully operational, legally and financially compliant HIC.

Assuming that Cabinet and Council approval is received in this current cycle and that the required external advisors are in place then the timeline indicates the establishment of a HIC could be some 5 months on from this stage and therefore by the end of this calendar year assuming that all the areas within the implementation plan do not encounter any difficulties.

Implementation Plan	
Task	Timescale
Strategic	
Obtain Cabinet approval to establish HIC	Immediate
Develop and agree formal Vision, Strategic and Operational Objectives for the HIC, as well as a branding.	Within 1.5 months
Develop and agree governance structure for the HIC, including governance arrangements within the Council, within the HIC and between the two.	Within 1.5 months
Sites	
Review asset register and asset management strategy to identify a list of surplus sites to be developed through the HIC. Agree timeline for transfer and prioritisation of assets to underpin the business plan	Within 2 months
Business Plan	
Develop a detailed business plan that assesses the costs and incomes associated with the activities of the HIC. This would include the need to understand in financial terms how the funds would flow between the Council and the HIC.	In conjunction with Business Plan Within 4 months
Development of risk register, including detailed mitigation strategies	In conjunction with Business Plan Within 4 months
Financial	
Develop funding strategy for the HIC, including balance of equity and loan funding	In conjunction with Business Plan Within 4 months

Implementation Plan	
Task	Timescale
Review tax efficiency of structure and obtain tax opinion on the arrangements	In conjunction with Business Plan Within 4 months
Obtain financial advice on the appropriate terms for any loan arrangement between the Council and the HIC.	In conjunction with Business Plan Within 4 months
Legal Advice	
Formal legal advice procured to finalise the legal structure and draft legal documentation. This would include articles of association, loan agreement, state aid position and nomination agreement for the affordable units.	4 to 5 months
Advice on the approach to land transfer into the HIC and from the Council's HRA, as appropriate.	In conjunction with Business Plan Within 4 months
Resourcing	
Develop resourcing plan for the company, including an assessment of seconded staff time, direct employees, services purchased from third parties and senior governance structure. This is to include responsibility for the management and maintenance services required for the properties.	In conjunction with Business Plan Within 4 months
Consider potential to partner with external organisations for individual sites / groups of sites, such as a registered provider	Ongoing

13. Corporate Implications

13.1 Contribution to Council's Vision & Corporate Priorities

The establishment of the HIC will contribute to a number of the Council's Corporate Priorities.

13.2 Financial Implications

The financial issues for a HIC are discussed throughout the report and appendices, however, it is worth pointing out that the establishment of the HIC should enable a cost avoidance on the Council's housing budget whilst also generate an annual rental income stream to the Council. Both of these would be assessed as part of the implementation plan stage and also as part of each new project validation going through the new company.

The funding for the HIC could come from a variety of sources but not least the Council using prudential borrowing and also its own equity in the form of assets and internal borrowing to finance the companies operations.

To enable the timely delivery of the implementation plan will require the use of external advisers for both legal and finance issues. Additionally, the advice provided will be to ensure that a financially and legal compliant HIC is established. It is anticipated that the cost of this advice will be in the order of £50k and can be met from the Council's contingency budget.

13.3 Legal Implications

The legal implications are fully set out in the report and in Appendix A.

13.4 People Implications

Staffing for the HIC will be addressed as part of the implementation plan.

13.5 Property Implications

Various Council owned assets could be viable for inclusion in the HIC but would need to be carefully considered as part of the overall business plan and individual project assessments.

13.6 Risk Assessment

The risks of establishing a 100% Council controlled HIC are fully set out in the report and also in Appendix C.

13.7 Value for Money

The potential for cost avoidance in the housing budget and for an on-going annual rental income stream will generate the necessary value for money with the proposals in this report.

14. Background Papers

Various literature and media coverage on LHC's

15. Appendices

Appendix A – Legal Powers to establish the HIC

Appendix B – Governance Considerations

Appendix C – Other Considerations

Legal Powers to Establish the HIC

This appendix considers the legal basis on which the Council could establish the HIC to delivery private and affordable housing.

Affordable Units

This section considers the legal basis on which the Council could deliver affordable housing outside the HRA.

As stated, one of the Council's key objectives is to provide new affordable housing and to this end, the Council is developing the Queensway Estate which is anticipated for a significant number of mixed tenure properties, including affordable tenure, over the next ten years.

The accounting treatment of Council assets is determined by the power the Council uses to 'create' them. Sections 9 and 17 of the Housing Act 1985 give Councils power to provide/acquire housing for the purposes of Part 2 of that Act and housing so provided or acquired must be held in the HRA. There are however other powers on which the Council could potentially rely and the question is whether it is reasonable for the Council to do so.

The obvious alternative power is the so-called the General Power of Competence introduced in the Localism Act 2011. This essentially provides local authorities with the legal capacity to do anything that an individual can do that is not specifically prohibited.

This is essentially a free-standing power but the need to satisfy the 'reasonableness' the case for using section 1 of the Localism Act 2011 and not sections 9 and 17 of the Housing Act 1985 needs to be carefully constructed, i.e. why the objectives cannot be achieved by the Council itself, within the HRA.

The case for the use of the General Power of Competence is strengthened if the Council does more than mimic the provision of accommodation through the Council's HRA. This may involve shorter term (assured short-hold) tenancies and the willingness to respond to a variety of changing housing needs and market conditions.

A comparison with the Council's current tenancy policy will be important, bearing in mind the revised regime introduced by the recent Housing and Planning Act. In short, any company will need to be making a different 'offer' to future tenants.

Private Rental Units

As stated, the Council can rely upon Section 95 of the Local Government Act 2003 and Section 1 of the Localism Act 2011 to undertake for a commercial purpose the activity of forming and operating a wholly owned subsidiary company limited by shares for the purposes of providing market tenure units.

In order to justify the use of this power the Council will have to be able to demonstrate that it would ordinarily have the powers to undertake the activity other than for commercial gain.

This can easily be demonstrated as the Council as a Local Housing Authority has:-

- (a) a duty to consider housing conditions in their district and the needs of the district with respect to the provision of housing accommodation (Section 8 of the Housing Act 1985), and
- (b) a power to provide housing accommodation (Section 9 of the Housing Act 1985 and other miscellaneous powers including the homeless persons legislation). The Council does not have a duty to provide the housing accommodation. The Council will undertake the commercial activity through a company.

The Council should also comply with the limitations contained in Section 95 of the 2003 Act and the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 particularly with regard to considering and approving a business plan.

However, the Council should also comply with the propriety requirements in Part V of the Local Government and Housing Act 2009. The 1989 Act regulates companies which a local authority controls (or dominantly influences). These include certain propriety controls most of which are relatively "archaic" and resource intensive:

- company documentation (including letter needs) must indicate that the company is Council controlled
- the company must not publish party political publicity
- a disqualified councillor cannot be a director
- information about the affairs of the company must be supplied to the Council's auditor
- the company's auditor must be approved by the PSAA
- pay and expenses of Councillor directors must not exceed the amount payable to a Councillor for a comparable duty on behalf of the local authority and Councillors cannot be paid twice for the same duty. (*)
- the company must provide financial information to Councillors where they require it for the performance of their duties (there are provisos for confidential information) (*) and
- the company must keep minutes of its general meetings available for public inspection for 4 years.

(*) These two propriety controls would not exist in this instance as the assumed Governance structure for the HIC does not include Councillors for either the direct management or board representation of the company being established.

Governance Considerations

There are three elements of governance and accountability for the HIC:-

- within the HIC structure;
- within the Council structure; and
- within the relationship between the Council and the HIC.

The Directors of the HIC are assumed to be officers unless the Council decides to appoint one or more external directors to supplement the board with commercial skills as Non-Executive Directors (NEDs). The Directors of the HIC are responsible under the Companies Acts and Articles of Association for the management of the HIC's business. The HIC will have a business plan which the Council as shareholder will approve and the Directors will be responsible for ensuring that the plan is delivered. This will include:

- decisions on land acquisition and valuation
- entering into contracts for the construction of the housing development (construction and professional team)
- agreeing the terms of funding
- marketing strategy
- management and maintenance arrangements in relation to the rented properties.

The production of this business plan is detailed within the Implementation Plan in Section 12 of the main report.

The Companies Act 2006 sets out the main general duties of directors. A director owes his/her general duties to the HIC. This means that only the HIC will be able to enforce them.

The statutory duties of a director are to:-

- act within powers;
- promote the success of the HIC;
- exercise an independent judgement;
- exercise reasonable care, skill and diligence;
- avoid conflicts of interest;
- not accept benefits from third parties; and declare any interest in a proposed or existing transaction or arrangements within the HIC.

There may be perceived conflicts of interest between the directors as officers of the Council and their directors duties owed to the HIC. However, such should not be an issue in practice. The director's duties are owed to the HIC (or shareholders) and the only proposed shareholder will be the Council. In particular the duties to promote the success of the HIC and to exercise independent judgement can be exercised with due regard to the wishes of the Council as sole shareholder.

However, there are other boundaries which the directors must not stray over: these are primarily around insolvent trading. This particularly relates to fraudulent and wrongful trading. In the course of a winding up of the HIC, if it appears that any business of the HIC has been carried on with the intent to defraud creditors or for any other fraudulent purpose the liquidator can seek a Court declaration that anyone who was knowingly party to the fraudulent business make a contribution to the HIC's assets (Section 213 Insolvency Act 1986). Furthermore, on the application of a liquidator, the Court may require a contribution to the assets of the HIC from a person who is or was a director where the HIC has gone into insolvent liquidation and the person knew or ought to have concluded that there was no reasonable prospect that the HIC would avoid insolvent liquidation (Section 214 Insolvency Act 1986).

In addition to the general duties of directors there are other specific duties in the Companies Act 2006 particularly those in relation to the accounts of the HIC.

The Council as shareholder will appoint the Board of Directors. As sole shareholder the Council will technically be able to protect its interests by appointing or dismissing directors as it sees fit. However, in pursuance of good governance the Council will enter into a Shareholders Agreement with the HIC. Such an Agreement will be used to set down the base parameters within which the HIC will operate particularly with regard to its business plan and budget. Notwithstanding its powers as sole shareholder the Council will also use the Agreement to set down parameters for the HIC taking on risk and those decisions which will require the consent of the Council as shareholder as a consequence (e.g. entering into material contracts and obtaining funding).

Resourcing

Given the scale of the initial development programme officers have assumed that the HIC will initially require one/two Project Director(s) to direct and manage the programme with support services such as finance, HR, IT, Legal etc. provided by the Council (and charged to the SPV). This could be a secondee from the Council, at least initially.

The Programme Director(s) will be responsible for procuring technical services such as cost consultants and valuers to act in a development management role – these costs are incorporated within the business model on a fee per site basis. The Programme Director would also be responsible as the client for the procurement and delivery of the development programme; property sales; the procurement of management services for the completed rental stock, and setting and maintaining service standards; and for reporting on progress and performance to the Board.

As the programme develops and properties come into management there may be a case for recruiting additional staff within the HIC. and for separation of the above client roles between development and property management functions.

The HIC may also consider a partnership with external parties such as developers or a housing association. In these cases, the external party might act as the HIC's development agent for individual sites and potentially also take ownership of elements of the affordable housing where it may have a specialism (e.g. shared ownership housing); the HIC would retain the affordable rent housing and take rental/sales risk and profits from the market units. The relatively small portfolio currently under consideration may mean that the Council considers this unnecessary now, but this remains an option for larger more complex sites.

Use of surpluses within the company

Where surpluses arise within the company it may consider paying a dividend to its shareholder (the Council). This would be a decision for the board when it reviews the company's performance against its business plan targets and looks forward to assess future spend requirements and the need to use surpluses to maintain a reserve and/or pay down debt. The decision would need to take into account the risks and mitigation measures described below.

Risk Management

Company directors have a responsibility to the company for ensuring that the company remains a "going concern". In some instances the company may operate at a loss in the early years but as a going concern, the company would be assumed to be able to continue in business for the foreseeable future and able to realise its assets, discharge its liabilities, and obtain refinancing (if necessary) in the normal course of business. This would be managed through regularly reviewing performance against the business model and ensure there is sufficient contingency and risk mitigation in place.

There are a number of material risks that the Council must consider within the HIC. Management risk will not be unfamiliar to the Council, as they are similar risks that the Council manages through its own HRA housing stock. However, added to this is the development risk which the LHC takes on in each site.

Key strategic risks that the Council must consider on a scheme of this nature are:

- Build costs are higher than expected;
- Cost of funds increases above that considered in the financial assessment;
- Year 1 income is below expectations as a result of late completion of units;
- Annual income is less than expected as a result of market conditions, for example House Price Inflation is less than CPI, or there is a slower than predicted turnaround of voids;
- Annual operational costs are higher than expected.

This could lead to the HIC being unable to meet its debt repayment schedule and so the business model must incorporate adequate risk contingency based on a robust risk assessment which is reviewed annually to take account of market changes and

performance against targets. These and other risks, their impact and the action expected to be taken are to be considered in more detail in the Risk Register. The development of this risk register is detailed within the Implementation Plan in Section 12 of the main report.

The Council may consider sharing risk with a private sector partner, thus forming a joint venture company (JV).

The answer to whether the Council wishes to share risk in this way possibly lies in:

- the objectives of the Council
- its risk appetite (compared to a wholly owned subsidiary)
- the extent to which the Council wishes to involve third party capital and thereby spread risk but pay for it.
- the size of the programme of development to be undertaken

Certainly the JV approach has become more prevalent for long term phased development and regeneration projects. The reasons for this include the control that a joint venture gives (especially considering the market in today's economic climate), flexibility to change course over time, a more certain way in the long term of obtaining overage, reducing holding costs of development by swapping land for shares together with the obvious injection of private sector capital. Typically local authority JVs rely on a phased supply of development opportunities over a number of years.

The main disadvantage of this approach is that the Council would necessarily be ceding absolute control over the company. Decisions within the JV would have to be by agreement. The private sector partner would seek returns on its investment, potentially developer/returns if it were to take developer risk, therefore diluting the SPV's profit.

The JV approach is one that the Council could consider at a later stage, possibly undertaking large developments by way of a joint venture between a separate SPV and a private sector partner (especially developments which need significant risk capital).

This can easily be accommodated within the "tree" structure that has been set out in paragraph 7.2 of the main report, whereby each project is ring fenced. So, for example, a private sector equity investor could be brought into one project (i.e. one SPV) without the potential to taint the remainder of the corporate structure.

A further long term option is for the Council could also consider selling shares in one or more of its SPV companies at a point in the future if it wishes to raise funds for future development and expansion of the business.

In terms of an exit strategy, the Council could achieve a clean exit from its participation in a company limited by shares, by way of sale of those shares on the open market to an investor at a future date, transferring the lettings business as a going concern. An alternative would be for the vehicle to sell the dwellings and then for the Council to carry out a solvent liquidation of the vehicle. Either of these routes would achieve an orderly exit.

Other considerations

This appendix summarises some of the wider considerations that will form the work streams of the Council in setting up the HIC. These have been built in to the Implementation Plan in Section 12 of the main report Considerations include:

State Aid

When providing resources to the HIC, in the form of debt or equity, the Council must be careful not to set an artificially low interest rate or advantageous loan terms, as it must be satisfied that its on-lending does not constitute State Aid i.e. that it does not provide an unfair advantage to the SPV by offering loan finance at a lower interest rate or on better terms than would be secured by commercial competitors.

Any loan would have to be tested with regard to State Aid by reference to the "Market Economy Lender Principle" (MELP) similar but not identical to the Market Economy Investor Principle (MEIP). That is to say, provided that the Council could demonstrate that it was acting as any comparable lender in the commercial market would do then no unlawful State Aid would arise. This is typically assessed by comparison to the EU reference rate for comparable loan arrangements, and by comparison to market rates secured by similar entities (for example Registered Providers delivering affordable housing and more recently the use of loans by the HCA and LEP network).

In practice any loan provided to the entity will be at a margin to the PWLB rate at which the Council borrows. This margin would provide a revenue return to the Council's General Fund.

The Council would need to consider the SPV's business model and its ability to meet loan repayments from the returns generated by its business activities once it has taken account of all other costs.

The Council may also wish to consider the overall structure of the HIC. Under certain circumstances, the Council may be able to provide finance on a level below market levels, when delivering affordable housing units. However, the construct of this, with the dilution anticipated by the private for sale and rented units would need to be further considered.

Legislative change

The Government suggested that in future the role of these companies would be scrutinised with powers to either inhibit the use of these companies or indeed return any affordable housing held within these companies back to the HRA.

To date, it is unclear whether the government would make a change in legislation to allow this intervention, however, it remains a risk that the Council must consider.

Legal challenge of tenants

As a relatively new vehicle for local government, it is unclear as to whether the legal framework that prevents tenants acquiring affordable units held within 100% owned housing companies under RtB legislation is robust and would withstand challenge.

There has yet to be a case against a LHC and given the recent Government directives there remains a risk that a challenge could be successful.

Local Authority Land

In relation to land held in the Housing Revenue Account (HRA land), Section 32 of the Housing Act 1985 allows Local Housing Authorities to dispose of housing land but only with the consent of the Secretary of State. The Secretary of State (DCLG) has published a series of general consents since 1985, the latest being The General Housing Consent 2013 published in March 2013. The 2013 General Consent is split into four separate consents. The most relevant is "A: The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985-2013."

The General Consent draws a distinction between vacant land and dwellings. A Local Housing Authority may dispose of a dwelling provided it is at market value. However there is an important exception to this: a consent is required where the transfer of a vacant dwelling is to an entity in which the local authority has an interest (whether majority or minority) if it is the sixth or later such transfer of a dwelling (taken individually) in the relevant financial year. Therefore, the Council would only be able to dispose of up to five dwellings to the HIC in one financial year before having to obtain DCLG consent.

The disposal of non-housing (non-HRA) land is covered by separate legislation:-

- Section 123 of the Local Government Act 1972
- Section 233 of the Town and Country Planning Act 1990 where the land is held for planning purposes.
- Section 123 states that local authorities, except with the express consent of the Secretary of State, cannot dispose of land (other than a short tenancy not exceeding 7 years) for a consideration less than the best consideration reasonably obtainable.

For non-HRA land, the Secretary of State has issued a General Disposal Consent, known as "the Local Government Act 1972: General Disposal Consent 2003" (CLG Circular 6/03). The 2003 consent allows local authorities to dispose at up to £2 million less than best consideration if the purpose for which the land is disposed of is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of its area (subject to compliance with the State Aid rules).

Section 24 of the Local Government Act 1988 provides the Council with the power to provide a wide range of financial assistance to the HIC, including making a grant or loan to it. As the HIC is a body corporate, the Council may under Section 24(2)(d) acquire share or loan capital in it. Under Section 1 of the Local Government Act 2003 a local authority can borrow for any purpose relevant to its functions under any enactment. The Council can therefore borrow with a view to making loans by way of financial assistance under Section 24 of the Local Government Act 1988.

Any capital funding requirements for the HIC in any financial year will need to be allowed for in the Council's budget strategy (including its annual borrowing limit). Whilst borrowing may be undertaken by the Council at generous rates from PWLB, any loan from the Council to the HIC must be at rates and on terms which are State

Aid compliant. This will mean a margin can be achieved by the Council on the borrowing and lending rate.

Key operational considerations

The SPV. would assess viability and risk through the development of a business model.

The financial model must be robust and prudent, recognising operational risks and providing financial resource to minimise such risks. Key considerations include:

- Management Structure of the HIC
- Responsibility for the management and maintenance services required for the properties;
- Influence of the Council in the operation of the HIC;
- Management of the records of the HIC;
- Staff structure;
- Contractual relationship with external suppliers;
- Flow of funds between the HIC and the Council; and
- Use of surpluses within the HIC.

Risk and mitigation

HIC directors have a responsibility to the HIC for ensuring that the HIC remains a "going concern". In some instances the HIC may operate at a loss in the early years but as a going concern, the HIC would be assumed to be able to continue in business for the foreseeable future and able to realise its assets, discharge its liabilities, and obtain refinancing (if necessary) in the normal course of business. This would be managed through regularly reviewing performance against the business model and ensure there is sufficient contingency and risk mitigation in place.

There are a number of material risks that the Council must consider when operating a housing company model. Each risk will not be unfamiliar to the Council, as they are similar risks that the Council manages through its HRA housing stock. However, in order to make each scheme self-sustaining there is a need to manage each of these risks on a scheme level rather than across a portfolio.

The risks include all the general operational risks of a housing developer, but also include the significant political risk of the local authority as a public body. How the HIC manages these risks are key to the success of the HIC going forward.

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Director of Legal and Democratic Services

to
Cabinet

on
20 June 2017

Report prepared by:

John Williams, Director of Legal & Democratic Services

Annual Report re the Regulation of Investigatory Powers Act 2000 (RIPA)

**Policy & Resources Scrutiny Committee –
Executive Councillor: Councillor Moring**

A Part 1 public agenda item

1. Purpose of Report

To report on the use of powers available to the Council under the Regulation of Investigatory Powers Act 2000 (“RIPA”) during the financial year 2016/17.

To provide an update on staff training on RIPA and Council procedures relating to the use of social networking sites.

2. Recommendations

- 2.1 To note that the Council has not used the surveillance powers available to it under RIPA between 1 April 2016 and the 31st March 2017 and neither has it used any covert human intelligence sources during this period.
- 2.2 To note that training on RIPA for relevant staff was carried out on 5th April 2017.
- 2.3 To note the guidance issued by the Office of Surveillance Commissioners (OSC) on to the use of social networking sites and how this is addressed at the Council.

3. Background to RIPA

- 3.1 If a Council wants to carry out directed covert surveillance then:
 - (a) It must be in connection with the investigation of a criminal offence which attracts a maximum custodial sentence of 6 months or more, or involves the underage sale of alcohol or tobacco;
 - (b) It must not be intrusive surveillance (only the Police can carry out intrusive surveillance inside a house or vehicle);

- (c) Such surveillance must be properly authorised internally. In particular authorising officers must be formally designated and trained – and only authorised and trained officers should carry out surveillance;
- (d) A Justice of the Peace must make an Order approving the grant of authorisation referred to in (c) above; and
- (e) There must be compliance with the Codes of Practice issued by the Home Office and Guidance issued by the OSC – and the Council’s own Policy & Procedures (see 3.3 below).

3.2 Similar requirements also apply if the Council wants to use a covert human intelligent source (CHIS).

3.3 In order to ensure that the Council acts legally and properly and complies with RIPA, it has put in place “*Policy and Procedures for undertaking Directed Covert Surveillance and the use of Covert Human Intelligence Sources*”.

Furthermore it important that Council officers who are, or could be, involved with surveillance receive proper training: In this regard training on RIPA for 25 relevant members of staff was carried out on 5th April 2017 and there was a particular focus on the interrogation of social media as this is a topical issue – see 3.5 and 3.6 below.

3.4 In 2010 pursuant to Section 71 of RIPA, the Home Office issued a revised Code of Practice ‘Covert Surveillance and Property Interference’. The Code provides that elected Members of a local authority should review the authority’s use of the 2000 Act [RIPA] and its Policy; hence the need for this report.

3.5 In August 2016 His Honour Brian Barker CBE, QC, an Assistant Surveillance Commissioner from the OSC, inspected the Council’s arrangements to ensure compliance with the statutory provisions which govern surveillance. The Council’s procedures were generally found to be in good order and a report was submitted to Cabinet on 8th November 2016 (minute 445 refers).

The OSC’s report did make 3 recommendations:

- (i) That minor amendments be made to the “*Policy and Procedures for undertaking Directed Covert Surveillance and the use of Covert Human Intelligence Sources*”. Such amendments were agreed by Cabinet on 8TH November 2016.
- (ii) That the Chief Executive should receive training so he can be an Authorising Officer. Mr Tinlin received such training, but it will be necessary to address this matter with the new Chief Executive when she takes up her post.

(iii) That Members are regularly updated about RIPA with the occasional targeted circulation of explanations of the potential uses of the tool and the care needed with the interrogation of social media.

3.6 With regard to recommendation (iii) referred to in 3.5 above, the OSC has recently emphasised the importance of compliance with the statutory requirements in terms of the use of social media sites and the internet and drawn attention to their guidance Note 289 - see **Appendix 1**

OSC guidance is incorporated in the Council's "*Policy and Procedures for undertaking Directed Covert Surveillance and the use of Covert Human Intelligence Sources*" which is available on the Council's website. Staff and Members also have access to additional material about RIPA on the intranet. As stated in 3.3 above, the recent training event for key staff had a particular focus on the interrogation of social media. In addition it is planned to review how social media is used across the Council.

4. Other Options

None

5. Reasons for Recommendations

To comply with the Home Office Codes of Practice and OSC Guidance on RIPA

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

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

6.2 Financial Implications

None

6.3 Legal Implications

This report has been prepared to comply with Home Office and OSC Guidance on RIPA.

6.4 People Implications

None

6.5 Property Implications

None

6.6 Consultation

Internal only

6.7 Equalities and Diversity Implications

None

6.8 Risk Assessment

Having up to date RIPA Policy and Procedures and a staff training programme, ensures any risks associated with surveillance or use of a CHIS are minimised.

6.9 Value for Money

N/A

6.10 Community Safety Implications

N/A

6.11 Environmental Impact

N/A

7. Background Papers

None

8. Appendices

Appendix 1 - OSC Guidance Note 289

Covert surveillance of Social Networking Sites (SNS)

289 The fact that digital investigation is routine or easy to conduct does not reduce the need for authorisation. Care must be taken to understand how the SNS being used works. Authorising Officers must not be tempted to assume that one service provider is the same as another or that the services provided by a single provider are the same.

289.1 Whilst it is the responsibility of an individual to set privacy settings to protect unsolicited access to private information, and even though data may be deemed published and no longer under the control of the author, it is unwise to regard it as “open source” or publicly available; the author has a reasonable expectation of privacy if access controls are applied. In some cases data may be deemed private communication still in transmission (instant messages for example). Where privacy settings are available but not applied the data may be considered open source and an authorisation is not usually required. Repeat viewing of “open source” sites may constitute directed surveillance on a case by case basis and this should be borne in mind.

289.2 Providing there is no warrant authorising interception in accordance with section 48(4) of the 2000 Act, if it is necessary and proportionate for a public authority to breach covertly access controls, the minimum requirement is an authorisation for directed surveillance. An authorisation for the use and conduct of a CHIS is necessary if a relationship is established or maintained by a member of a public authority or by a person acting on its behalf (i.e. the activity is more than mere reading of the site’s content).

289.3 It is not unlawful for a member of a public authority to set up a false identity but it is inadvisable for a member of a public authority to do so for a covert purpose without an authorisation for directed surveillance when private information is likely to be obtained. The SRO should be satisfied that there is a process in place to ensure compliance with the legislation. Using photographs of other persons without their permission to support the false identity infringes other laws.

289.4 A member of a public authority should not adopt the identity of a person known, or likely to be known, to the subject of interest or users of the site without authorisation, and without the consent of the person whose identity is used, and without considering the protection of that person. The consent must be explicit (i.e. the person from whom consent is sought must agree (preferably in writing) what is and is not to be done).

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Deputy Chief Executive (People)

to
Cabinet
on
20th June 2017

Report prepared by: Nick Faint; Programme Manager

Children & Young People 2016/17 Annual Report and Children's Integration Plan

Relevant Scrutiny Committee(s): People Scrutiny Committee
Executive Councillor: Councillor Courtenay

A Part 1 (Public Agenda Item)

1 Purpose of Report

- 1.1 To provide Cabinet with an update of the successes and achievements delivered through the Success for All Partnership Board (Success for All);
- 1.2 To agree the Integrated Children's Strategy as recommended by Success for All;
- 1.3 To provide Cabinet with a high level plan for the Integrated Children's Strategy.

2 Recommendations

- 2.1 That Cabinet agrees to;
 - 2.1.1 Note both the high level mobilisation plan and the success and achievements as delivered by Success for All; and
 - 2.1.2 Approve the Integrated Children's Strategy.

3 Background

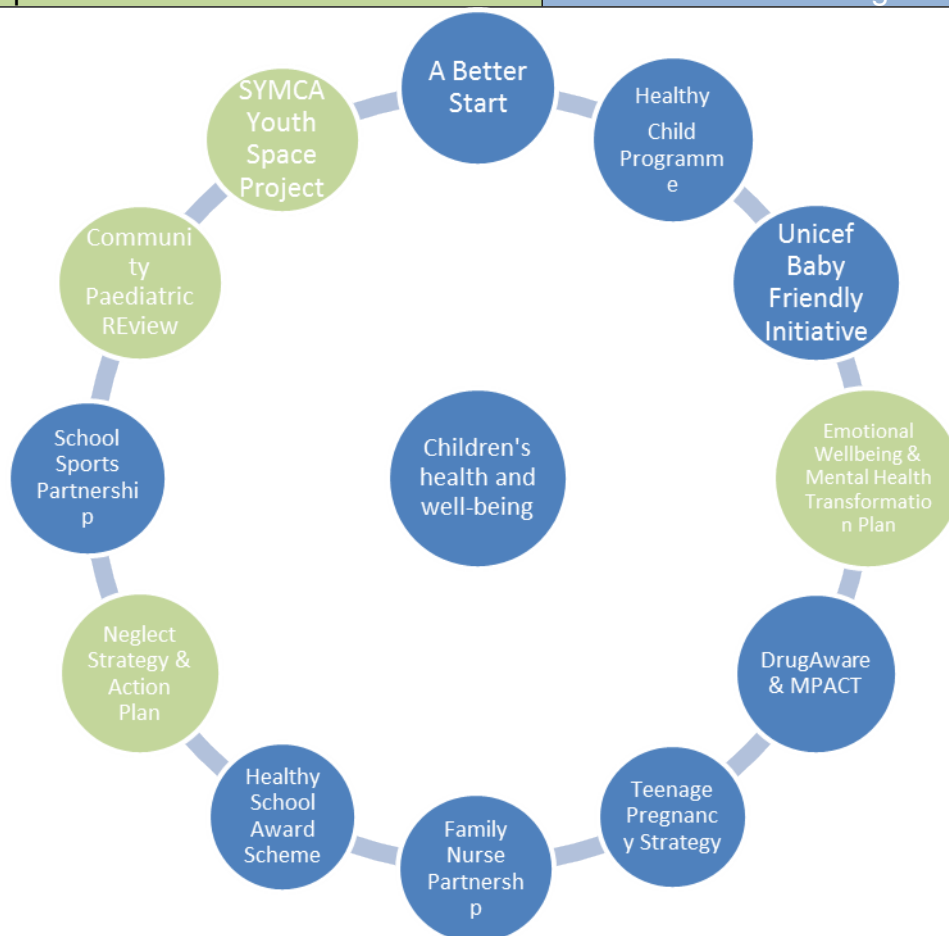
Successes and achievements

Improving Children's health and wellbeing – Where are we now?

Key:

New priorities for 2016/2017

Continuation of existing work streams



3.1 Key partnership action during 2016/17 has included:

- 3.1.1 the developmental work in preparation for the Community Paediatric Review as part of the Integrated Children's Strategy;
- 3.1.2 the Emotional Health and Mental Wellbeing Contract has been fully embedded and the partnership has strong oversight of the performance management and issue resolution of the implementation of the contract;
- 3.1.3 following the inspection of Children's Services in May 2016 the Neglect Strategy has been subsumed into a wider improvement project. The Children's Service Improvement Plan sits alongside the developing key elements of the strategy for integration of children's services, with the Early Help phase 2 and the restructuring of social work fieldwork teams key strands on the approach to neglect;
- 3.1.4 the Better Start Southend programme has undergone a review of all of its activity and its governance structure to make sure the programme is focused on the core outcomes set out by its funding partners. The review has enabled us to see very clearly those areas where we have been successful in delivery and where we need to make changes;
- 3.1.5 the Teenage Pregnancy strategy 2015–2018 has been reviewed and a new action plan has been established to ensure continued progress, these actions will ensure that Teenage Pregnancy is Everyone's Business and there is continual momentum in the work to reduce teenage pregnancy in Southend Borough Council. Targeted interventions for vulnerable young people and young parents are being

accessed through single front door process of Early Help, Family Support & YOS Service. Improved awareness of risk taking behaviour and sexual health matters for Relationship and Sex Education (RSE) leads in schools has been rolled out including parents and foster carers; and for all professionals working with young people so that children and young people get the education, knowledge and skills they need to experience positive relationship and sexual health;

- 3.1.6 Ofsted inspection; following the children’s Ofsted inspection a Children’s Improvement Board has been created to ensure that the issues raised by Ofsted are being addressed. The detail has been the subject of a separate cabinet report.

Keeping children and young people safe and protected from harm – where are we now?



3.2 Key partnership action during 2016/17 has included:

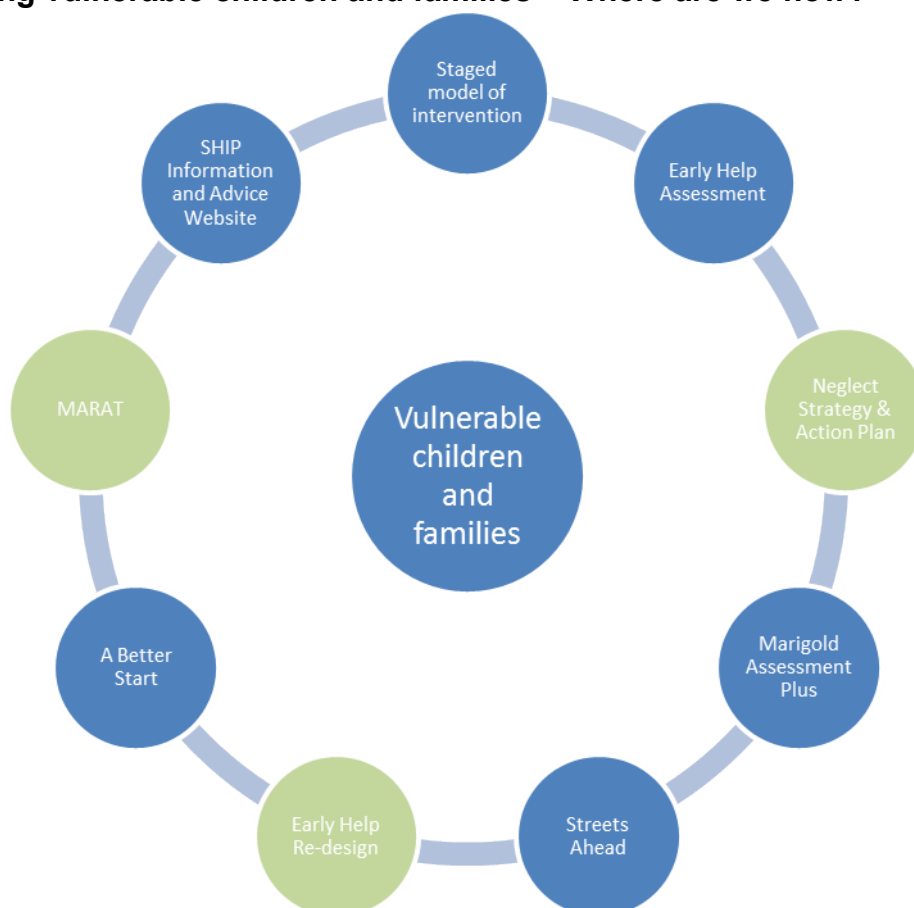
- 3.2.1 Young Carers Strategy - Professional referrers are now asked to send an Early Help Family Support Assessment (EHFSA) to the Single Front Door which ensures all young people are considered as either Primary or Secondary Young Carers and receive appropriate assessment and support. All referrals are responded to within 48 working hours, and home visits and/or visits to the young person at school are undertaken within 5 working days;
- 3.2.2 Social Care and Early Help are now located alongside each other in Civic 2 with EWMHS (for half a day every day) allowing for effective communication and case discussion. This ensures that children and families are given help as soon as needs present themselves, regardless

of age, to prevent those needs from escalating and requiring more intensive help and support later on. Furthermore the new Children Centre's Service intends to co-locate their front door from January. A suite of 'one minute guides' to all the teams within the Service has been produced;

3.2.3 Domestic Abuse – MARAT is now fully operational; Prince Charming Theatre play delivered in Secondary Schools; commissioning of services. Perpetrator intervention programme being delivered;

3.2.4 The CSE Action Plan is a clear commitment to protect and support children and young people and identify and inhibit the behaviours of Perpetrators by developing and implementing a wide range of activities that supports families and local communities. Although a specific programme, the CSE Action Plan is integrated into the Children's Services plan and is intrinsically linked to Children and Young People Missing from Home, Care and Education. In the past year, great progress has been made in addressing the core components identified in the Action Plan which reflects the commitment and dedication of the frontline staff as well as senior management to tackle CSE and ensure that vulnerable children and young people living and visiting Southend, are protected from the predatory behaviour of perpetrators;

Supporting vulnerable children and families – Where are we now?



3.3 Key partnership action during 2016/17 has included:

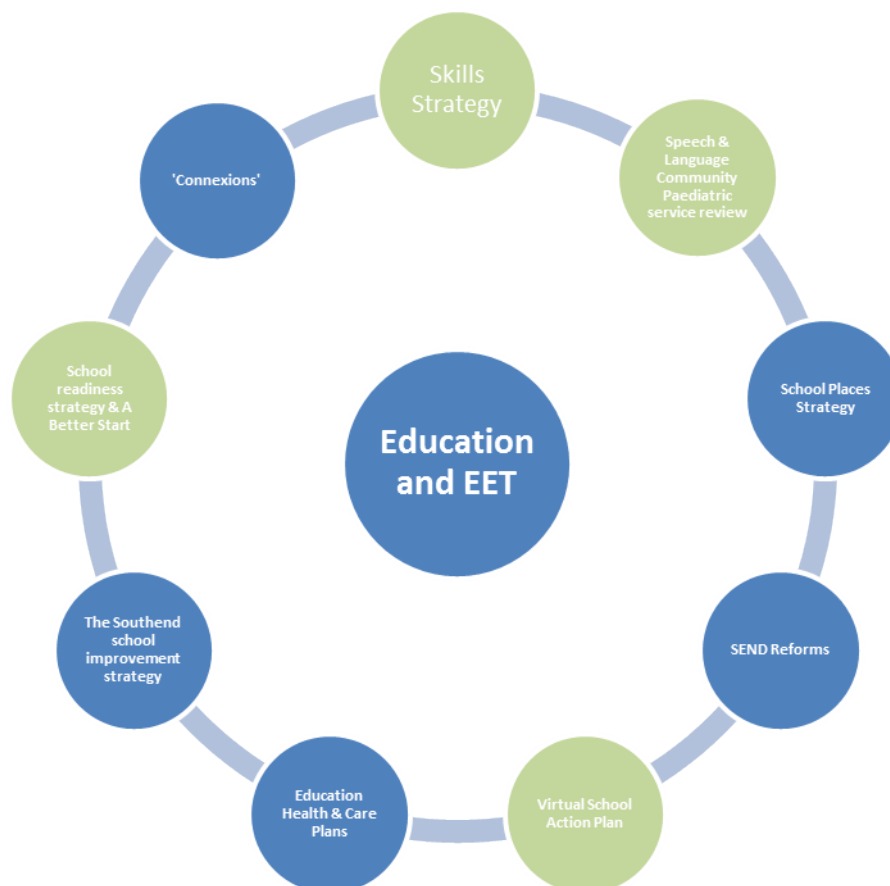
3.3.1 The Marigold Assessment Plus Service has changed the structure of contact services, bringing all of the facilitated contact services for looked after children in-house with staff employed by Southend Borough Council instead of using private contractors. In doing so, the service aims to

increase the quality and consistency of contact services and build on the already existing integration of family assessments and contact services, reducing time scales for children spending time in local authority care.

3.3.2 The MARAT team had its official launch on the 1st November 2016.

3.3.3 SHIP is the Council's information advice and guidance website (www.southendinfopoint.org). It provides IAG on a range of issues for children, young people and families, including meeting our statutory requirements for Local Offer for children with special educational needs. Over the last six months the website has had 107,285 unique sessions in total, 73,415 for the children's side and 33,870 for the adult's side.

Improving children's educational attainment and future prospects – Where are we now?



3.4 Key partnership action during 2016/17 has included:

- 3.4.1 A group consisting of the Council and post sixteen providers within the town has previously been established to coordinate pathways between statutory school age, college and employers. This group have defined a small number of activities, one of which is the establishment of a Virtual Skills Academy. As it states, this is a virtual board, bringing together schools, sixth forms and colleges to ensure that there are sufficient training places and opportunities for students in the growth ideas identified, in particular to service the needs of the Better Queensway project and the Airport Business Park. Other initiatives of the strategy include ensuring joined up dialogue from any groups representing skills within and beyond Southend, and coordinating “careers” advice from the several groups who are existing or have emerged in this area of work.
- 3.4.2 Following on from the successful initiatives to ensure sufficient good primary school places for Southend residents, there are now sufficient places to meet needs across the Borough. However, pressure remains in one or two wards where demand exceeds the number of places available. Officers are working with members and schools to consider solutions in these areas.
- 3.4.3 The primary “bulge” will work its way through to the secondary sector around 2019-20. Officers are currently working with school leaders to consider solutions to this matter. In all we are seeking around ten additional forms of entry by 2022. Currently we are looking at options including expansion at particular schools following consultation, but at some stage may need to consider an additional free school or academy.
- 3.4.4 The Virtual School has focussed on delivering key actions within the Children’s Service Improvement Plan.
- 3.4.5 The formation of the Education Board in Southend, and the associated School Performance Sub Group are the start of the new and innovative process of redrafting a strategy to accommodate the world of academies and maintained schools. We will continue to work in partnership with schools and the Regional Schools Commissioner to ensure that the emerging strategy supports the achievement of the Councils priorities.
- 3.4.6 To ensure that young people succeed in the transition from statutory education to post 16 options such as employment, education or training, the connexions team consists of highly qualified Personal Advisers that work in a variety of ways to meet the needs of young people. The service also has a duty to ensure that they have knowledge of the destinations of young people up until their 19th birthday which is performance linked to the NEET Target (Not in Employment, education or training). Target set for NEET is 7% and Unknowns set at 10%.
- 3.4.7 The Connexions Service is currently trading the impartial Careers advice and guidance to 11 Southend schools including Seabrook College and St Nicholas School, Southend Adult Community College and 17 Essex Schools which equates to £228K income. The traded part of the service is also piloting a Primary school inspiration program to support pupils in Yr5 and Yr6, in raising their aspirations and looking into the world of work, 3 schools have been identified to Pilot this.

Integrated Children’s Strategy

- 3.5 During September 2016 the Success for All Children Group’s ‘Integrated Children’s Services’ workshop was held and was attended by commissioners

and provider organisations ranging from across the Southend health, social care and wellbeing system. These agencies included Police, Public Health, Southend Borough Council (SBC), Southend CCG, Southend University Hospital NHS Trust (SUHFT), South Essex NHS Partnership Trust (EPUT formerly SEPT), Southend Voluntary Sector and a number of other organisations.

- 3.6 The workshop facilitated a discussion around a number of key issues and helped partners to align their thinking and ambition. The key issues included; values and philosophy; the voice of the child and their family; ambition for integration; where to start; prevention; cohort stratification; education; adult services; access points and pathways; commissioning and data sharing; and how multi agency relationships could be improved.
- 3.7 The workshop agreed to create and agree a strategy and action plan for an integrated children's service across Southend and also a broad timeline for the development of the strategy.

The strategy

- 3.8 Following the workshop a small working group drafted and developed the strategy on behalf of the Success for All Group. Underpinned by a set of principles which focused on better communication, an improved service experience, reducing duplication and defining clearer pathways the strategy was agreed by all system partners represented at Success for All during Q4 2016 / 17.

- 3.9 The system wide agreed vision for an integrated children's strategy is defined as follows;

... 'We have a collective passion for providing safe, effective and high quality services. We want to be more family centred in our approach, so every contact with us makes a positive difference. We want to make things to be less complex for families as a result of us providing seamless services that are productive and cost effective' ...

- 3.10 The agreed strategy (at Appendix A) identified eight areas of work that would support and help achieve the vision for an integrated children's service in Southend. The eight areas of work included;

- 3.10.1 The creation of a sustainable mix of integration across the partnership (to include the community paediatric service review, Children's social service redesign and Early Help Phase 1 & 2.

- 3.10.2 The development of a culture and capacity for change.

- 3.10.3 An integrated assessment process.

- 3.10.4 The introduction of the co-location of services and reduced waiting times.

- 3.10.5 Multi-disciplinary teams.

- 3.10.6 Improvement of communication between professionals.

- 3.10.7 Using innovative customer contact technology.

- 3.10.8 Improving information sharing, signposting and synergy between services.

Mobilisation of the integrated children's strategy

- 3.11 In May 2017 it was reported to Success for All that the planning to deliver the integrated children's strategy was developing and that a number of key risks had been identified. Success for All were asked to note the contents of the paper (see Appendix B) and also approved the recommendations which would support and mitigate the risks.
- 3.12 The recommendations focused on initiating a delivery group with the responsibility for the management and implementation of the integration strategy; and assurance to Success for All that all the transformation activity is aligned and opportunities are identified and developed. Specifically, the delivery group are tasked with;
- 3.12.1 Developing a programme plan;
 - 3.12.2 Identifying any additional resource that might be required to deliver the strategy;
 - 3.12.3 A process through which integration opportunities could be realised and additional influencing factors could be rationalised. This would ensure that programmes such as A Better Start (ABS) and the Sustainability and Transformation Plan (STP) would be accounted for and included in the mobilisation of the Integrated Children's service strategy.
 - 3.12.4 As the transformation of adult social care develops it is important that any changes to children's services are aligned. The existing close working relationships will be used to ensure this is the case.
- 3.13 It was also agreed by Success for All that each partner would take the presented paper (Appendix B) to their respective governance board for info and noting.
- 3.14 A draft Action Plan, yet to be completed, is attached to Appendix A

4 Reasons for Recommendations

- 4.1 With the development of an integrated children's strategy it is important that the Council formerly approves the strategy to ensure senior support and sponsorship.

5 Corporate Implications

- 5.1 Contribution to Council's Vision & Corporate Priorities
Safe, Clean, Healthy, Prosperous, Excellent. The integrated children's strategy provides a clear indication of the future direction for children's services in Southend.
- 5.2 Financial Implications
There are currently no financial implications attributed towards the development of the integrated children's strategy.
- 5.3 Legal Implications
There are currently no legal implications attributed towards the development of the integrated children's strategy.

- 5.4 **People Implications**
There are potential implications for staff and residents and these will be taken into account throughout the development and implementation of the strategy.
- 5.5 **Property Implications**
There are currently no property implications attributed towards the development of the integrated children's strategy.
- 5.6 **Consultation**
There is no need to consult externally on these proposals.
- 5.7 **Equalities and Diversity Implications**
This will be considered throughout the mobilisation of the strategy.
- 5.8 **Risk Assessment**
This will be considered throughout the mobilisation of the strategy.
- 5.9 **Value for Money**
This will be considered throughout the mobilisation of the strategy.
- 5.10 **Community Safety Implications**
This will be considered throughout the mobilisation of the strategy.
- 5.11 **Environmental Impact**
This will be considered throughout the mobilisation of the strategy.

6. Appendices

Appendix A – Integrated Children's Strategy

Appendix B – Success for All Update report on integrating services for Children in Southend

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Appendix A

Integrating services for children in Southend

What is this about?

This vision and strategy has been prepared by the Southend Success for All Children Group. It sets out our vision for a *more integrated* model of service delivery for all of our users and provides an overview of how we will work towards delivering these better integrated services.

Why is this important to us?

We understand that the needs of a child, particularly when they are complex, do not fit with our individual organisations' boundaries. We know that there are many professionals supporting children at any given time and that those professionals don't necessarily know who else from across the partnership is in the picture. We do not intend for systems to be complicated or for access to services to place a strain or burden on families, however that can be the unintended consequence. There are times when as professionals we can sense that there may be another service that could provide support, but we can't pass on a families details without permission. Often knowing the wider context of a family, knowing what services they are receiving, would help us to understand what our own service can do to better meet the child and family's needs. We do not like to see families being passed from place to place in order to get the service that they need, and we want to prevent this from happening.

Who are we?

We are the Southend Success for All Children Group and we are a body of professionals that either commission or deliver a wide range of services for children in Southend. We come together to work in partnership to improve the way we deliver services, the performance results of our services and ultimately the impact of the services on the residents of Southend. The range of services that we collectively commission or provide is vast and includes:

Children's Social Care	Emotional Wellbeing and Mental Health Services
Children's Centres	Health visiting services
Children with Disabilities Services	Hospital services for children
Colleges	Nurseries
Community Paediatric Services	Midwifery
Doctors & Dentists	Police
Drug and Alcohol Treatment Services	Schools & Free Schools
Early Help and Family Support	School nurses
Education services	Integrated Youth Support Services
Education Psychology	

Our Vision

As professionals in our respective fields we are passionate about supporting the children that we work with to achieve the very best educational, health and social outcomes. As a partnership we have signed up to some key principles that will make services for children *more integrated* and easier for our service users to navigate.

We have a collective passion for providing safe, effective and high quality services. We want to be more family centred in our approach, so every contact with us makes a positive difference. We want to make things to be less complex for families as a result of us providing seamless services that are productive and cost effective.

The **principles** underpinning this vision are:

- better communication between services;
- an improved experience for the child and family;
- reducing duplication and overlapping services;
- clearer pathways and referral processes.

We will conscientiously make co-production of the new way of working a key underpinning principle as we deliver this strategy.

Our strategic approach

In order to achieve this vision the partnership has agreed to develop a change plan that:

1. Creates a sustainable mix of integration across the partnership
2. Develops capacity for change
3. Creates an integrated assessment process
4. Introduces co-location of services and reduces waiting times
5. Introduces multi-disciplinary teams
6. Removes communication barriers between professionals
7. Uses innovative customer contact technology
8. Improves information sharing, signposting and synergy between services

1. Creating a sustainable mix of integrations

Phase 1 of the integration strategy in 2017/18 will prioritise three areas of integration:

- Community Paediatric Services Review –will focus on reviewing the service specifications for existing paediatric and community paediatric services and examining how these fit into the system of wider services for children. The outcome will be more clearly

defined service specifications; a clearer understanding of how the community paediatrics contributes to wider outcomes such as education.

- Children's Services (social work) redesign –will oversee the restructure and co-location of the First Contact services within the locality model of working in Southend.
- Early Help – Phase 1 & 2 – building on existing collaborative early help structures will enable Children's Centres services to co-locate to a single front door with Early Help and Family Support.

All newly commissioned services in the future will have specifications that require integration to the system, culture and practice that we are creating.

2. Developing the culture and capacity for change

We will define the changes that will be needed to our existing structures, plans and policies. We will identify the systems and collaborative working processes that enable the different stakeholders to work together effectively. We will develop a workforce approach across all professions and specialties that provides the knowledge, skills and attitudes our staff will need to take advantage of the opportunities afforded by integration.

3. An integrated assessment process

Multiple assessments are part of the co-ordination problem. Each professional group attempts to do its best for the child and the family by conducting its own assessment. This undermines the service users who have to answer the same questions many times. Having been told that many of these assessments are 'holistic', they are amazed to find that communication between the professions is only partial. So it is the users themselves who often end up having to make sure effective co-ordination occurs.

It is for this reason that there is much interest in establishing multidisciplinary teams and developing forms of integrated assessment.

4. Introducing co-located teams and reducing waiting times

For all children, delay means disruption of development and loss of opportunity. Multiple assessments require separate appointments to be booked with different professionals, each taking time to arrange. Co-locating services and integrating the assessment process will make getting the right service at the right time simpler, slicker and swifter.

5. Multi-disciplinary teams

Building on existing Early Help structures:

Our collaborative Early Help approach aims to effectively reduce children's needs through:

- A simple streamlined process
- A multi-disciplinary approach that brings a range of professional skills and expertise to support children and families
- A relationship with a trusted worker (Lead Professional) who can engage the child and their family and coordinate the support needed from other agencies
- Practice that empowers families and helps them to develop the capacity to resolve their own problems
- A holistic approach that addresses children's needs in the wider family context.

We have an integrated approach for children and families using the four staged model of intervention, aimed at identifying and dealing with problems early, in order to prevent difficulties becoming acute and demanding action by more specialist services. This approach supports the development of capacity, independence and resilience of families, children and young people by engaging them in a way that builds on their strengths and allows them to identify their own solutions and to take ownership and responsibility for the future.

As of April 1st 2016, the service has been refreshed with the aim being to enable all Southend's contributors to Early Help to: act before the needs of children and families escalate; focus on achieving priority outcomes for those children, young people and families who need it the most; give every child the opportunity to reach their full potential; and to have flexible services that provide the right support, at the right time and at the right level.

Building on existing best practice and processes, the new service provides: A single, integrated system and 'front door' for the identification, referral, assessment, and monitoring of Early Help.

- A core offer to schools, early years settings and GPs to support them to fulfil their statutory duties with regard to Early Help.
- A traded service to provide additional Early Help support to individual schools, particularly with regard to improving school attendance.
- A specialist whole family support service to meet complex needs.
- An offer of support and guidance to all providers of Early Help services to children and young people.

6. Communication between professionals

The difficulties in navigating the maze of services, the frustrations over duplicated effort and the ineffective co-ordination that service users experience also affect organisations. Life becomes difficult for front-line staff and scarce resources that could be used more productively are wasted. Therefore a focus of integration should be:

- Reducing staff confusion. Making it easy for front-line staff to find out who does what in each sector/service, and the processes they use and the response times, if any, to which they work.
- Tackling communication problems. Contacting people when you need them, for example, teachers in the classroom or community nurses when they are out visiting patients, can be a major problem. We also need to agree a common language for describing the requirements of children and their families that both professionals and service users can readily understand.

7. Making best use of innovations in customer contact – channel shift

Many children and their carers require advice, guidance or reassurance. They need it when they can make most use of it and preferably without having to book an appointment. Here there is a role for customer contact innovations, such as the SHIP website (southendinfopoint.org) or similar, that can provide information, guide users to available services and help integrate first contact and continuing responses across sectors. This will support build resilience and the ability to find solutions from within the community.

8. Information sharing, signposting and co-ordination

We need to understand and address the barriers (perceived or otherwise) with regards to sharing information about our service users to ensure that professionals are aware of who else is supporting the child or family. We also need to ensure that across all of our services that each service is aware of what other services do and are able to signpost them effectively to service users.

What are the next steps?

Our intention is to have the first integrated services on stream in the first quarter of the 2018/19 financial year. Following agreement of this strategic approach in January 2017, the following actions will take place:

- Members of the partnership will propose and agree on which areas to integrate and in which the proposals will come out of a series of workshop looking in more detail at synergies and pathways
- Consultation and co-production with staff, partners and service users
- Detailed implementation planning phase
- Mobilisation
- Launch
- Review

Action Plan

Creating a sustainable mix of integrations

What will we do?	Who will lead?	By When?
Overarching action: Define the key pathways that the partnership wants to integrate – agree the desired outcomes of integration – how will we know that we have succeeded?	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Pathways integration mapping project• Develop ‘common pathway and arc’ model• Conduct a needs analysis• Consult on proposals with professionals across the partnership• Consult with children, young people and families on pathways to integrate	Dr Mark Lim	

Developing capacity for change – structure and system review

What will we do?	Who will lead?	By When?
Overarching action: We will define the changes that will be needed to our existing structures, plans and policies.	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Common pathway and arc model		

- Stakeholder workshops for each strand/pathway of integration
- Early Help phase 2
- Social work model of practice
- Contracting/commissioning practice

Developing capacity for change – workforce

What will we do?	Who will lead?	By When?
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<p>Overarching action: We will develop a workforce approach across all professions and specialties that provides the knowledge, skills and attitudes our staff will need to take advantage of the opportunities afforded by integration.</p>	<p>John O’Loughlin & Jacqui Lansley</p>	<p>Q3 2017</p>
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Milestones:

- Developing a common language
- Workforce development opportunities (trading company/income generation?)
- Induction programme for Southend on the similar lines to mandatory PREVENT training
- Secure website – team directories – who to contact in what team – similar to SHIP

Developing capacity for change – Information sharing between professionals

What will we do?	Who will lead?	By When?
Overarching action: We need to understand and address the barriers (perceived or otherwise) with regards to sharing information about our service users to ensure that professionals are aware of who else is supporting the child or family	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Information sharing protocol• Information sharing training• Carecentric• Consent issues		

Developing capacity for change – Information sharing between professionals

What will we do?	Who will lead?	By When?
Overarching action: We need to ensure that across all of our services that each service is aware of what other services do and are able to signpost them effectively to service users.	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Links to channel shift		

An integrated assessment process

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">To be determined		

Introducing co-located teams and reducing waiting times

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">To be determined		

Multi-disciplinary Teams

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">To be determined		

Communication between professionals

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones: <ul style="list-style-type: none">• To be determined		

Making best use of innovations in customer contact – channel shift

What will we do?	Who will lead?	By When?
Overarching action: SHIP website – invest in the website (resource, infrastructure and marketing) to ensure that it is well known, well-regarded by public and professionals alike.	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones: <ul style="list-style-type: none">• To be determined		

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Success for all Children's Group

13 June 2017

Report title: Update report on integrating services for children in Southend.

1 Purpose of Report

The purpose of this report is to provide the Success for All Group with an update on the following;

- 1.1 Progress regarding the development of a mobilisation / implementation plan for the integrated children's strategy;
- 1.2 Risks associated with the development and delivery of the mobilisation / implementation plan; and
- 1.3 The mitigations to address the identified risks.

2 Recommendations

The Success for All Group are asked to;

- 2.1 Note and discuss the update regarding the development of a mobilisation / implementation plan for the integrated children's strategy;
- 2.2 Note and discuss the identified risks; and
- 2.3 Discuss and agree the recommendations outlined in this report

3 Background and context

- 3.1 During September 2016 the Success for All Children Group's 'Integrated Children's Services' workshop was held and was attended by commissioners and provider organisations ranging from across the Southend health, social care and wellbeing system. These agencies included Police, Public Health, Southend Borough Council (SBC), Southend CCG, Southend University Hospital NHS

Trust (SUHFT), South Essex NHS Partnership Trust (EPUT formerly SEPT), Southend Voluntary Sector and a number of other organisations.

- 3.2 The workshop facilitated a discussion around a number of key issues and helped partners to align their thinking and ambition. The key issues included; values and philosophy; the voice of the child and their family; ambition for integration; where to start; prevention; cohort stratification; education; adult services; access points and pathways; commissioning and data sharing; and how multi agency relationships could be improved.
- 3.3 The workshop agreed to create and agree a strategy and action plan for an integrated children's service across Southend and also a broad timeline for the development of the strategy.

The strategy

- 3.4 Following the workshop a small working group drafted and developed the strategy on behalf of the Success for All Group. Underpinned by a set of principles which focused on better communication, an improved service experience, reducing duplication and defining clearer pathways the strategy was agreed by Success for All during Q4 2016 / 17.

- 3.5 The vision for an integrated children's strategy is defined as follows;

... 'We have a collective passion for providing safe, effective and high quality services. We want to be more family centred in our approach, so every contact with us makes a positive difference. We want to make things to be less complex for families as a result of us providing seamless services that are productive and cost effective' ...

- 3.6 The agreed strategy (at Appendix A) identified eight areas of work that would support and help achieve the vision for an integrated children's service in Southend. The eight areas of work included;

- 3.6.1 The creation of a sustainable mix of integration across the partnership (to include the community paediatric service review, Children's social service redesign and Early Help Phase 1 & 2.
- 3.6.2 The development of a culture and capacity for change.
- 3.6.3 An integrated assessment process.
- 3.6.4 The introduction of the co-location of services and reduced waiting times.
- 3.6.5 Multi-disciplinary teams.
- 3.6.6 Improvement of communication between professionals.
- 3.6.7 Using innovative customer contact technology.
- 3.6.8 Improving information sharing, signposting and synergy between services.

The timeline

3.7 The workshop agreed that;

3.7.1 Attendees to the workshop would reconvene in January 2017 and possibly March to check progress;

3.7.2 The strategy and action plan would be implemented from March 2017

3.8 A detailed action plan was included in the strategy for an integrated children's service and is also included at Appendix A.

Update on mobilisation

3.9 Since agreement of the strategy and action plan progress has been made to develop the sustainable mix of integration workstream, for example;

3.9.1 *Early Help*; resource has been allocated by the service to lead the gap analysis required. Workshops are planned for June 2017 which will work with multi agencies and lead a process to identify the gaps and a programme of work to transform services from the baseline to the required model.

3.9.2 *Children's service redesign*; work is underway to consult and engage with partners regarding the development and implementation of the 'child in need' work. There are overlaps with the Early Help Service, 0-5yrs service commissioned by Public Health, Children Centres and the Community Paediatric Service.

3.9.3 Community Paediatric Service; the dynamics between health and social care continue to be explored to ensure the re-commissioning of the community paediatrics service is aligned across multi agencies.

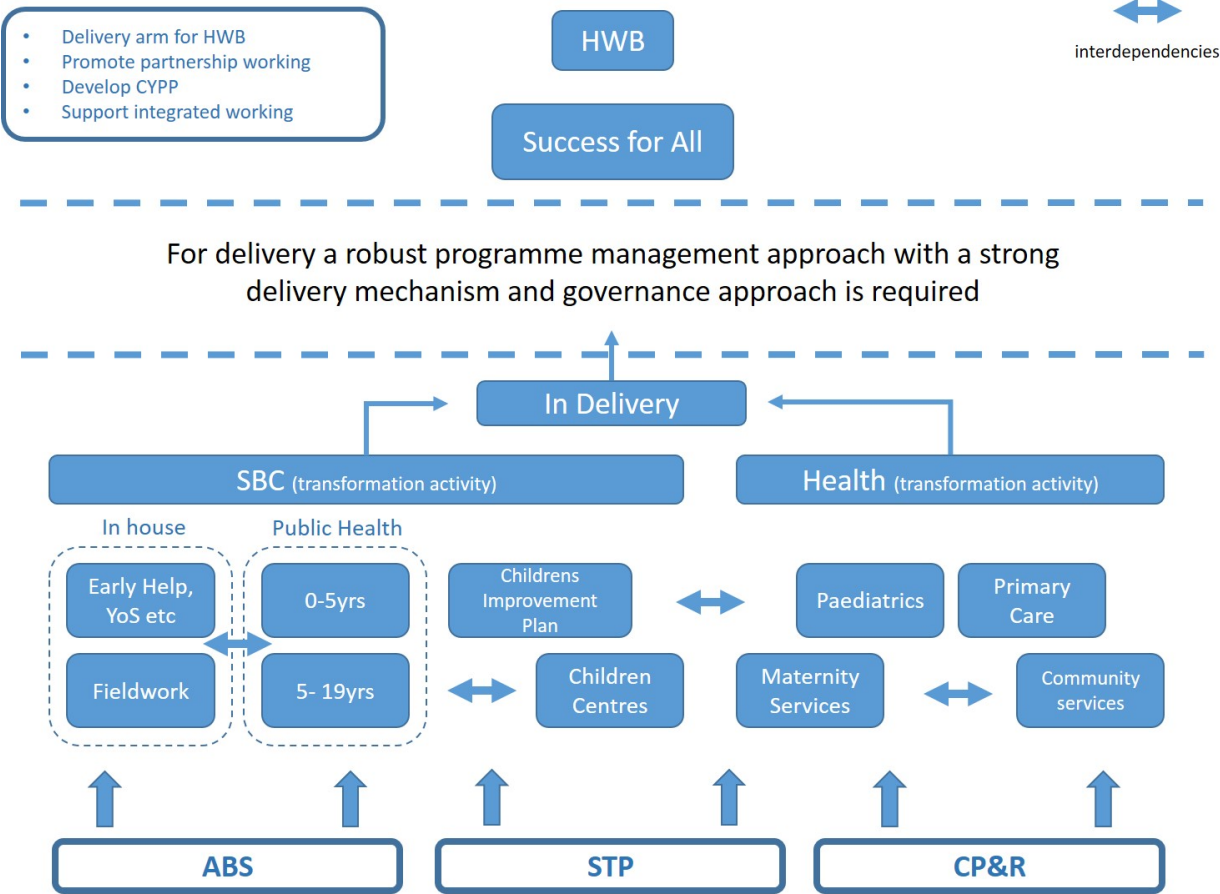
3.10 Very little progress has been made in developing the remaining seven work streams in support of the implementation of the integrated children's strategy.

4 Risks

Governance

4.1 There is a risk that the Success for All governance structure is not able to provide the appropriate assurance to Health and Wellbeing Board (HWB) regarding the implementation of the integrated children's strategy. Diagram 1 (below) demonstrates the current governance structure that exists to manage the development of children's integrated working.

Diagram 1 – Governance



4.2 To manage the delivery of the eight work streams and assure HWB that delivery is aligned and on track a robust governance structure is required. The governance structure should take responsibility for delivery, interdependencies, risk management and programme management. The current terms of reference (ToR) for Success for All does not account for this increased requirement to sufficiently mitigate this risk.

Resource

4.3 Represented in diagram 1 are the various different transformation activities that are underway and in development. 'In service' resource are largely being used to evaluate and develop action plans. There is a risk that insufficient resource is available to comprehensively manage the implementation of the integrated children's strategy. There is also the risk that there is no resource to co-ordinate transformation activity both within organisations and across the system.

Pace of work stream development

4.4 There is a risk that pace of development and progress is not aligned across all the transformation activities. The pace of development for Early Help is moving much quicker than the recommissioning of the community paediatrics service, for a number of reasons. The risk, however, remains that the identification of integration opportunities might be missed.

Influencing transformation programmes

4.5 There are two influencing transformation activities that exist in Southend and unless managed appropriately will have an impact on the implementation of the integrated children's strategy. These are 'A Better Start (ABS)' and 'the Mid and South Essex Sustainability and Transformation Programme (STP)'. The opportunity to engage and realise the benefits from these influencing factors needs to be further explored and accommodated in the Integrated Children's Strategy.

5 Recommendations

5.1 To mitigate the risks outlined above the following actions are recommended for discussion and agreement;

5.1.1 The introduction of a Delivery of the Integrated Strategy for Childrens (DISCO) Group which would report directly to Success for All and is sponsored by all members of the Success for All Group. DISCO would be responsible for the management of the implementation of the integration strategy, assurance to Success for All and the assurance that all activity is aligned and opportunities are identified and developed, where appropriate.

5.1.2 It is recommended that Success for All approve the incorporation of DISCO and that each member nominates a representative to attend the first meeting through which a ToR is developed for Success for All approval.

5.1.3 Initial tasks of the DISCO would include;

- The development of a programme plan that aligns to the integrated childrens strategy;
- The identification of any additional resource required to supported the transformation work across Southend;
- The identification of leads for each of the eight work streams;
- A process through which integration opportunities and interdependencies are identified; and
- A process to identify the anticipated benefits of aligning activity with ABS and STP.

6 Appendices

Appendix 1 – Integrated Children's Strategy

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Corporate Director of People
to
Cabinet
on
20th June 2017

Report prepared by: Catherine Braun – Group Manager
Access and Inclusion

**School Admissions Arrangements for Community Schools and
the Coordinated Admission Scheme for Academic year 2018/19**
Executive Councillor: Councillor James Courtenay
People Scrutiny Committee
A Part 1 (Public) Agenda Item

1. Purpose of Report

- 1.1 To seek the views of members on the proposed pre-consultation and engagement of parents and relevant others for admission arrangements (including catchment areas), for community schools for the academic year 2019/20.

2. Recommendations

- 2.1 That Cabinet considers the proposals for Admission Arrangements for community schools for the academic year 2019/20 and agrees to undertake a two level consultation with relevant people:
- 2.1.1 That Cabinet approves a pre-consultation and engagement phase, from July 2017 through to September 2017.
- 2.1.2 That Cabinet approves a formal consultation in line with the Admissions Code 2014 from October to January 2018.
- 2.2 That Cabinet agrees that consultation with governing bodies of community schools takes place on the published admission numbers for community infant, junior and primary schools for September 2018. This might be earlier than usual in order to support the full consultation process due October to 31st January 2018.

3. Background

- 3.1 The Council has the responsibilities to determine in relation to school admissions. The Admission Arrangements for Community Schools (admission numbers, admission criteria and catchment areas); and
- 3.2 The School Admissions Code states:

*“Admission authorities **must** set (‘determine’) admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority **must** first publicly consult on those arrangements. If no changes are made to*

*admission arrangements, they **must** be consulted on at least every 7 years. Consultation must be for a minimum of 6 weeks and **must** take place between 1 October and 31st March of the year before those arrangements are to apply.”*

“Catchment areas must be designed so that they are reasonable and clearly defined.”

- 3.3 For community schools, the local authority (as the admission authority) **must** consult on the admission arrangements every 7 years if there have not been any changes. There were no changes proposed for 2018 and therefore the next time we have a duty to consult will be for the arrangements of 2019/20.
- 3.4 The arrangements for 2019/20 will be at least 6 years since the last consultation. Although there is no requirement to consult this year the LA has determined that a change is required to the admission arrangements including some catchment areas.
- 3.5 Own Admission Authorities have absorbed the Council’s catchment areas and therefore to consult on catchments provides an added level of complexity to the catchment area discussions as the local authority will require the full collaboration of all schools in any area that has proposed changes.
- 3.6 For community schools, the local authority (as the admission authority) **must** consult the governing body of the school where it proposes either to increase or keep the same PAN.
- 3.7 The Admissions Code 2014 determines that the official window for formal consultation on final proposed arrangements for admissions (including catchment areas) is between 1 October and 31 January in the determination year and the consultation must last for a minimum of 6 weeks.

4. Admission Arrangement for 2019/20

4.1 Catchment Areas

- 4.1.1 From analysing primary offer day data there has been a pattern with a small number of schools not meeting catchment applications year on year. The majority of these schools are situated within Leigh, south of the London Road and less commonly within Shoeburyness (**Appendix 1**).
- 4.1.2 Births for the 2017 intake year were particularly low and as such no specific changes requiring consultation were identified for these arrangements. From 2019 onwards, forecast data for Southend, taken from births and trends in admission, predict that there are specific risk areas where meeting catchment preferences are likely to worsen over the coming years, Leigh causing the greatest immediate concern.
- 4.1.3 Of the 24 primary school catchment areas 7 have pupil admission numbers (PANs) below their birth rates and as such, if all applied a preference for their catchment school, not all would receive a place. Due to the close geographical nature of the primary schools, parental preference is a high deciding factor of where school children attend. This closeness also means that forecasting works better when distinct geographically linked schools are "clustered" together. This allows for cross catchment migration and removing over provision when a neighbouring school has places. Forecasting is primarily based upon historical trends and published birth data

(correlation between birth numbers and those actually entering school is currently 95.5%) as well as a pupil product percentage for new housing developments, however it cannot take full account of parental preference and changes in popularity between schools.

- 4.1.4 (Leigh) The overall births for the cluster are usually in the region of 550 to 600 with 660 places currently available. However births and forecasting data from 2019 onwards have now overtaken catchment places in West Leigh, Leigh North Street and Chalkwell Hall. The majority of schools within the Leigh area are community schools and as such the LA is responsible for consulting on any proposed changes for these schools including catchment areas.
- 4.1.5 (Shoeburyness) This area as a whole matches its births to PANs, however Friars and Hinguar births are increasingly becoming over the PANs for the school. Historically, Bournes Green, Thorpedene and St Georges meet the shortfall through preferences for the area. Friars births historically have been far higher than PAN but these to date have not materialised in preferences exceeding catchment places. Hinguar in the past has not always met catchment demand and birth data suggests that this may become an increasing need and potential for future consultation regarding catchment and/or place planning depending upon the cluster numbers for Shoeburyness as a whole. All the Shoeburyness schools have either become or are set to become an academy by September 2017 and as such either are or will be their own admission authority for the formal consultation period for 2019/20 arrangements.
- 4.1.6 The Local Authority has no jurisdiction to consult on admission arrangements and catchment areas for own admission authorities other than community schools. The details of the Shoeburyness school catchment risks will be shared with Admission Forum on the 25th May 2017 and the two Academy Trusts from the area. To date they have not expressed a wish to propose any changes to their catchment areas, however the LA is willing to extend their initial consultation to include Shoeburyness should their position change from the Admission Forum meeting.
- 4.1.7 Whilst there are other schools where births exceed PAN (Porters Grange, Bournemouth Park, Barons Court, Milton Hall and Westborough) this has been the case for some years and yet is not represented in preferences or forecasting exceeding catchment places. This is mostly due to increasing places at neighbouring schools and the close location of a number of faith schools which do not have a designated catchment area. No other area has been forecast unable to meet catchment preferences in the coming years.
- 4.1.8 It is proposed that only the catchment areas for the Leigh schools require changing due to the significant risk of catchment being greater than PAN. There is no current proposal to consult on any other community school catchment area.
- 4.1.9 Due to site capacity restrictions at West Leigh, Leigh North Street and Chalkwell Hall, additional places to meet forecast pupil population increases was not possible. Instead additional places were added at Darlinghurst Primary School to meet the Leigh area demand. Darlinghurst however remains undersubscribed. The LA has held early stakeholder discussions with Leigh schools (and Eastwood Primary) to consider the need for a catchment review for the Leigh area.

- 4.1.10 The code states catchment areas must be reasonable. The reasoning behind a catchment consultation for this area is to increase the future likelihood of a parent having a reasonable expectation for admission to their catchment school in the south Leigh area, which from 2019 will be slim for those living furthest from the school.
- 4.1.11 Due to catchment areas being a highly sensitive and emotive subject area, officers are seeking Executive Board views to undertake pre-consultation and engagement workshops with the public focussed upon the Leigh area on two possible solutions:
- Model A** Review and propose possible solutions for the catchment areas for West Leigh, Leigh North Street, Chalkwell Hall, Darlington, Blenheim, Fairways and Eastwood primary, (**Appendix 2** – arrangements and maps exemplifying a possible solution)
- Model B** Remove catchment areas from admission arrangements for West Leigh, Leigh North Street, Chalkwell Hall and Darlington, (**Appendix 4** – arrangements and maps exemplifying this option)
- 4.1.12 Schools affected by the proposed changes are both Community and Own Admission Authority and therefore would require consent of all parties to implement any change. Some community schools are likely to have converted to academy status once the consulted arrangements come into existence, however schools converting will simply adopt the changes as they will have already been determined. All schools identified in Model A have agreed to consult on their arrangements and for the LA to include their schools in a pre-consultation exercise and engagement workshops.
- 4.1.13 Schools initially identified were: West Leigh Infants and Junior, Leigh North Street Primary, Chalkwell Infants and Junior and Darlington Primary. Early discussions with these schools identified additional solutions which officers considered and as a consequence extended the area for consultation to incorporate all Leigh schools and Eastwood Primary School.
- 4.1.14 The proposed changes identified in Model A evidence shrinking the catchment areas of West Leigh, Leigh North Street and Chalkwell Hall, increasing the catchment area of Darlington Primary and Eastwood Primary and moving the borders of Blenheim and Fairways. The areas have been determined by calculating existing pupil numbers to ensure the movement will provide adequate places for future needs (**Appendix 3**). The lines have also been aligned to existing roads to ensure where possible, catchments are aligned to postcode rather than street number.
- 4.1.15 Model B has less support from school leaders but still provides a solution to ensuring school places are distributed fairly and reasonably and will not require further changes to catchment if population numbers significantly change again. Nationally, removing catchment areas has become more common as schools convert to academy status and with the introduction of a number of new free schools. This is currently reflected more so within secondary schools than primary but is becoming an increasing trend in some authorities as schools review their arrangements once converted to academy status.
- 4.1.16 A further Model C ‘no change’ was considered. The code states catchment areas must be reasonable. A parent having a reasonable expectation for admission to their catchment school in the south Leigh area is considerably reduced from 2019 onwards and therefore doing nothing would not be an option as it places a number of catchment families at an unfair disadvantage to others. If after public consultation, it

is evident that the public do not wish to make any changes to arrangements, members can either agree to stay the same but on the understanding that they may be in breach of the admissions code and thus open to direction by the Office of the Schools Adjudicator or agree to go against public opinion in the best interest of being reasonable and fair.

4.1.16 As well as catchment these early discussions will also test public feedback on possible oversubscription criteria's and distance measuring tools (see below). It should be noted that these are merely examples and the final proposed arrangements for community schools in the official consultation will be determined by council from stakeholder and public feedback.

4.1.17 The proposal is to begin the consultation in July before the end of the school summer term. This allows schools to distribute communications to all existing families attending the schools as well as distributing information via pre-schools, nurseries and children centres, allowing for a wide spread of information sharing and engagement with as little disruption to schools as possible.

4.1.18 The consultation would run throughout the summer holiday, ending on the 22nd September allowing for 4-5 weeks within term time but 10-11 weeks in total. The consultation would identify the current catchment areas and oversubscription criteria's, and model two alternative solutions with questions regarding the preferred measuring tools and criteria's for oversubscription criteria etc. It is proposed that workshop events are held in community areas within Leigh allowing those that wish to discuss solutions in person and collate feedback, as well as an online questionnaire targeted to all families of school aged and early year's children within the Leigh area would also be available online and in paper form.

4.1.19 Results of the consultation will be reported to cabinet for final decision on any proposed change prior to the official consultation period in the autumn term. In order to allow enough time for pre-consultative work and being bound by the official consultation period, final decision by members would need to be held out of the usual meeting cycle in October to agree the final proposed arrangements, being signed off by People scrutiny on 10/10/17.

4.1.20 The official consultation period as determined by the admissions code is the 1st October to 31st January. The consultation must be a minimum of 6 weeks long (not including school holidays). Outcome of the final consultation and subsequent determined arrangements will require further cabinet agreement. Arrangements must be determined and published by the 28th February.

4.2 Admission and Oversubscription Criteria

4.2.1 Current criteria for community schools will support the model in 4.1.11 (a). Consultation with community schools has requested that the pre-consultation and engagement workshops also seek public feedback on potential additions of: 'children of staff', priority for all siblings and children eligible for pupil premium. The inclusion of these criteria is from demand from community schools with a variation of where within the criteria each school would prefer. The additions have been highlighted to support recruitment and retention within Southend community schools and provide added guarantees for those children eligible for pupil premium (often the most vulnerable).

The proposal is outlined in **appendix 2** for the purpose of the pre-consultation engagement discussions and remains open to possible solutions and feedback from the community.

4.2.2 The existing criteria for 4.1.12 (b) however, does not support current or proposed arrangements in model A, as families living on all borough boundary areas (Chalkwell, Leigh and West Leigh) would be at risk of not gaining a place. This model (**appendix 4**) proposes arrangements that offer all siblings, pupils of staff and then distance (with pupil Premium children gaining priority within distance). This model may have a Geographical point for each school that distance is measured from rather than the actual school or measure farthest to nearest to ensure that fairness across the area is evident.

4.2.3 The means for how distance is calculated will form part of the pre-consultation work for both models. Feedback on the pre-consultation, engagement workshops and questionnaires for catchment areas and associated arrangements will shape the development of the final proposed arrangements for agreement by members prior to the formal consultation.

4.3 Published Admission Numbers

4.3.1 No indications have yet been received regarding requests to increase/decrease PANs. We will inform schools of due process on the 30th June and consult governing bodies on this area as usual.

5. Reason for recommendation

5.1 The code states catchment areas must be reasonable. The reasoning behind an early catchment consultation for this area is to gain public feedback on arrangements and areas that are both fair and reasonable as well as increase the future likelihood of a parent having a reasonable expectation for admission to their catchment school.

5.2 By leaving the consultation to the period dictated by the admissions code there would be no opportunity to test public opinion and amend proposed arrangements accordingly. The formal consultation can only be on one model and the public are likely to feel less engaged in the process as they are unable to influence the final arrangements by suggesting alternative methods. This is due to any further significant changes requiring further consultation and there would be no opportunity within the formal timeframe to consult again.

5.3 When reviewing admission arrangements, admission authorities must ensure that the practices and the criteria used to decide the allocation of school places are fair, clear and objective. By not consulting and making no change, would place a number of catchment families at an unfair disadvantage to others and therefore would not be compliant with the code.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

These arrangements will assist pupils within the Borough to access quality learning opportunities to achieve the best possible outcomes for all children.

'Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment.'

6.2 Financial Implications

Consultation both pre and formal requires an identified budget to meet costs for additional materials, workshop venues and staff time which is in addition to the normal practice of the admissions team.

6.3 Legal Implications

The determination of admission arrangements for community schools and the provision of a coordinated admissions scheme is a statutory requirement.

6.4 People Implications

None

6.5 Property Implications

None

6.6 Consultation

The Local Authority is required to consult on admission arrangements for community schools, which includes catchment areas, at least every 7 years. It is 6 years since the last consultation.

6.7 Equalities and Diversity Implications

A coordinated admissions scheme and clear oversubscription criteria are necessary to ensure fair access to school places.

6.8 Risk Assessment

If the Council does not agreed a scheme, one will be imposed by the DfE, and the Council's reputation will suffer.

6.9 Value for Money

No direct implications.

6.10 Community Safety Implications

None envisaged.

6.11 Environmental Impact

None envisaged

7. Background Papers

7.1 School Admissions Code 2014 —

<https://www.gov.uk/government/publications/school-admissions-code--2>

and School Admission Appeals Code 2012 -

<https://www.gov.uk/government/publications/school-admissions-appeals-code>

8. Appendices

Appendix 1 - Schools unable to meet catchment demand 2013-2017

Appendix 2 - Model A Proposed Community Arrangements 2019-20

Appendix 3 - Calculation of pupil distribution under Map A
Appendix 4 - Model B Proposed Community Arrangements 2019-20

Primary schools not offering all of their catchment area preferences on offer day

School Name	2017	2016	2015	2014	2013	2012	NOTES
Bournes Green Infant	2	1	0	0	3	0	A pattern of every four or so years that see not meeting demand. Predominantly meets demand.
Hinguar Primary	0	0	9	10	0	0	Historically has met demand of catchment – recent popularity of school perceived with new build and lower PAN
Shoeburyness area Total	2	1	9	10	3	0	
Chalkwell Hall Infants	0	0	3	14	0	0	A pattern of every four or so years that see not meeting demand. Predominantly meets demand by the end of Aug.
Leigh Infants	0	0	0	4	14	12	Historically has rarely met the demand of its catchment area.
West Leigh Infants	0	27	2	15	0	5	A pattern of alternative years of not meeting demand.
Leigh area Total	0	27	5	33	14	17	

NB: Barons Court Primary have historically also not met all their catchment area preferences, however due to Milton Hall Primary sharing the same catchment area, all catchment preferences have been met through Milton Hall.

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Review of Primary school catchment areas in Leigh-on-sea

Possible Arrangements for Community Schools – 2019/20 round

Early public engagement June-September (dates TBC)

For office use (to be removed from final/published version)

<i>Office use</i>	<i>Timeline</i>
<i>Early engagement with public</i>	<i>June-Sept 2017</i>
<i>Admission Forum</i>	<i>Sept 2017</i>
<i>Cabinet</i>	<i>October 2017</i>
<i>Full formal consultation</i>	<i>Nov – Dec - 31st Jan (min 6 weeks in this window)</i>
<i>Finalise</i>	<i>28th Feb</i>
28 th February 2018	Final Determined Admission Arrangements
15 th March 2018	Publication of Composite Prospectus of Determined Arrangements
16 th March – 15 th May 2018	OSA objections

(for information only) Final publication date: 15th March 2018 (SAC2014 date)

1. Community Schools Published Admissions Number 2019/20

Community Primary Schools*	Proposed admission limit for 2018/19
Barons Court Primary School & Nursery	35
Bournes Green Junior School	66
Chalkwell Hall Infant School	120
Chalkwell Hall Junior School	120
Earls Hall Primary School	90
Edwards Hall Primary School	60
Fairways Primary School	60
Heycroft Primary School	60
Leigh North Street Primary School	90
Richmond Primary School	60
Temple Sutton Primary School	120
West Leigh Infant School	120

*community Schools as at publication. Should more schools convert to Academy status this list will be updated.

2 Oversubscription criteria

The existing criteria for community schools will support the model in A (below), with the additions of; 'pupils of staff', priority for siblings and pupil premium for one school . The inclusion of this criteria is from demand from community schools with a variation of where within the criteria each school would prefer. The proposal is outline in the attached for the purpose of the pre-consultation engagement discussions.

Criteria are set per school below. Explanatory notes apply to all community school arrangements.

The admissions policy for all community schools is that, if at the closing date for applications, there are not enough places for all those who have expressed a wish to have their child admitted to a particular school, places will be allocated using the admission criteria as below by school:

Barons Court Primary School & Nursery

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school.
3. Pupils who live in the catchment area served by the school;
4. Pupils who live outside the catchment area served by the school and who have a sibling attending the school
5. Pupils of staff (see explanatory note);
6. Pupils who live outside the catchment area served by the school.

Chalkwell Hall Infant School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school or attending Chalkwell Hall Junior School;
3. Pupils of staff (see explanatory note);
4. Pupils who live in the catchment area served by the school;
5. Pupils who live in area 4 and who have a sibling attending the school or attending Chalkwell Hall Junior School (see explanatory note);
6. Pupils who live outside the catchment area served by the school and who have a sibling attending the school or attending Chalkwell Hall Junior School;
7. Pupils who live in area 4 (see explanatory note);
8. Pupils who live outside the catchment area served by the school.

Chalkwell Hall Junior School

Priority will be given to those pupils currently attending the “partner” infant school. Provided that the number of pupils in year 2 of the infant school does not exceed the admission limit of the junior school they will all be guaranteed a place. If places remain unfilled the following criteria will be used, in priority order to allocate places up to the annual admission limit of the junior school (also see explanatory notes);

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school or attending Chalkwell Hall Infant School;
3. Pupils of staff (see explanatory note);
4. Pupils who live in the catchment area served by the school;
5. Pupils who live in area 4 and who have a sibling attending the school or attending Chalkwell Hall Infant School (see explanatory note);
6. Pupils who live outside the catchment area served by the school and who have a sibling attending the school or attending Chalkwell Hall Infant School;
7. Pupils who live in area 4 (see explanatory note);

8. Pupils who live outside the catchment area served by the school.

Earls Hall Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school
3. Pupils of staff (see explanatory note);
4. Pupils who live in the catchment area served by the school;
5. Pupils who live outside the catchment area served by the school and who have a sibling attending the school
6. Pupils who live outside the catchment area served by the school.

Edwards Hall Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school;
3. Pupils who live in the catchment area served by the school;
4. Pupils of staff (see explanatory note);
5. Pupils who live outside the catchment area served by the school and who have a sibling attending the school

6. Pupils who live outside the catchment area served by the school.

Fairways Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school;
3. Pupils of staff (see explanatory note);
4. Pupils who live in the catchment area served by the school;
5. Pupils who in area 7 and who have a sibling attending the school (see explanatory note);
6. Pupils who live outside the catchment area served by the school and who have a sibling attending the school;
7. Pupils who live in area 7 (see explanatory note);
8. Pupils who live outside the catchment area served by the school.

Heycroft Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school;
3. Pupils who live in the catchment area served by the school;
4. Pupils of staff (see explanatory note);
5. Pupils who live outside the catchment area served by the school and who have a sibling attending the school;
6. Pupils who live outside the catchment area served by the school.

Leigh North Street Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school

3. Pupils of staff (see explanatory note);
4. Pupils who live in the catchment area served by the school;
5. Pupils who live in areas 2 and 3 who have a sibling attending the school;
6. Pupils who live outside the catchment area served by the school and who have a sibling attending the school;
7. Pupils who live in areas 2 and 3 (as identified in the catchment map below);
8. Pupils who live outside the catchment area served by the school.

Temple Sutton Primary School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school
3. Pupils who live in the catchment area served by the school;
4. Pupils of staff (see explanatory note);
5. Pupils who live outside the catchment area served by the school and who have a sibling attending the school
6. Pupils who live outside the catchment area served by the school.

West Leigh Infant School

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who live in the catchment area served by the school and who have a sibling attending the school or West Leigh Junior School;
3. Pupils who live in the catchment area served by the school and who are eligible for pupil premium (see explanatory note);
4. Pupils of staff (see explanatory note);
5. Pupils who live in the catchment area served by the school;
6. Pupils who live in area 1 and who have a sibling attending the school or West Leigh Junior School (see explanatory note);
7. Pupils who live outside the catchment area served by the school and who have a

sibling attending the school or West Leigh Junior School

8. Pupils who live in area 1 (see explanatory note);
9. Pupils who live outside the catchment area served by the school.

4. Explanatory notes for all schools:

4.1 Pupils in public care and children that were previously in public care

Pupils in public care and children that were previously in public care are also referred to as Looked after children. Any reference to previously looked after children means children who were adopted (or subject to residence or special guardianship orders) immediately following having been looked after/public care.

4.2 Pupils with Education, Health and Care Plans that name a particular school are required to be admitted and the admission authority does not have the right to refuse admission.

4.3 Pupil Premium (West Leigh Infant School)

Parents will need to tick on the application form or/and supplementary information form or notify the Local Authority in writing if they are eligible or registered for pupil premium. Any disclosure for pupil premium will be used only to rank applications against the admission criteria and will not be held for any other purpose.

Parents can check their eligibility by filling out the LA online form on:

<https://southend.firmstep.com/default.aspx/RenderForm/?F.Name=ofyiMHFi7J8&<span%20id=>

or

www.southend.gov.uk/fsm

Parents that are in receipt of one of the following may be eligible for pupil premium:

- Income Support
- Income-based Job Seekers Allowance
- Income-related Employment and Support Allowance
- support under Part VI of the Immigration and Asylum Act 1999
- the Guaranteed Element of State Pension Credit
- Child Tax Credit (if they not entitled to Working Tax Credit and have an annual income under £16,190)
- Working Tax Credit 'run-on' - the payment someone may get for another 4 weeks after they stop qualifying for Working Tax Credit.
- Universal Credit

4.4 Pupils of staff

Children will be ranked in admission criteria 3 if they are children of staff in either or both of the following circumstances:-

- a) where the member of teaching or professional staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
- b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

4.5 Distance:

In the case of over subscription in any one category "straight line" distance will be used to measure the distance between the pupil's home and the nearest pupil entrance to the

school. Distances will be measured using the Local Authority's computerised measuring system. The pupils living closest will be given priority.

If the pupil's home is a flat the distance will be measured to the main external entrance to the building. If the same distance is shared by more than one pupil, and only one place is available, the place will be awarded on the basis of a computerised random allocation process (supervised by someone independent of the Council / governing body).

Places will be offered to children living in the areas previously in the schools catchment (as identified in the arrangements and the map below before any 'Pupils who live outside the catchment area served by the school' (see note 4.5)

4.6 'Areas'

'Areas 1, 2, 3 4,5,6,7' are as identified in the catchment map below, which indicate the catchment area for admission to September 2018/19. New proposed areas from admission to September 2019/20 onwards. Areas are also identified the postcode list.

4.7 Infant to partner Junior admissions

All admissions criteria for pupils applying to start the Reception year and year 3 (in a separate Junior school) refer to the closing date for admission applications. For all other applications the criteria will refer to the date the application is received by the Council and the respective admission criteria.

Parents do not need to apply for a school place if they are transferring from year 2 to year 3 in the same primary school or in the partner junior school. The LA runs a full coordinated admission process for parents wishing to change schools for year 3.

Two schools in the area have a different Published Admission Limit to their "partner" infant school, namely Bournes Green Junior School (PAN: 66, 6 additional places) and West Leigh Junior School (PAN: 128m 8 additional places).

4.8 Siblings

Siblings are considered to be a brother or sister, half-brother or half-sister, step-brother or step-sister, adopted brother or sister, living at the same address, who attends the school at the time of application with a reasonable expectation that he or she will still be attending at the time of the proposed admission.

In the exceptional situation where one twin or one or two triplets are refused a place, in order to keep family members together and in line with the School Admissions Code 2014, the additional pupil(s) will be admitted even if this results in the admission limit for the year group being exceeded.

4.9 General

Children's names will automatically be on the waiting list for schools that are higher on the rank list and for which they do not receive an offer (for years Reception and year 3).

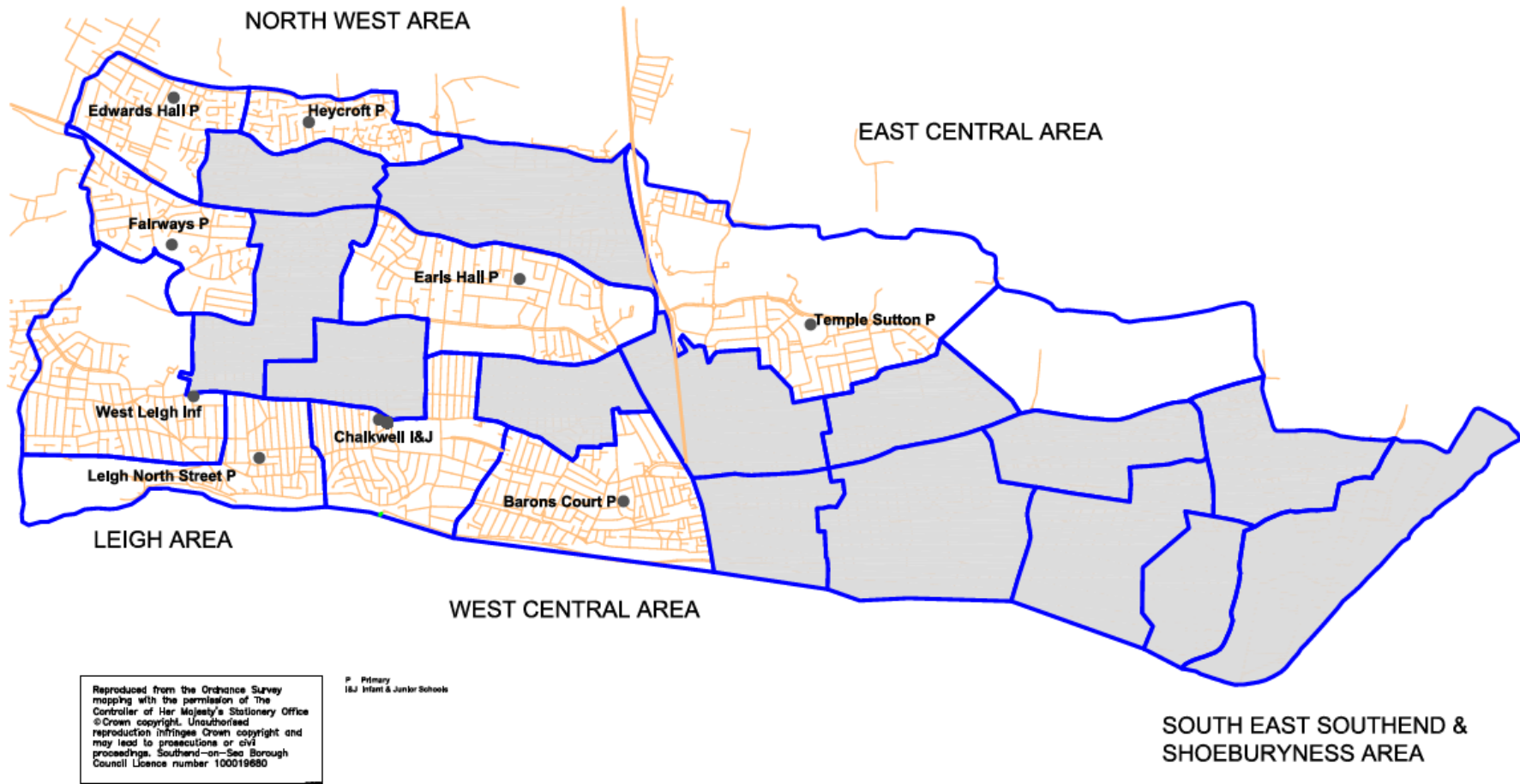
Parents will also have the opportunity to appeal against the refusal for schools for which they did not receive an offer. Appeals must be lodged within 20 school days of the date of the letter. Parents can access the information on appeals and also submit an appeal online on the council's web site www.southend.gov.uk/admissions or email admissions@southend.gov.uk to request an appeal application form. All appeals are considered by an Independent Appeals Panel.

The composite prospectus for all schools in the Borough, the scheme (process) and all other policies and procedures are available on www.southend.gov.uk/admissions

A reminder: to be read in conjunction with the corresponding coordinated admissions scheme and the relevant schools admissions code. MAPS follow .

SOUTHEND ON SEA BOROUGH COUNCIL

Maps showing all Community Primary Schools with Catchment Areas in the Borough

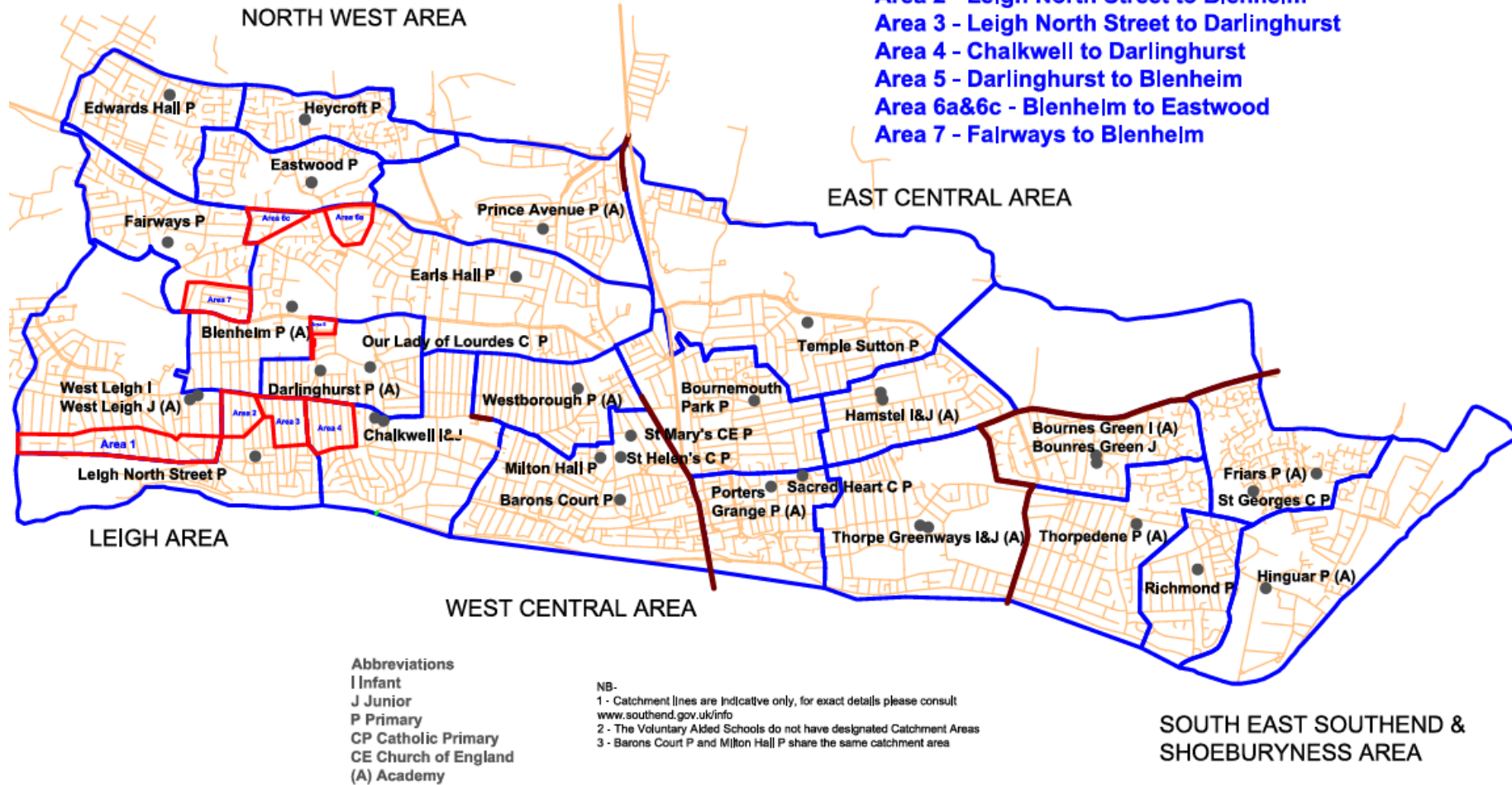


Full catchment map with all school in the borough – identifying areas 1-7 as per consultation in 2017 for possible 2019 arrangements.

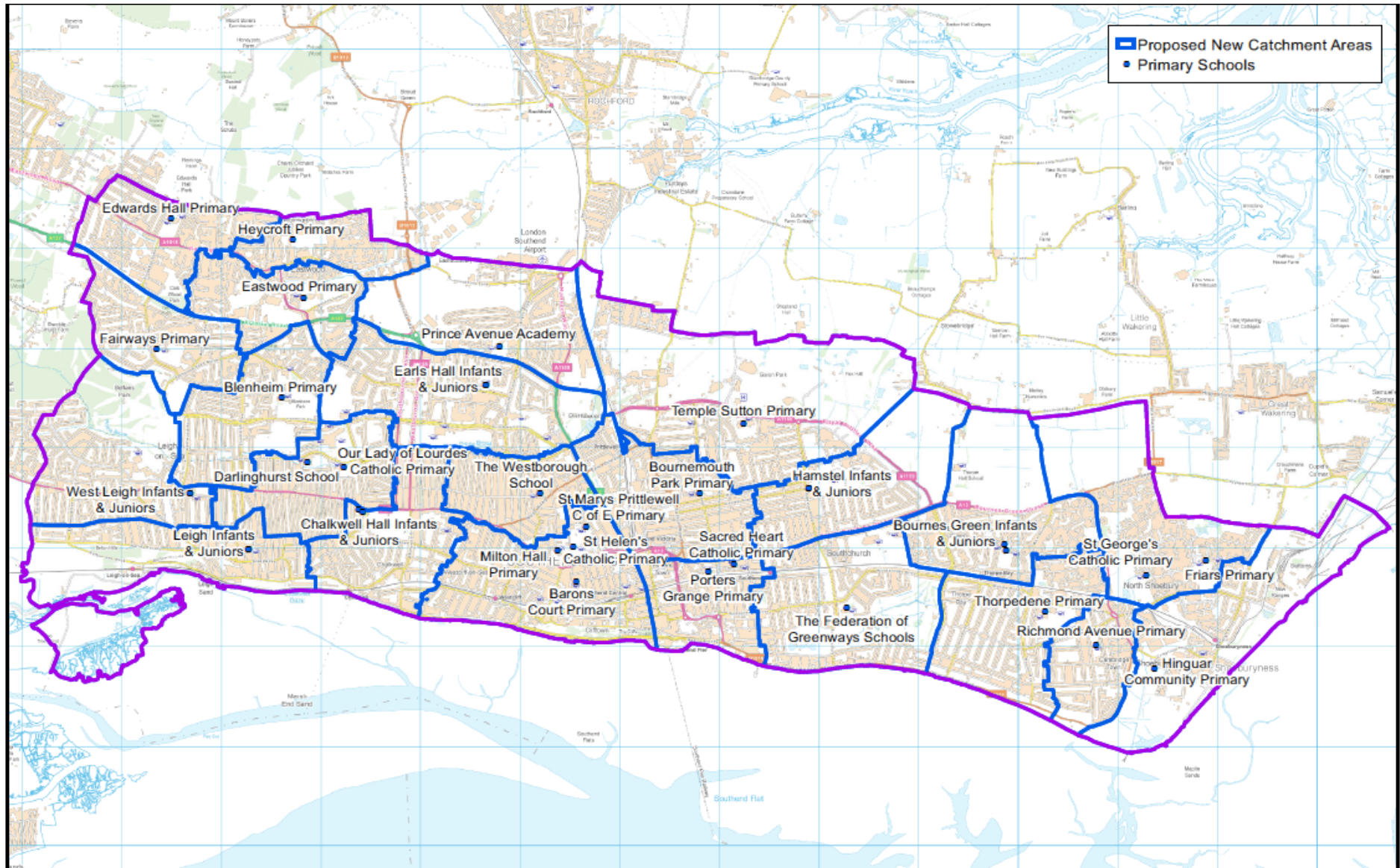
SOUTHEND ON SEA BOROUGH COUNCIL

Maps showing all Community Primary Schools with Catchment Areas and the Primary Voluntary Aided Faith Schools

- Area 1 - West Leigh to Leigh North Street
- Area 2 - Leigh North Street to Blenheim
- Area 3 - Leigh North Street to Darlingtonurst
- Area 4 - Chalkwell to Darlingtonurst
- Area 5 - Darlingtonurst to Blenheim
- Area 6a&6c - Blenheim to Eastwood
- Area 7 - Fairways to Blenheim



Map as on page 9 but with clear catchment outlines for proposed changes.



Appendix 3

Calculation of pupil numbers redistributed from proposal (a) redefined catchment areas (based upon current pupil population)

Areas Current Catchment	West Leigh	Leigh North Street	Leigh North Street	Chalkwell	Darlinghurst	Blenheim	Blenheim	Fairways	
Yr of Birth	SchYear	One	Two	Three	Four	Five	SixA	SixC	Seven
2012/13	NurseryTwo	19	20	36	15	4	20	4	12
2013/14	NurseryOne	28	15	32	20	4	7	1	15
2014/15	TwoYrOld	23	18	27	23	3	6	7	14
2015/16	OneYrOld	27	17	33	22	3	19	5	12
<i>Average Group Size</i>		<i>24</i>	<i>18</i>	<i>32</i>	<i>20</i>	<i>4</i>	<i>13</i>	<i>4</i>	<i>13</i>

Suggested move to = Leigh North Street, Darlinghurst, Darlinghurst, Darlinghurst, Blenheim, Eastwood, Eastwood, Blenheim

	Loss	Gain	Result	Notes	PAN
West Leigh	24	0	-24	Births equal to PAN but movers in are increasing numbers	120
LNSt	50	24	-25	Births just above or equal to PAN but movers in are increasing numbers	90
Chalkwell	20	0	-20	Pan increase to 120 will not meet births demand - average is 150+	120
Darlinghurst	4	70	66	Births below 50% of PAN	120
Blenheim	17	17	-1	Births are irratic (63 to 94), school generally near capacity	90
Fairways	13	0	-13	Births at/just above PAN level, school always fills	60
Eastwood	0	17	17	Births just over 50% of PAN	60
	128	3	-125		

CURRENT PUPIL NUMBERS IN THESE AREAS

Areas Current Catchment	SchYear	West Leigh	Leigh North Street	Leigh North Street	Chalkwell	Darlinghurst	Blenheim	Blenheim	Fairways
Yr of Birth	SchYear	One	Two	Three	Four	Five	SixA	SixC	Seven
2009/10	Two	20	18	40	19	5	14	6	8
2008/09	Three	17	18	42	23	5	24	3	11
2007/08	Four	28	14	28	17	10	12	5	13
2006/07	Five	27	16	35	19	9	15	6	11
2005/06	Six	24	10	24	17	4	22	5	12
2004/05	Seven	24	10	27	12	4	11	2	16
2003/04	Eight	20	7	18	22	9	10	3	15
2002/03	Nine	21	13	31	10	5	18	6	10
2001/02	Ten	18	12	25	14	5	10	2	15
2000/01	eleven	17	12	26	13	6	16	4	14
<i>Average Group Size</i>		<i>22</i>	<i>14</i>	<i>30</i>	<i>17</i>	<i>6</i>	<i>15</i>	<i>5</i>	<i>13</i>



Possible solutions for admission arrangements which would include catchment solutions (map below)

Review of Primary school catchment areas in Leigh-on-sea

Possible Arrangements for Community Schools – 2019/20 round

Early public engagement June-September (dates TBC)

For office use (to be removed from final/published version)

<i>Office use</i>	<i>Timeline</i>
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28 th February 2018	Final Determined Admission Arrangements
15 th March 2018	Publication of Composite Prospectus of Determined Arrangements
16 th March – 15 th May 2018	OSA objections

(for information only) Final publication date: 15th March 2018 (SAC2014 date)

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Bournes Green Junior School	66
Chalkwell Hall Infant School	120
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Edwards Hall Primary School	60
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Heycroft Primary School	60
Leigh North Street Primary School	90
Richmond Primary School	60
Temple Sutton Primary School	120
West Leigh Infant School	120

*community Schools as at publication. Should more schools convert to Academy status this list will be updated.

2 Oversubscription criteria

The existing criteria for community schools, do not support model B as proposed and arrangements that offer all siblings, pupils of staff and then distance (with pupil Premium children gaining priority within distance) will need to be considered. This model may have a Geographical point for each school and not the actual schools as a point that distance is measured to ensure that fairness across the area is evident.

Criteria are set per school below. Explanatory notes apply to all community school arrangements.

The admissions policy for all community schools is that, if at the closing date for applications, there are not enough places for all those who have expressed a wish to have their child admitted to a particular school, places will be allocated using the admission criteria as below for all community schools:

**Barons Court Primary School & Nursery
Chalkwell Hall Infant School
Chalkwell Hall Junior School
Earls Hall Primary School
Edwards Hall Primary School
Fairways Primary School
Heycroft Primary School
Leigh North Street Primary School
Temple Sutton Primary School
West Leigh Infant School**

1. Looked after children and previously looked after children (see explanatory note);
2. Pupils who have a sibling attending the school (see explanatory note);
3. Pupils of staff (see explanatory note);
4. Pupils living in the priority area (geographical area of Leigh-on-sea – see explanatory notes);
5. Remaining applications.

4. Explanatory notes for all schools:

4.1 Pupils in public care and children that were previously in public care

Pupils in public care and children that were previously in public care are also referred to as Looked after children. Any reference to previously looked after children means children who were adopted (or subject to residence or special guardianship orders) immediately following having been looked after/public care.

4.2 Pupils with Education, Health and Care Plans that name a particular school are required to be admitted and the admission authority does not have the right to refuse admission.

4.3 Priority area

The priority area for the following schools is the catchment area;
Barons Court Primary; Barons Court Primary School & Nursery; Earls Hall Primary School;
Edwards Hall Primary School; Fairways Primary School; Heycroft Primary School; Temple
Sutton Primary School **and**;

The priority area for the following schools as defined in the map and usual a 'virtual point' for
the purpose of measuring distance (see note 4.4);
Chalkwell Hall Infant and Junior Schools, Darlinghurst School, Leigh North Street, West
Leigh Infant School – see map.

4.4 Distance:

Distance is measured in two different ways for certain groups of schools:-

In the case of over subscription in any one category "straight line" distance will be used to
measure the distance between the pupil's home and the nearest pupil entrance to the
school. This applies to the following schools

Barons Court Primary; Barons Court Primary School & Nursery; Earls Hall Primary School;
Edwards Hall Primary School; Fairways Primary School; Heycroft Primary School; Temple
Sutton Primary School

In the case of over subscription in any one category "straight line" distance will be used to
measure the distance between the pupil's home and a virtual geographical point as indicated
in the map below. This applies to the following schools:

Chalkwell Hall Infant and Junior Schools, Darlinghurst School, Leigh North Street, West
Leigh Infant School – see map.

Distances will be measured using the Local Authority's computerised measuring system. The
pupils living closest to the school for the named schools or to the virtual geographical point
for the named schools, will be given priority. **Virtual points** have been identified as the
geographical points considering applications from children living on the borough boundary;
from the priority area boundary and the edge of housing (coastal) boundary.

If the pupil's home is a flat the distance will be measured to the main external entrance to the
building. If the same distance is shared by more than one pupil, and only one place is
available, the place will be awarded on the basis of a computerised random allocation
process (supervised by someone independent of the Council / governing body).

Distance references include the maps below.

4.5 Pupils of staff

Children will be ranked in admission criteria 3 if they are children of staff in either or both of
the following circumstances:-

- a) where the member of teaching or professional staff has been employed at the school
for two or more years at the time at which the application for admission to the school is
made, and/or
- b) the member of staff is recruited to fill a vacant post for which there is a demonstrable
skill shortage.

4.6 Infant to partner Junior admissions

All admissions criteria for pupils applying to start the Reception year and year 3 (in a
separate Junior school) refer to the closing date for admission applications. For all other
applications the criteria will refer to the date the application is received by the Council
and the respective admission criteria.

Parents do not need to apply for a school place if they are transferring from year 2 to year 3 in the same primary school or in the partner junior school. The LA runs a full coordinated admission process for parents wishing to change schools for year 3.

Two schools in the area have a different Published Admission Limit to their “partner” infant school, namely Bournes Green Junior School (PAN: 66, 6 additional places) and West Leigh Junior School (PAN: 128m 8 additional places).

4.7 Siblings

Siblings are considered to be a brother or sister, half-brother or half-sister, step-brother or step-sister, adopted brother or sister, living at the same address, who attends the school at the time of application with a reasonable expectation that he or she will still be attending at the time of the proposed admission.

In the exceptional situation where one twin or one or two triplets are refused a place, in order to keep family members together and in line with the School Admissions Code 2014, the additional pupil(s) will be admitted even if this results in the admission limit for the year group being exceeded.

To be read with the note 4.3.

4.8 General

Children’s names will automatically be on the waiting list for schools that are higher on the rank list and for which they do not receive an offer (for years Reception and year 3). Parents will also have the opportunity to appeal against the refusal for schools for which they did not receive an offer. Appeals must be lodged within 20 school days of the date of the letter. Parents can access the information on appeals and also submit an appeal online on the council’s web site www.southend.gov.uk/admissions or email admissions@southend.gov.uk to request an appeal application form. All appeals are considered by an Independent Appeals Panel.

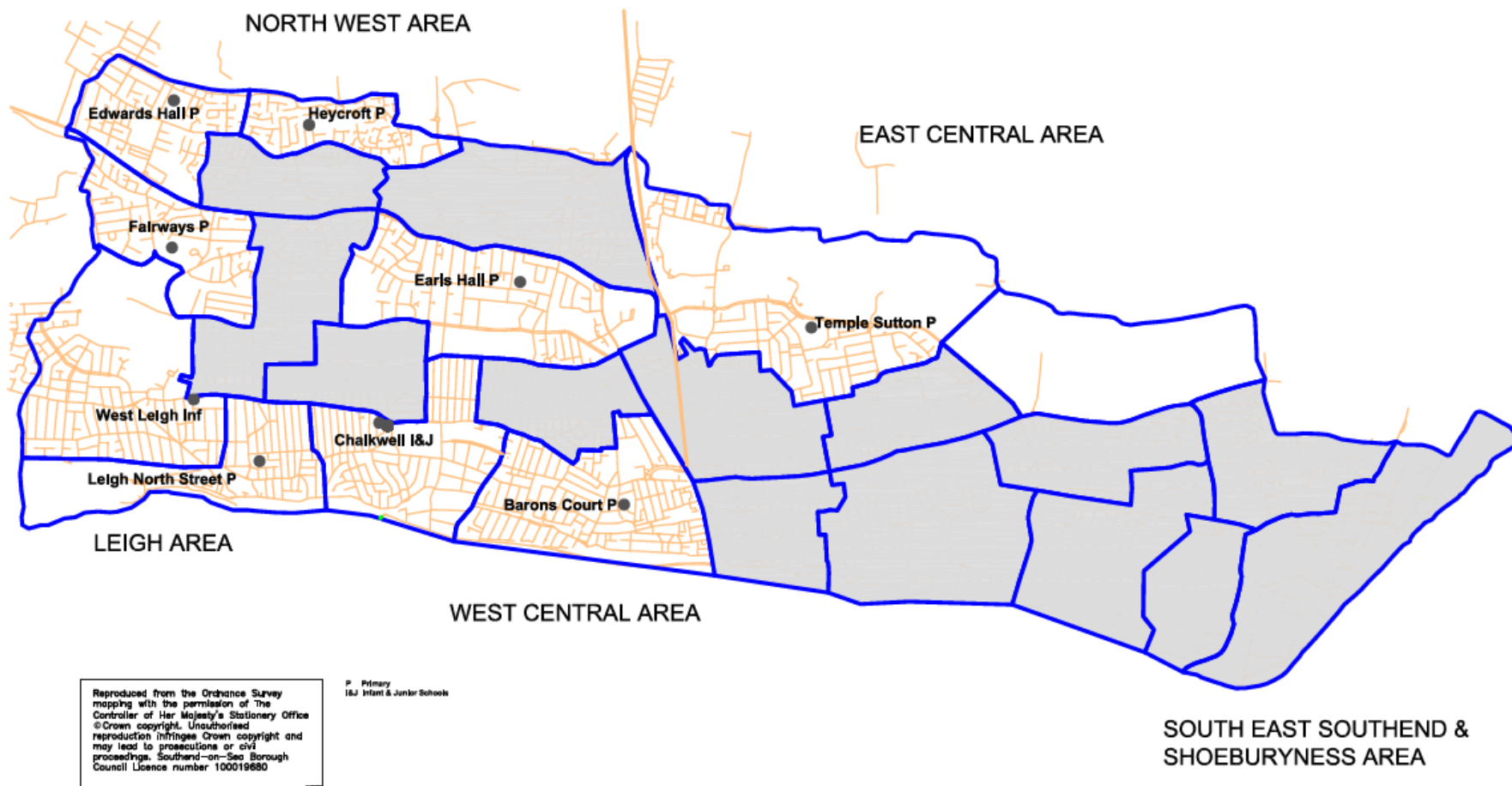
The composite prospectus for all schools in the Borough, the scheme (process) and all other policies and procedures are available on www.southend.gov.uk/admissions

A reminder: to be read in conjunction with the corresponding coordinated admissions scheme and the relevant schools admissions code. MAPS follow .

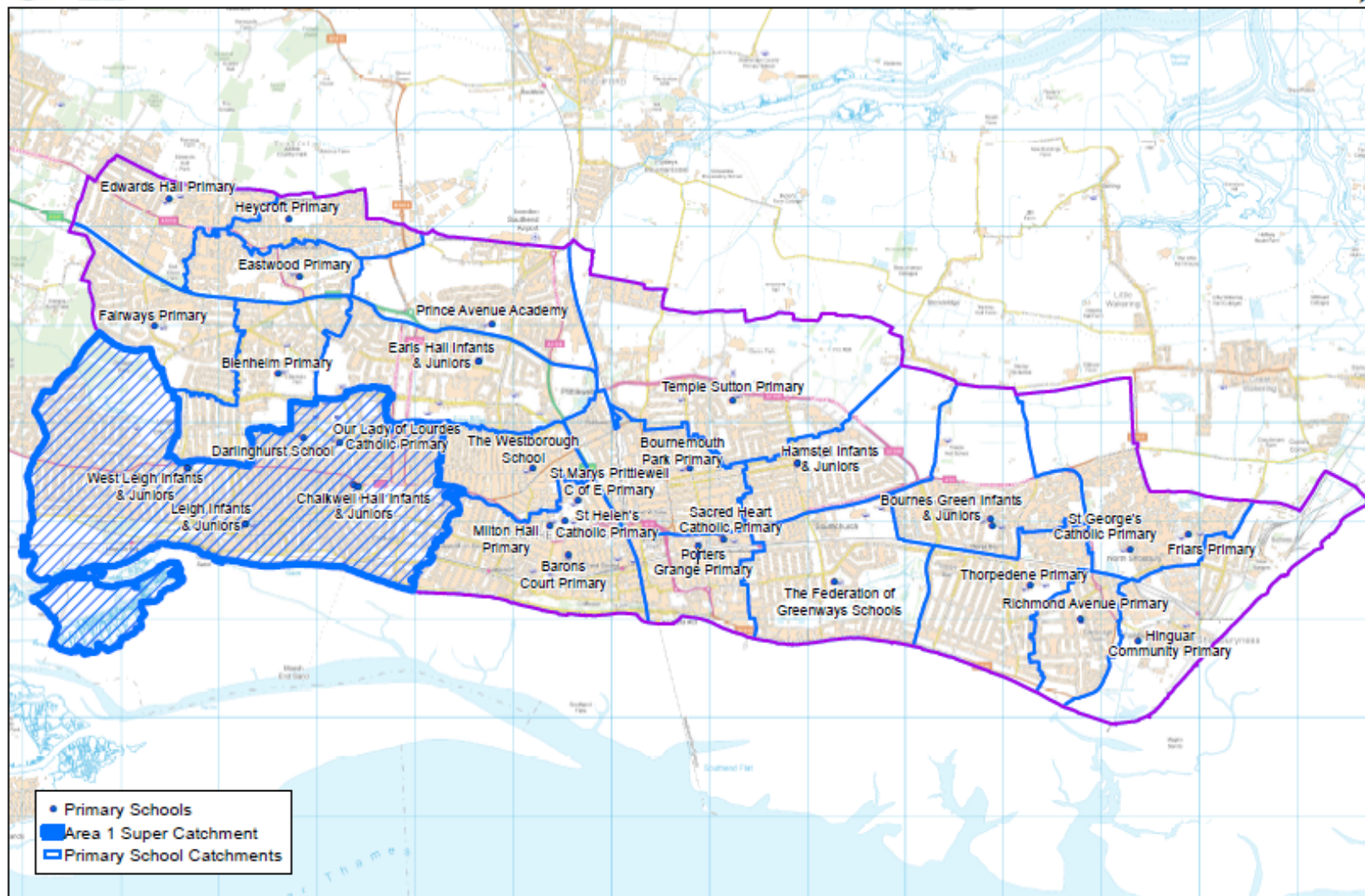
Current catchment map

SOUTHEND ON SEA BOROUGH COUNCIL

Maps showing all Community Primary Schools with Catchment Areas in the Borough



Full catchment map with all school in the borough – identifying areas 1 as per consultation in 2017 for possible 2019 arrangements.



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Southend-on-Sea Borough Council

Report of the Deputy Chief Executive (People)
to
Cabinet

on
20th June 2017

Report prepared by: Amanda Champ, School Improvement
Group Manager (interim)

**Agenda
Item No.**

Grammar School Strategy

Executive Councillor: Councillor James Courtenay

A Part 1 Report

1. Purpose of Report

- 1.1 This report sets out the intentions of the Council to fulfil an ambition to enable more Southend Residents to attend one of our four Grammar Schools. This will be achieved over a period of time by implementing a strategy to enable more residents to apply for; sit the assessment; pass and attend one of these schools.
- 1.2 The strategy considers what Southend Borough council and partners can do in order to further improve access to grammar schools for young Southend residents. There is already a considerable amount of work undertaken by both Secondary and Primary schools to advise and support parents and learners in both the decision to apply and preparation for the assessment. This strategy will sit alongside that existing provision. It sets out actions that, when implemented in coordination with the Consortium of selective schools in Essex, Secondary and Primary schools and other partners, will ensure that all young Southend residents who would thrive within a grammar school setting, get the necessary support to access and take up a grammar school place should their parents deem this the most appropriate educational choice for their children.
- 1.3 Southend Borough Council has a long held and passionate belief that more Southend pupils, including those identified as deprived, should directly benefit from the outstanding education provided by our four Grammar Schools. As a result of this initiative, the Council will work alongside schools and families directly to support a greater number of Southend pupils to make an informed choice to apply; to sit the assessment fully prepared; to meet the pass mark and then to take up a place and ultimately succeed in their chosen school.

2. Recommendation

- 2.1 To inform Cabinet of the outline proposals for the strategy.
- 2.2 For Cabinet to note and give broad approval to the types of actions set out in Appendix One that will form the basis of the strategy.;

Background

2.3 This matter has been the subject of debate and action over a number of years with several initiatives having been tried previously. Conversations with the leadership at the four schools has already taken place, as aspects of any plans will rely on the consortium who will have the ultimate ability to make changes in certain areas.

2.4 The matter is complex and deep rooted, and subject to a set of conflicting and interwoven beliefs. The responsibility for the three levels of **applying, sitting and passing** the assessment sits with the family and child, influenced by a number of factors:

- the degree of active promotion and aspiration by the school they attend;
- locality and deprivation factors;
- the availability of other secondary good or outstanding provision being accessible to the pupils.

It is clear that the current arrangements, for whatever reason, have not resulted in a greater number of Southend resident pupils attending Grammar Schools. Therefore, a different approach is now proposed, if the aspiration of the Council is to be achieved.

2.5 Considerable data already exists on historic patterns of application and attendance, including a breakdown of the number of pupils attending the four schools from inside the Southend area. This percentage varies in some degree between the four schools. The data itself will form the backdrop to the proposals.

2.6 It cannot be stressed too strongly, that this initiative **is not to the detriment of other schools in the borough**. The Council's stated ambition is for all schools to be good or outstanding. This initiative relates to the opportunities for individual children to access an appropriate educational pathway should it be in their best interests.

2.7 This initiative recognises that it is a parent/carers right to make an informed choice of school that best suits the needs, talents and aspirations for their child. Therefore, it should also include and ensure the promotion of educational pathways for **all** of our secondary schools, and continue to work with all schools to achieve our aspiration that parental choice is **only** based upon a choice between either a good or an outstanding school in Southend. Work through the Education Board will be undertaken to support this intention.

2.8 As part of the project, Southend Borough Council acknowledges the need to work more closely with grammar schools in Southend to open up these schools to more able children from low income families by overcoming educational, financial and social barriers and perceptions.

3. Reasons for Recommendations

3.1 Southend's secondary school offer provides real choice for parents seeking a school that suits their child's abilities and needs. We recognise that schools of

various types in the borough, including grammar schools, faith schools, comprehensive and special schools provide choice for parents in selecting the best education for their children.

- 3.2 The remit of this strategy focuses on what can be done to improve the representation of Southend residents, including those children from disadvantaged backgrounds, so that they can benefit from a selective education if it is suitable for their particular abilities. This includes ensuring that academically able children from poorer backgrounds in our high deprivation wards have the same access to selective education as their more affluent peers.
- 3.3 Southend has a large number of academies. As such, the actions outlined within this strategy are intended as recommendations – none of them can be imposed on schools who are not under Local Authority control. However, this strategy is written with the intent that all Southend Borough Council primary and grammar schools work together to support the most academically able pupils and in particular, supporting those from poorer backgrounds, so that no child is denied an education that is best suited for their talents and abilities.

4. Other Options

The only other option would be to do nothing. This Strategy is a key priority of the Administration.

6. Corporate Implications

- 6.1 Contribution to Council's Vision & Corporate Priorities
This directly supports the Council's aims relating to prosperous and excellence.
- 6.2 Financial Implications
Cabinet have previously approved the funding for this project through the school improvement budget for a period of two years.
- 6.3 Legal Implications
None
- 6.4 People Implications
None
- 6.5 Property Implications
None
- 6.6 Consultation
Not required formally, although dialogue with all schools will take place throughout implementation.
- 6.7 Equalities and Diversity Implications
The project includes the most able pupils in receipt of free school meals or other measures of disadvantage such as children in care or children supported by the Pupil premium and provide appropriate support to enable these children to

benefit from the education provided by our Grammar schools as part of the strategy.

6.8 Risk Assessment

There will be a need to ensure that the clear message given by this proposal is one of parental choice, and that the Council is determined to promote and support all secondary schools with the Borough.

6.9 Value for Money

None

6.10 Community Safety Implications

None

6.11 Environmental Impact

None

7. **Background Papers**

None

8. **Appendices**

Appendix 1: (This list is taken from a working document that will shape the strategy over time).

Appendix 1

(This list is taken from a working document that will shape the strategy over time.)

Actions to implement Strategy

The following list which is not definitive or exhaustive has been refined and worked up to form a coherent, deliverable and cost effective plan that meets the ultimate aims of the strategy.

1. Working from an informed evidence base

- a. Real data on GS entry; results passes; retention; destination
- b. School level data on application, assessment and passes including residence
- c. Consider alongside wider deprivation indices, FSM; IDACI; link to narrowing the gap
- d. Obtain metrics on private tutoring, costs, usage, duration, impact
- e. Research available support for pupil intending to apply for a GS place
- f. Joint working with Kent Local Authority and Buckinghamshire Local Authority to research strategies already being considered in other Local Authorities and inform the possibility of similar initiatives in Southend BC.

2. Effective communications campaign

- a. Major press launch
- b. Targeted letters and application information into every eligible household encouraging families to consider and apply for a grammar school place
- c. Tell a story of what Grammar Schools may open up for pupils through publicised case studies
- d. Signpost all available support through central source.
- e. Create 11+ plus information pages on SBC website and create hyperlinks to CSSE site
- f. Contact all primary & secondary HT's to find out what is available to support pupils to apply both for own schools and others – collate information and publicise
- g. SBC council twitter account & Facebook to tweet / publish factual social media posts about application process
- h. Set up an 11 plus portal to share information and encourage parent group / pupil group / F&Q's / signpost available support
- i. Electronic messages at all bus stops giving key messages such as information website URL or application window dates
- j. Bus stop posters in targeted wards
- k. Kursaal bowling / pavilions / library / sports centres and Victoria – pop up banners
- l. Meet with HTs and Chair of Governors for all schools, head on to identify barriers
- m. Engage further with local MPs and Prime Minister's office
- n. Parent information available at major youth events such as children's university

3. Demystifying the assessment processes

- a. Provide pupils with the opportunity to sit the assessment at their existing primary school
- b. Establish a helpline/website for concerns building up to assessment
- c. Opt out - all pupils working above national expected at end of Year 5 automatically entered for the 11 plus unless parents state otherwise?

4. Promoting the image of pupils who currently attend

- a. GS student mentor for eligible year 4&5
- b. Attach an adult to every FSM pupil identified
- c. Promote case studies of existing pupils through media campaign

5. Targeting learners

- a. Primary Schools identifying pupils in Year 5 for targeting
- b. Establish relationship with child and families in year 5 - Encourage and follow it through
- c. Establish a safety net, rapid intervention if individual at risk of underperforming
- d. 121 support in build up to assessment
- e. Initiative free to FSM, at cost to others
- f. Monitor this group, through 11 plus portal – send encouragement and offer support for homework / practise questions etc.

6. Coaching (all contingent upon pupils registering)

- a. Primary school based coaching building on existing models
- b. Individual targeted at borderline
- c. On line live tutors available through 11 plus portal
- d. Homework gurus available for eligible pupils
- e. Establish pupil networks through 11 plus portal
- f. CPD for teachers of Year 5

7. What is in it for the Grammar Schools/Other Schools

- a. Meet with the consortium, what else could be done
- b. Build on and support their existing initiatives

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Deputy Chief Executive (Place)

To
Cabinet
On
20th June 2017

Report prepared by: Scott Dolling, Director of Culture,
Tourism and Property

Tourism Strategy

Relevant Scrutiny Committee(s)
Executive Councillor: Councillor Ann Holland

1. Purpose of Report

To brief Cabinet of progress with Southend's Tourism Strategy in advance of adoption at full Council in July.

2. Recommendations

That Council adopts Destination Southend - the 2017-2017 Tourism Strategy

3. Background

Southend has previously incorporated the tourism agenda as an interlinked element as part of the overall economic development strategy.

The Administration outlined a requirement for a bespoke tourism strategy, along with a Parking Strategy, in August 2016. This was part of a positive response to managing the area's economic wellbeing in preparing for the submission of the Central Area Action Plan (SCAAP). The Administration has recognised the valuable role that Tourism plays to the local economy and required this strategy to be developed to support its intention to increase the profile and role that the sector plays in job creation, skills and growth.

Tourism is currently estimated to be worth £398M to the local economy supporting around 6,500 jobs and bringing in 6.8M visitors to the borough - Source Destination Research economic impact of tourism 2015.

The opportunity to focus on a bespoke tourism only strategy, provides a new link the increasing role of Coastal Community Teams, The Business Improvement District (BID) in partnership with the Council.

There are three Coastal Community Teams with a visitor focus in the borough (Leigh, Shoebury and the Southend Tourism Partnership).

A draft strategy has been developed (Appendix 1) with contributions from all three Coastal Community Teams and the BID to ensure a broad set of objectives are met. It recognises the key benefits that Southend offers visitors currently and reflects on improving those successes along with developing a wider offer. The traditional day visitor is a necessary part of the mix but developing a longer season and more staying visitors is a key focus for the future.

The Southend Tourism Partnership, a private sector led group made up of key players including the Council, is taking a lead role recognising that over the life of the strategy, an increasing role will be taken by private enterprise in the Tourism agenda.

The strategy focuses on five key themes for the future in shaping Southend's tourism offer and sets an overall goal of being England's leading coastal tourism destination by the end of the strategy's 10 year period. The performance indicators used to measure this goal will include increased volume and value statistics, doubling the number of overnight visitors and achieving a destination review rating of 95% from research professionals.

Each of the five themes helps towards the vision to be substantiated.

The key themes are:

- Marketing and Communications
- Infrastructure
- Product Development
- Make Southend Sparkle
- Culture/Events

The strategy will be updated each year with progress against the five themes and setting out year by year further upcoming projects.

An action plan as part of the strategy details various projects and who is the lead partner involved. These range from Council infrastructure projects such as junction improvements and public realm to private development initiatives that range from the rail operating company fleet replacement to Five Star hotel developments.

The tourism strategy links to other developing council strategies:

Digital/Smart City –planning itineraries, pre-booked parking, destination apps;
Skills – linking a new tourism degree and working with the Edge Hospitality school at Essex University to equip student with practical projects; and
Economic growth - supporting the development of new tourism based inward investment.

Tourism will also connect closely to a refreshed **Cultural Strategy** which will be developed over the coming 12 months with galleries and museums linking more closely in to the wider visitor offer expanding on the experiential provision – tours, walks, costumed characters etc.

Our proposed significant new attraction ‘The Thames Estuary Experience’ is strongly recognised as being a major transformation for the town’s appeal and exemplifies the ambition to create a destination that is open throughout the year and not weather dependent.

4. Other Options

Retaining tourism within a generic economic growth agenda fails to recognise the key role that the sector plays to the community.

5. Reasons for Recommendations

The project is ready to now progress to its next stage with members for scrutiny and adoption.

6. Corporate Implications

6.1 Contribution to Council’s Vision & Corporate Priorities

Contributes to a Safe, Clean Prosperous Healthy and Excellent Southend supporting the economy and cultural offer to residents businesses and visitors.

6.2 Financial Implications

There are no additional financial implication as a result of the strategy.

6.3 Legal Implications

No Legal implications at this stage.

6.4 People Implications

There are no people implications.

6.5 Property Implications

N/A

6.6 Consultation

The first draft of this strategy was launched at the Southend Tourism Partnership conference in March. Feedback from the stakeholders is being compiled.

6.7 Equalities and Diversity Implications

Not relevant at this stage

6.8 Risk Assessment

N/A

6.9 Value for Money

N/A

6.10 Community Safety Implications

N/ A

6.11 Environmental Impact

N/ A

7. Background Papers

None

8. Appendices

**Appendix 1
Draft Strategy**

Destination Southend-on-Sea

**A Tourism Strategy and destination
plan for the Borough of Southend**

Draft Version





Foreword

Southend-on-Sea is one of England's most popular seaside destinations. The world famous pier, seafront attractions and proximity to London has shaped Southend's development over the last century and now welcomes over 6.5M visitors each year.

With a seven mile coastline on offer and an insatiable desire by today's discerning tourists for more, the business community and public sector have come together to set out a vision and action plan for the coming 10 years. By working collectively and sharing a set of goals, and means to achieve them, Southend-on-Sea will keep ahead of the competition during the uncharted financial and social changes we face.

The Southend Tourism Partnership has already pooled great resources and is showing that working together delivers more. There is still much more for us to do however as competition increases and the need to ensure that our message breaks through the noise of the multi-media landscape of destination marketing.

This strategy is aspirational yet will be focused on delivery. Success will require willing participation by stakeholders who value the past but look to the future needs of our visitors and how our economy can be stronger with coordinated tourism activity at its heart.

We are confident of bringing our three coastal community teams closer together to ensure a healthy and prosperous future for all our residents and businesses connected to the tourism agenda.

Southend-on-Sea was built on tourism and this strategy will position the resort for future generations providing jobs, wealth and an attractive place for all to live, work and visit.

Jacqui Dallimore

Chair - Southend Tourism Partnership

Councillor Ann Holland

Executive Councillor for Culture, Tourism and the Economy





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1. Executive Summary

2. Overview

3. Vision

4. Key Themes/ Objectives

5. Benchmark

6. Monitoring & Evaluation

7. 2017 Destination Action Plan





1. Executive Summary

This strategic plan sets out a vision for the visitor economy across the Borough of Southend on Sea over the next 10 years 2017-27.

The aims of the strategy are to provide joint direction to the private, public and third sector for a united ambition to become England's leading coastal tourism destination and to develop the visitor economy prosperously for the whole Borough to benefit from.

It is developed in consultation with key partners already established across the Borough and in particular The Southend Tourism Partnership, The Leigh Coastal Community Team, The Southend Business Improvement District, The Shoeburyness Coastal Community Team, The Southend Business Partnership and Southend Borough Council.

The strategy is jointly owned by various relevant groups in Southend and is for the town's overall prosperity to reach its potential through the social and economic development, recognising the key role that tourism has played and will continue to play in future years to the area. The Borough Council will play a leading role in facilitating and enabling many areas and in particular have significant responsibility in public realm and infrastructure, but the action plan is for all partners to contribute towards and is not intended as a Council only document, rather a joint vision with broad participation from multiple partners. It should help provide confidence to existing tourism businesses and potential investors that the tourism, cultural, creative and leisure sector in Southend is a ripe location for growth.

The action plan shows practical steps towards delivery covering a range of cross cutting themes and shows how the strategic aspirations will be reached. The strategy is not setting out to tackle every issue but will focus of 5 key themes that are pivotal to success.

The document's action plan will be live and updated annually charting progress towards the ambitions incorporating contributions and additions from partners. An annual tourism conference facilitated by the Southend Tourism Partnership will present the strategy and action plan updates each year to provide accountability to stakeholders and ensure a progressive trajectory.

Tourism is one of several key sectors in Borough and has a special place in shaping the town's past. The traditional tourist day visitor offer remains firmly part of the Central Southend offer and will be added to for future visitors. Significant investment by the public and private sector in recent years have developed firm foundations for a stronger and broader tourism offer that supports jobs, prosperity and communities throughout the borough.

A series of metrics such as volume and value studies and consumer research information are identified to measure progress and an initial benchmarking status will present data to baseline the destination's status. In this way our progress and successes can be captured and reviewed along with identifying any areas that may need re-focusing to respond to fast changing macro economic issues.





2. Overview

Southend On Sea is a unitary borough serving 180,000 residents in South Essex. Boasting nine railway stations, an international airport and the world's longest pleasure Pier, the area is one of England's favourite tourist destinations and is on a continuing journey of regeneration and growth. The largest urban area in Essex is also a strategic site for economic growth and a cultural centre of excellence featuring significantly in the Local Enterprise Partnership's (SELEP) growth deal priorities on a number of key projects.

Southend's economy is mixed with approx. 6,000 businesses many of which are small and medium sized enterprises. Tourism is one of the key employment sectors supporting around 7,000 jobs. The developing local plan and Central Area Action Plan identify ambitions to continue to support a thriving visitor economy into the future.





3. Vision -

To be England's Number One Coastal Destination

Southend-on-Sea will deliver excellence for visitors and our aim is to be the number one Coastal destination in the country. A range of SMART (Specific, measurable, achievable, realistic and timed) objectives over the lifetime of the journey of this strategy are set out to monitor success and validate the claim.

Southend's tourism offer has been growing over recent years with the emergence and development of new hotels, leisure offer and a burgeoning creative and cultural sector. Visitor numbers have been rising and associated spend increasing in line with the ambitions of the previous business and tourism strategy.

The attraction and demand of Southend as a visitor destination has remained high during good weather periods and development of an increasing events programme to attract out of season visitors has had success. Recent examples led by the Business Improvement District such as fireworks displays and Christmas shopping the areas ability to perform strongly outside the summer period. An eclectic range of cultural events and exhibitions have brought people from further afield to try Southend for new reasons and this strength will be developed further to increase the value of the visitors coming to the area.

The core tourism proposition requires good infrastructure to support the business community whilst developing new products to keep the customer excited and engaged with the offer. By 2027 Southend central seafront will boast a new nationally renown visitor attraction telling the story of

the Thames - the river that built the world. Internationally significant stories of HMS London, and the Prittlewell Prince Saxon finds will be presented in stories that light up the imagination and bring the past to life. This year-round attraction will be complemented by a resurgent Pier boasting an excellent visitor offer and experience befitting the longest pleasure pier in the world.

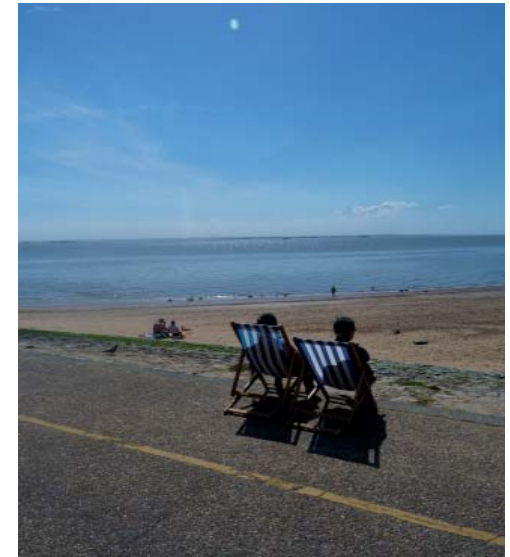
The whole Borough will be alive with cultural experiences and the visitor welcome will be second to none with an offer to support longer stays needing overnight accommodation.

Tourism will be regarded as a proud sector to work in and relevant skills will support the local economy with new, high quality accommodation on offer.

The Borough will be smart enabled with digital technology at its forefront helping visitors find their every need, efficiently.

Measures of success by 2027:

- Destination benchmark survey of 95% or higher
- Growth of volume and value of tourism ahead of national average
- Double numbers of staying visitors





4. Key Themes/ Objectives

Whilst there are multiple projects that impact upon the tourism sector across Southend, five key themes will feature as necessary components for success of this strategy.

i) Communications & Marketing

External communication

By 2027 the external communication and marketing of Southend's tourism offer will be streamlined to provide a coherent and targeted message to segmented consumer groups. A single delivery team will coordinate the activity across a range of partnerships and agendas recognising the collective value of encouraging visitors to the wider local economy.

The annual destination plan will include events and tactical opportunities planned in advance and used to reinforce messages of the offer being a year-round destination resort that needs more than one day to enjoy.

The day visitor market will continue to be reached through marketing channels reminding consumers of the offer at key times and in advance of major events and new developments.

Connecting the wider offer across the Borough and beyond will help position a 'resort' wide approach spreading the value and impact of tourism. Key propositions however such as the beaches, Pier, Adventure Island, nightlife will always factor strongly in messages as these have high consumer recall and resonance.

Linking retail, tourism, culture and the wider area's benefits will develop the two key strategic messages that

will significantly improve that value of tourism - attracting visitors to stay longer and to lengthen the season.

Southend residents

The significance of visiting friends and relatives in the mix of the visitor economy needs to be reflected in the communication strategy. Whilst the focus is to increase economic impact from tourists from outside the area, a clear means for all residents to be reached with targeted 'what's on' information and an understanding of the visitor offer will be in place. Social media links will reach at least 50% of households in the borough by 2027.

With 180,000 residents Southend offers a sustainable year-round destination able to support a varied cultural offer unlike many smaller coastal towns. Maximising the year round programme to grow off peak audiences will be communicated to targeted markets.

Trade communications

The travel trade and group operators will have quarterly updates and Southend will feature in tour programmes from operators in the south East of England.

Southend will work with appropriate partners such as visit Essex to maximise trade communications and build an Essex-wide profile that includes the Southend offer at its heart.

Within the tourism sector in Southend and wider Essex, a monthly newsletter of forthcoming events activities and highlights will increase awareness and enable businesses capable of reaching wider consumer groups through their own promotional routes.



ii) Infrastructure - Getting here and moving around by 2027

Road

Pre arrival information provided on the VisitSouthend website will help ensure visitors have the information needed to plan their stay. Partners across Southend will provide clear information on their own promotional material to assist with the best way to reach their particular destination. Partnership working between the Business Improvement District and the Council will ensure accurate and useful information is provided.

Variable Message System communication and smart city technology will communicate with mobile devices when in the borough so that drivers can be assisted to the optimum routes and find parking locations quickly.

Clear signage will help drivers to find all areas and optimum parking routes efficiently whether seeking the central seafront, blue flag beaches at Shoeburyness and Thorpe Bay or Leigh.

Investment already made in road improvements help to improve access to the central seafront at peak times will be supplemented by park and ride options development and traffic management arrangements to ensure as efficient a journey as possible is achieved.

Council investment planned in 2017/18/19 will have secured additional parking provision in the central area of Southend.

Public parking will be clearly signposted with long stay and short stay locations with pricing tariffs to match expectations and competitive with other destinations of similar demand. Parking provision will have been reviewed and refreshed through a comprehensive parking strategy

to address needs of the visitor economy and to support the growth agenda.

Coaches will be welcomed in Southend with dedicated parking facilities away from the central area but with ample drop off and pick up points at the key seafront and popular locations. Coach operators will be able to make short break tours as part of their programme providing coach groups with itineraries to match needs including history, activities, seaside fun, theatre etc. These overnight packages will enhance the value of tourism from this sector from the traditional day visitors only. Coach group itineraries will be prepared to assist organisers with finding new ways to explore the wider Borough throughout the year.

Disabled groups will be welcomed on our beaches with dedicated facilities at City Beach, Three Shells beach and its lagoon and at Thorpe Bay (Tram Stop shelter). Mobi-chairs supported by Southend Dial will be in place. Disabled drop off bays on City Beach will assist at this busy location where also ramp access to the beach and disabled toilet facilities ensure a welcome for all.

Public transport

Rail partners on both routes to Southend will be key to providing promotional and marketing messages of the destination. They will add value to the travel planning by visitors to the area and moving them around with minimal impact on the road network. A modern fleet of trains running on a reliable network will make travel by train an easy choice. Rail operators will play a key and regular part of the Tourism Partnership.

Promotional offers to reach Southend outside of the peak will deliver our strategic objectives of extending the season throughout the year. Ticket deals will develop to



enable good value ticket prices that provide for visitors to stop overnight.

Smart ticketing and inter-operability between bus and rail operators will enable visitors to easily select public transport as a preference with both ease of access and value for money.

Moving visitors around the borough by rail and also by linking in the cycle network will add to sustainable models of enjoying the area and reduce the impact on road network

Bus operators across the borough will be engaged with the Tourism Partnership to link travel promotion and provide options for residents and visitors to explore the area. Cycling will also be promoted to visitors as a way to explore the wider borough once here.

Staying for a short break in Southend using public transport will be made easy with ticketing options allowing overnight visits.

Sea

Southend Pier will be a gateway for visiting ships and craft providing access by water in an increasingly congested national road network. Leisure arrivals and links to London by water will be a premium and relaxing way to access the visitor offer at Southend.

Further work towards a Southend Marina will be developing, adding significant value from the private yacht market to the local economy supporting associated supply chain sector.

Leigh on Sea's ability to welcome visiting yachts will be well known and the Council's recent investment in the areas infrastructure and wharves will attract regular visitors. The North Thames Fisheries Local Action Group (NTFLAG) supporting a thriving port at Leigh-on-Sea will link to cultural and tourism projects to boost the local economy.

Air

Passengers passing through London Southend Airport (LSA) will understand that they are not just at an international transport hub but are entering a destination in its own right.

Whether recognising the opportunity for a future visit to Southend by domestic travellers heading abroad or capturing the interest of inbound tourists to visit the area in future, the Airport will present Southend's visitor offer linking messages to key attractions and joint brand values. The brands will connect to create stand-out positioning for both the airport and the resort of Southend to reinforce the synergies and quality of offer.

European city locations served by the airport will be familiar with the Southend proposition and touch down space for any businesses seeking trade with London and the UK market will be promoted.

Digital

Visitors to Southend will experience free wifi across key sections of the destination. Use of our destination app will help visitors to be fully aware of the benefits in the Borough pre-arrival and once on site with the ability to pre book hotels, meals and attractions, cultural experiences and even parking. Digital tourism in Southend will support the increased awareness of the wider offer.

Data from mobile devices will be tracked and enable onward communication with visitors through the borough's network due to be installed in 2017.

Big Data will be understood and used to acquire more 'like minded' visitors.

Technology through the smart city agenda will allow targeted management of bins, movement of traffic and people and link to messaging of the variable message system across the borough to manage traffic and signalling.



iii) Destination Development

The attraction of Southend as a visitor destination with its natural seaside offer and traditional attractions for family fun will continue to inspire day trips from the local catchment and London. Continued investment in the core seaside offer in the public realm will support tourism businesses and attract day and longer staying consumer markets. Awareness of a broader and higher quality offer across the whole 'resort' area will inspire visitors to stay longer and attract those from further afield.

Southend Pier by 2027 will be welcoming 1 million visitors per year with a renewed offer at the shore. An improved transport offer will allow easy access to the Pier Head and a range of leisure options there will enable longer visits and enjoyment. The Pier offer will include a mix of retail and entertainment utilising interactive technology to enhance the visitor offer and link with other attractions across the town and in particular the Cliff Lift, conservation area and new seafront visitor attraction (Thames Estuary Experience). This will ensure that visitors understand there is more than they can possibly do in one day encouraging longer staying visits. Improved access, additional facilities and more covered areas on the Pier will provide year round attraction opportunities along with an event programme to maintain interest by new markets. The Borough Council invests significant funds to ensure that the Pier infrastructure remains fit for purpose.

The Pier Museum will be promoted and linked more closely to the Pier offer making a seamless experience for the visitor.

Retail and the town centre environment will be transformed to be recognised regionally as a great place for events led entertainment and therefore high footfall. Consumer trends are constantly changing with 'Digital High Streets' evolving, providing interaction and omni-channel options, whether it's store, online, TV and any new technologies appearing on the horizon. Therefore town centres cannot rely on retail alone. High Streets will have to become meeting places once more, where education, leisure, health and housing meets local needs.

Southend town centre has already started to put good building blocks in place with community functions, such as libraries, art galleries, education, health centres and leisure activities as part of the current offer with multi million pound investment from the Council and academic sectors. It recognises the need to be more inclusive and build strong communities, improving the infrastructure to reflect future changes and enable good connectivity. The success of the Business Improvement District, (Southend BID) trading since April 2013, has allowed businesses and the local authority to work together to improve the local economy and deliver additional services.

These evolutionary challenges will continue to be met with good leadership and partnership working between local authority, business, academic sector and community groups to safeguard everyone's needs. The High Street environment will be developed to provide more opportunities for dwell time and improved public realm with particular focus on new paving scheme to enhance the offer

The London Road end of Southend High Street will be transformed to incorporate planting and improved spaces with provision for the development of a changing market space to encourage a diverse and eclectic offer. Other retail areas in the borough similarly will develop their offer to remain vibrant and offering a complementary visitor offer.

City Beach has demonstrated significant improvements to the enjoyment of the central seafront area in particular the fountains have helped increase visitor stays and added to the local economy by providing water play at all states of the tide.

The new **lagoon** opened in 2016 and saw yet further opportunities for to increase dwell time at the sea front. In 2017 the associated new toilet block will open and there will be improved landscaping and public space adding more capacity for visitors to enjoy this part of the seafront.

Plans to develop **City Beach** phase 2 will focus on the space west of the Pier lagoon and provide outstanding public realm for this part of the seafront currently under-developed. Progress towards developing west will make a well-planned link to the new Thames Estuary Experience in the cliffs which also provides a year-round offer to visitors from the wider region. The internationally relevant stories of The Thames Estuary, HMS London and Saxon England will be presented in an exciting and interactive format in this new attraction on the Seafront.

Adventure Island is the largest single attraction in the area drawing in vast numbers of visitors to the town in its own right. The brand recognition, investment and customer base has supported continuing growth and the owners' desire for improving the offer gives confidence to the wider seafront community. The Tourism Partnership and Council will work closely with Stockvale and meet regularly to identify opportunities and develop the extension of the season.

Sealife Adventure also owned by Stockvale offers a year round attraction for residents and visitors and continues to refresh its appeal to welcome new and repeat visitors. Expansion of the offer in 2017 to include new features have shown the centre's appetite to inspire more visitors. Links with the University of Essex and marine biology also add to a high value skills mix within the sector.

Southend's museums and planetarium operated by the Council will link more closely to the visitor offer providing a continuing mix of reasons to visit Southend throughout the year. Increased awareness of the events taking place that bring history to life along with improved awareness of the exhibition programme through the links to the local business community will give visitors diverse options to enjoy Southend whatever the weather. Itineraries for visitors arriving as groups or individuals will be available via web based applications and experiencing historic venues such as Prittlewell Priory and Southchurch Hall will be strongly promoted as part of the offer. The developing programme for a new Thames Estuary attraction on the seafront will link the wider museums offer encouraging longer stays and increased dwell time.

Seaway multiplex cinema development will add a year-round leisure offer in the central seafront adding footfall opportunities pre and post film screenings for the tourism businesses on the seafront. This additional feature will provide an enviable year round attraction supporting longer dwell times for visitors and residents in this location throughout the year.

Hotel development in Southend will be supported to increase the value of tourist visits and offer more choices for visitors, Boutique independent hotels and national brands will facilitate year round business tourism and conferences. A focus on attracting conference delegates to Southend to enhance the value of tourism and broaden the seasonal offer will be established through the tourism partnership network.

The **Roslin Beach Hotel** will be a 5 star venue providing the best quality assured accommodation in Essex.

Thorpe Bay's excellent water conditions will be complemented by continued accreditation by the coastal awards and blue flags or equivalent standards.

Southend United FC will have developed a new ground offering facilities for top quality football along with a wider destination led retail / leisure offer including conference facilities attracting new and year round visitor facilities supporting business tourism and the wider destination.



Casinos, Theatres and night life Southend's night time offer will provide considerable draw for visitors to need to stay overnight. The casinos will have continued to diversify their appeal into the wider leisure offer. Investment in the theatres will have ensured they are prepared for the long term providing both major regional theatre shows attracting audiences from overseas as well as the regional catchment.

Essex University and South Essex College campus in the central area will link to the tourism sector for skills development. A tourism degree will be established for study via UoE's business school and will provide high quality practical experience for students in addition to post-graduate employment opportunities. Students from UoE Edge Hotel school will help develop projects and programmes for tourism in the area and International conferences tailored to destination management will be a regular feature on the annual calendar of events.

Nature and wider offer the leisure, open spaces, nature reserves and parks will be linked together with the existing cluster of offers in the Borough to create a haven for the nature lover making experiential breaks to discover enjoy the 'discovery coast' linking to work with the county partnership's - (visit-Essex) key theme.

Leigh-on-Sea and Shoeburyness

This tourism strategy includes clear actions and references to both Shoeburyness and Leigh-on-Sea as destinations in their own right but part of the overarching Borough of Southend-on-Sea. Both contribute to the diversity of offer for visitors and help to widen the tourist experience and economic impact. What is good for the local economy and tourism sector in Leigh and Shoeburyness will add

value for the whole economy and tourism sector in Southend.

Leigh-on-Sea is relatively affluent and has a good local economic mix and sense of place that appeals to locals and visitors alike. It is a visitor destination in its own right. This is based on the appeal of Old Leigh as an active fishing port and historic centre, quality independent shops offer and thriving hospitality sector. However it is important for all partners to reflect on the potential challenges that this successful economic mix faces – threats to the very survival of the port and the fishing industry, higher rents for small businesses, need for start-up space etc. The emergence of the NTFLAG in Leigh-on-Sea offers a chance to properly analyse the challenges to the port and the industry, and to provide insight into how tourism is related to these cornerstones of the area's cultural identity. More work probably needs to take place on developing the heritage offer of the area (including interpretation).

Shoeburyness's offer for visitors is less well defined than that of Leigh's. There is a clear need to promote the area better both to incoming visitors and local communities. Gunners Park is becoming more popular as a destination, and investment in the Garrison has helped to preserve the unique heritage of the area as well as supporting the local economy. What is lacking is a sense of a destination point for visitors, communities and schools, and this is something that the Shoeburyness CCT has been focusing on through the efforts to progress the Cart & Wagon Shed into a Heritage Centre. Potential impact from improved heritage interpretation of the military and more ancient heritage of the area will be developed during the lifetime of this strategy and actions towards this are referenced in the



section of this strategy. The development of new facilities and events can have on the local economy is being explored currently through the Government funded Community Economic Development (CED) programme through the Shoeburyness CCT and Cultural Engine.

Below we explore some of the key issues relevant to a Borough Wide Tourism strategy covered in the Economic Plans for Leigh-on-Sea and Shoeburyness CCTs.

Shoeburyness CCT Economic Plan

'The Vision' for Shoeburyness is that the area is promoted and recognised as a Coastal Park with a range of quality natural, cultural and heritage assets, with thriving local businesses and resilient local economy, excellent transport links and community facilities.

The Vision of Shoeburyness will ensure that the area contributes to the overall offer that the whole Borough of Southend has for visitors and residents.

The Economic Plan recognises that developing the offer for visitors to Shoeburyness is an important driver for the local economy, and the wider Southend economy. The Vision, centered around a coastal 'Country Park' concept builds on previous work relevant to regeneration.

- Southend Regeneration Framework 2007-2021: This document recognised the 'country park' concept and how this fed into supporting local economic resilience and an 'exemplar village centre'
- South Essex Greengrid: Shoeburyness, and Gunners Park in particular, recognised as a 'strategic destination' with excellent views across the Estuary
- Urban Habitats and Three Rivers Trail: EU Interreg IVA project that recognised Shoeburyness as an important destination with a wealth of green space and strong coastal identity.

The Shoeburyness CCT has six Key Themes. Those most relevant to the Tourism Strategy are listed below:

- Key Theme 1: Develop the Coastal Park Brand and Destination Management Plan

- Key Theme 2: Develop the Heritage and Cultural Offer and Interpretation
- Key Theme 3: Enhancements to Green and Open Spaces
- Key Theme 5: Develop a strategic approach to Transport

The projects to emerge from the Themes are obviously related to developing the Cart & Wagon Shed as the key publically owned heritage and cultural asset that is right at the heart of the visitor area (Gunners Park near the Garrison with easy access to estuary views and not far from East Beach). The Cart & Wagon Shed can become an initial hub for activity relating to heritage interpretation and education for example.

Improving and promoting the wider green space offer of Shoeburyness (as well as the beaches) is also important to a rounded visitor offer, and understanding how important it is to promote travel by train and bicycle to Shoeburyness is also important. The area also has many car parks which are relatively under-utilised compared to Southend's central sites at peak times.

To develop the Carriage & Wagon Shed the Shoeburyness CCT has supported the establishment of a new not-for-profit company – Shoebury Coastal CIC – with a remit to develop the business plan and wider interpretation strategy for the area, lease the building from Southend Council and work with all partners to secure the funding needed to get the building open for heritage interpretation, archives, community facilities, education space and a café/food offer. Shoebury Coastal CIC creates new capacity for supporting tourism strategies and taking on projects in the area.

The Poppies Wave installation by 14-18Now on Barge Pier at Gunners Park provided a significant interest in the heritage of the area, and volunteer and visitor numbers during this project has shown what can be developed for a tourism destination at this site. This will be delivered in partnership during 2017 and will provide a solid opportunity to explore further initiatives in the area.

Essex Wildlife Trust are an important partner at Shoeburyness for the CCT and for tourism as they manage significant areas of Gunners Park and the nature reserve, and they will also take responsibility for a number of the heritage buildings at Gunners Park.

Leigh-on-Sea Economic Plan

'A thriving local area which celebrates its long fishing and maritime heritage, recognising the primary importance of the port and fisheries industries to the cultural, economic and environmental vibrancy of Leigh. A strong and resilient local economy with an excellent offer for visitors, residents and business.'

The Leigh-on-Sea Economic Plan has identified 6 Objectives, all of which relate to the Borough Wide Tourism Strategy

Objective 1: Ensure the future sustainability of Old Leigh as an active Fishing Port

Objective 2: Enhance the cultural and heritage offer of Leigh-on-Sea

Objective 3: Local business initiatives and support the local economic resilience of Leigh

Objective 4: Ensure that Leigh has the highest quality open spaces and public realm and community facilities

Objective 5: Produce a Destination Management Plan and promotion of local offer to visitors

Objective 6: Work with partners to achieve a coherent approach to transport to support the local economy

Unlike Shoeburyness, there are a number of different formally constituted organisations in Leigh that play a key role taking forward the above Objectives. These include Leigh Town Council, Leigh Society, Leigh Port Partnership, Leigh Maritime CIC and fishing/cockling representative groups. All are represented on the CCT.

The emergence of the North Thames Fishing Local Action Group (FLAG) that is largely focused on Leigh is an opportunity to secure the future of the port and the fishing industry, and this therefore is directly relevant to tourism in the area. The FLAG does have a focus on Culture & Heritage, although the majority of funding is likely to go on feasibility work on infrastructure challenges, as well as on marketing and promotion of the fishing catch (Leigh Cockles in particular). This is therefore also very relevant to tourism (local produce, local distinctiveness).

A new Leigh Heritage Centre to improve / update the offer for visitors and develop a digital town trail concept to encourage people to explore the area was part of a recent funding bid and remains a priority.

v) Make Southend Sparkle

Southend will offer a high quality, service led welcome across all touchpoints and customer service arenas.

A programme of support for the industry will be in place to provide a consistent approach to customer service. Taxi drivers, public transport and hospitality sector workforce will all be aware of the Southend tourism product and confident of talking about and helping their customers find what they need.

Visitors will be welcomed by trained customer focused volunteers at multiple locations such as the high street, parks, museums, public spaces and transport hubs.

Travel and tourism graduates, course leaders and students at the campus will work with the tourism sector to link skills development to the local economy. Southend will be renowned for its friendly welcome and the nature of engagement with visitors.

A welcome programme based on the 'Raving Fans' model where our customers and visitors are provided with such outstanding service across the destination that perceptions of visiting Southend are exceptional.

iv) Events and cultural tourism

An eclectic events programme throughout the year will bring new audiences to experience the Southend-on-Sea offer.

Well managed and safe major events will continue to be facilitated in appropriate key locations using the breadth of the borough's offer and spreading the economic impact across the year. The seafront's unique selling points will be the focus for many events such as fireworks displays and regatta's etc. Organisers will be directed to ensure the seafront remains open for business and that events need to support the economy.

Southend's National Portfolio Organisations recognised by the Arts Council - Focal Point Gallery and METAL - will spearhead cultural activity to inspire participation and deliver an inclusive and wide ranging programme. They will ensure that the programme of events are edgy, fun and engaging and attract significant media coverage to challenge historic perceptions of the area. Other gallery spaces will host exhibitions to enliven the offer and encourage repeat visits.

Cultural tourism visits will be making an increased impact within the mix of visitors choosing Southend, which itself will be as recognised as the East of England's cultural capital.

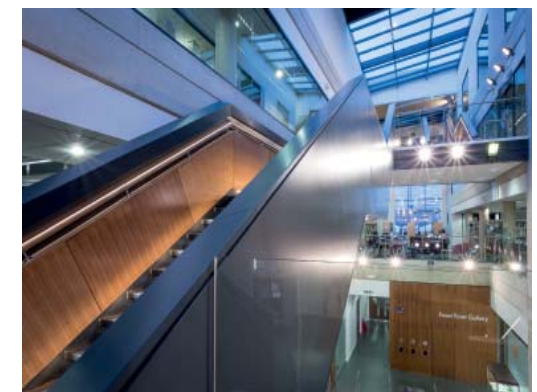
External cultural organisations will recognise the massive benefit of the strong cluster of creative businesses thriving in the area and the support network that they offer.

Galleries, museums and venues will be alive with performance to bring exhibitions to life and animate the

experience. Dwell times as a result will be high ensuring consumers are able to stay longer, spending more. Southend will be recognised for its cultural assets far beyond its own resident population.

The High Street offer will target increased footfall through an exciting range of markets and events to maintain continued relevance to changing shopper behaviours.

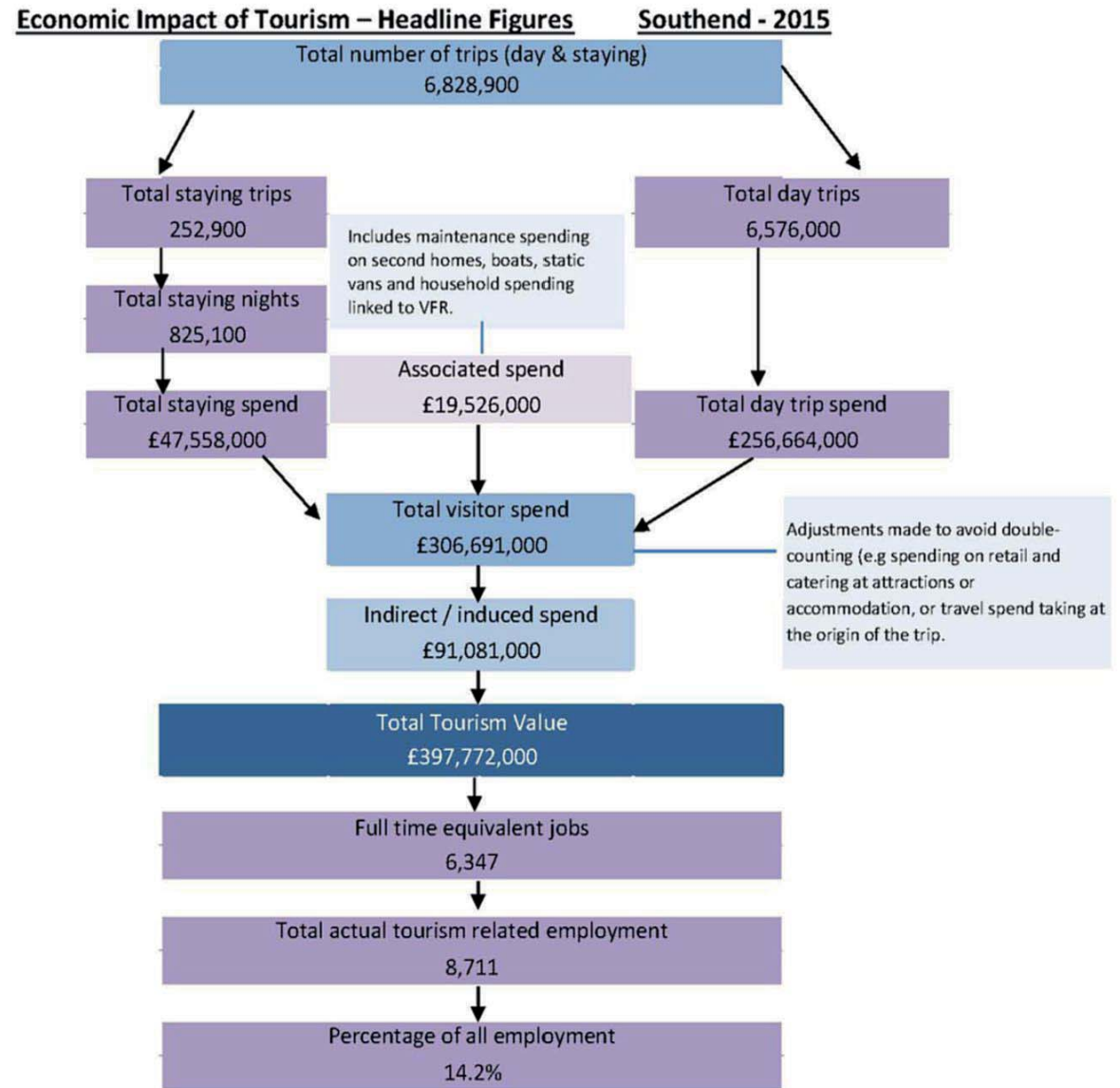
Public Parks and the foreshore will provide venues for visitors to enjoy outdoor activities to enrich their lives. Visiting friends and relatives will be presented with Southend's open spaces by proud residents. The open spaces will be professionally managed, cleaned to a high standard and operate a volunteer programme to ensure collective ownership by the community.





5. Benchmark

Southend's visitor offer was benchmarked with an industry standard qualitative destination review in the summer of 2016. Whilst this is only a single measure and a snapshot of a particular time it acts as a useful starting point in determining progress during the life of the strategy of how the destination 'feels' to a visitor. There are also statistics available from 2015 outlining the volume and value of tourism to the economy to use as the base information as shown below.



	Accommodation	Shopping	Food & Drink	Attractions	Travel	Total
UK Tourists	£10,085,000	£3,825,000	£8,102,000	£3,141,000	£6,572,000	£31,725,000
Overseas Tourists	£4,178,000	£4,569,000	£3,611,000	£1,852,000	£1,622,000	£15,832,000
Total Staying	£14,263,000	£3,394,000	£11,713,000	£4,993,000	£8,194,000	£47,557,000
Total Staying %	30%	18%	25%	10%	17%	100%
Total Day Visitors	£0	£92,738,000	£104,045,000	£25,431,000	£34,449,000	£256,663,000
Total Day Visitors %	0%	36%	41%	10%	13%	100%
Total 2015	£14,263,000	£101,132,000	£115,758,000	£30,424,000	£42,643,000	£304,220,000
%	5%	33%	38%	10%	14%	100%
Comparison	£13,823,000	£96,862,000	£110,965,000	£29,096,000	£40,866,000	£291,612,000
Difference	3%	4%	4%	5%	4%	4%

Destination review scores based on visits in summer 2016.

Aspect	High Street	Seafront
General	88%	87%
Market	91%	N/A
Toilets	50%	75%
Retail and Catering	86%	85%
Information Provision	N/A	64%
Overall Score	79%	78%

Aspect	Museums
	88%
Arrival	91%
Sold Experience	50%
Facilities	86%
Pre-visit	N/A
Overall Score	79%

6. Monitoring and evaluation

Monitoring the success of the strategy should take place against a set of performance indicators. The table below shows a range of objectives and indicators to reflect progress over time.

Objectives	Key Tasks	Monitoring	Target
Objective 1: increase the volume and value of tourism and jobs supported by tourism activity.	Attract more domestic and overseas staying visitors	Number of visits by domestic and overseas residents	Improve from 4% to 8% by 2027
	Improve productivity of the local tourism economy (business turnover)	Total value of tourism	6% growth annually
	Increase the employment in tourism and tourism related businesses (direct and indirect employment)	Tourism related jobs (direct and indirect)	3% growth annually
	Visitor counts at key attractions (incl. cultural sites managed by SBC)	Visitor counts	4% growth annually
Objective 2: To raise the profile of Southend-on-Sea as a visitor destination	Performance of destination website	Unique visitors and dwell time	Increase unique website visitors each year
	Social media presence (twitter followers, Facebook likes, etc.)	Count	Increase social media followers and interaction
Objective 3: Enhance quality and distinctiveness of the tourism product	Number new accommodation bedrooms	Undertake / update hotel capacity analysis	created 500 new bedspaces by 2027
	Number of establishments with Trip Advisor Certificate of Excellence	Count	increase annually
	Number of green flags / purple flag accreditation and scores	Count	Maintain current standard
	Number of national accredited beaches	Count of beaches	Increase to Four Blue flags

Objectives	Key Tasks	Monitoring	Target
Objective 4: Improve levels of awareness and satisfaction	Mystery shopper and destination appeal	Undertake regular destination wide survey of visitors	improve visitor satisfaction levels from 79% to 95%
	Visitors - understanding motivations, barriers, needs and expectations among current visitors	British Destinations membership	Top ranking for key indicators among similar type destinations
New Products: performance benchmarking	Develop theme packages to reach new consumers on experience based breaks	Product development itineraries, sales and feedback	10 new itineraries ,1000 new visitors (short break)



7. 2017 Destination Action Plan

Within the five themes of this strategy an annual action plan will highlight activity to deliver the overarching objectives. These actions are summarised below.

Theme 1 – Communications and marketing

Joined up 'place making' communication programme for 2017 – events guide, destination guide to be published

Further integration of visit southend platforms with Southend BID leading – reducing websites

Events guide co-ordinated in partnership with the Southend BID and Council will be distributed to high footfall collection points and replicated on visit-southend.

Tourism organisations will add their own content to ensure that the web events programme is up to date and populated effectively.

Visit Southend brand marketing material will be prominently displayed at Airport in a campaign

Visit Southend and partner facebook sites will use seasonal 'films' produced in 2016 to promote the destination.

Monthly e-newsletter of events to tourism stakeholders will be sent out

Door-drop communication of all Southend households with key events

PR messages and themes to be issued each month targeting new audiences
Londen aan zee exhibition to take place in Groningen

Attend excursions exhibition to promote destination to the group / coach offer.

Promotional activity with bus operators to link non-car explanation of the area

Promotional plan with both rail companies to highlight Southend offer and arrival by train

Tourism conference and networking event for stakeholders to be delivered UofE hospitality students to review Southend marketing activity with recommendations fed back to Southend Tourism Partnership.

Understanding brand essence in partnership with EU funded visit Essex project to enable better communications programme in future years.

Theme 2 infrastructure

Roads – Investment of £5M at Kent Elms improve traffic flows on A127 access road - SBC

Council parking strategy and visitor access management plan will be completed informing improved options for access to Southend car parks and tourism offer

Council budget to include feasibility on new central area parking options
Rail – widget for booking tickets added to visit southend – SBC / Greater Anglia

Train rolling stock improvements to both lines underway C2C / Greater Anglia

New Coach park offer and drop off / pick up points to be developed

Theme 3 Destination development

Pier pavilion technical design work to be commissioned (SBC)

Pier Shelters, decking and toilet programme to be delivered (SBC)

Pier entrance to be enhanced, rickshaw offer and pier craft units introduced. (SBC)

New shelter on City Beach seafront to be installed (SBC)

New gallery space to be developed at Pier Arches (SBC)

Thames Estuary Experience (new museum) design review to be completed and preparation for gateway review (SBC)

Jazz centre to be developed at Beecroft basement level and plans for next stage to be presented. JCUK/SBC)

Seaway development planning application (Turnstone)

Develop Carriage and Wagon Shed for visitor / heritage centre (Shoebury CIC)

New boutique hotel to open

Roslin Hotel preparations for 5 star accreditation

New meerkat, otter and penguin attraction at Sealife Adventure
Dashboard understanding of destination (Visit Essex – EU funded)

Brand essence research – (visit Essex EU funded_

Theme 4 Make Southend Sparkle

Customer service training plan (raving fans) to be developed –

Volunteer programme implemented with Poppies exhibition (SBC)

Develop existing volunteering programme to welcome visitors – Council museums (SBC)

Engage college lecturers with student project to involve in DMO activity (UofE SEC / SBC)

Establish customer service project with Hospitality post graduates at Edge (UoE)

Theme v Events

Cultural airport exhibition (FPG / AIRPORT)

New event – Festival of two wheels (BID/ SBC / KIWI)

New food festival based event (Carnival)

Alternative City of culture programme and associated events delivered (Sir David Amess & Team)

Radical Essex programme delivered (FPG)

125 Anniversary / 100 years of Priory events to be delivered (SBC/ METAL)

Poppies Wave commemoration to be delivered (SBC)

New Jazz festival development (JCUK)



New open air cinema screening (Pinewood / ACC17)

2018 indicative Action plan

Improvement of The Bell junction of £5M to improve access to Southend A127. (SBC)

Implementation of additional central parking provision (SBC £5M over 2 years)

Exhibition / promotional activity with the network of overseas routes developed through Southend Airport. (LSA)

Enhancement of Greater Anglia rolling stock implementation.

Tourism degree course students in first year (Uof E)

'Estuary 18' festival delivered to highlight the developing Thames Experience programme (METAL)





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Southend-on-Sea Borough Council

Agenda
Item No.

Report Deputy Chief Executive (Place)
to
Cabinet
On
20 June 2017

Report prepared by: Nick Corrigan
Director of Digital Futures

Digital Strategy 2017/20
Policy & Resources Scrutiny Committee: Cllr Trevor Byford
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The purpose of this report is to place before Members details of the Council's strategic digital intentions for the next three years; the 'Digital Strategy 2017/20'.
- 1.2 Key actions in the strategy are aimed at underpinning the Council's Health & Social Care agenda and the Economic Growth and Tourism strategies where the latter two appear as concurrent items on this Cabinet agenda.

2. Recommendations

- 2.1 That the strategic direction contained within the 'Digital Strategy 2017/20' be agreed.
- 2.2 That SMART proof of concept pilots progress across 2017/18.
- 2.3 The £500,000 identified in the Council's Capital Programme 2018/19 be brought forward for use in 2017/18 for the creation of the Intelligence Hub.

3. Background

- 3.1 The Southend Digital vision is to utilise technology to support the Council's aims and priorities creating opportunities for energy saving, carbon reduction, cost reduction and sustainable economic growth.

The Digital Strategy requires the Council to adopt a "digital by default" ethos in respect of its interactions with public, its internal processes and, wherever practicable service delivery.

Across the country, Local Authorities are adopting this approach which, although stimulated by the need to deliver efficiencies, is evolving anyway as public expectation, in respect of digitally enabled access to Council services growth.

It should be noted that a local Authority alone cannot deliver this strategy, partnership is vital. Partnership here refers to the involvement of local citizens business' and ICT solution providers in the co-design of services and as well as partnerships across statutory and voluntary sector providers using common technology platforms.

Many authorities have pioneered the adaption of SMART technology to assist them in access and provision of services. The intentions in this strategy, if delivered well, will bring Southend as a SMART city up to a level akin to that of the leaders in the field.

- 3.2 The digital revolution has resulted in the Council's ICT service extending its outlook to include outward as well as inward facing activity. It is no longer sufficient for the function to support officers and Members alone. In addition, the service must seek to exploit and maximise the Council's position as 'owner of assets', 'enabler of infrastructure' and 'creator of networks'. This is reflected in the 'Digital Strategy 2017/20' where actions to support the digital revolution are classified in terms of how they address the economic, social and environmental responsibilities of the authority.

The strategy also sets out a framework to develop Southend as a SMART CITY.

- 3.3 Technology is always evolving. However, over the last decade our ability to harness the data it can generate and the connections it can bring has undergone a step-change. Using the capabilities of smart technology, data analytics, and the networks built around them in the future, systems which have previously worked in silos can be integrated. Most significantly, in the future the wisdom and creativity of people will be harnessed to create residents who are more independent, decision making which is more decentralised, and services which are more agile and responsive to people's needs.
- 3.4 Over the coming decade, councils are aware that they need to begin to work more openly and collaboratively with residents and the wider public sector, and develop new, sophisticated relationships with the private sector to manage demand. This involves being able to predict and prevent needs, and tackle them early on. To do this, councils need to put in place the hard and soft infrastructure which allows people to live happier, healthier and more independent lives. Smart infrastructure – such as sensors in buildings or mobile phones connected to the internet – and the data and social networks that are built on this, can help to make this shift.
- 3.5 No longer can a council's ICT function remain 'inward facing' alone. No longer can SMART products be seen as additional rather than core place-related solution. Time and expertise must now be found to make the most of these new capabilities.
- 3.6 Challenges in respect of annual budget cycles and departmental silos which can make long term investment difficult across areas of multiple responsibility must be overcome and public concern over the way in which data is collected and used addressed. Local Authorities need to find new ways of working.

- 3.7 Councils are uniquely placed to address this challenge although they do not have to do everything directly. As the owners of assets, gatekeepers to data, makers of connections, and architects of public service delivery, councils should be in the driving seat of change.
- 3.8 Part of a council's role is to harness its position as an enabler to ensure that all local stakeholders can take part in place-making and delivering the local vision of tomorrow's places. As enablers, councils can change their relationship with communities, businesses, local social entrepreneurs, and other parts of the public sector, by being more open and collaborative.
- 3.9 In Southend, this process has already started through engaging in concession contracts to deliver the infrastructure that smart capabilities are built upon, the enablement of the Enterprise Business Hub in 'The Hive' and the begging of dialogue with Citizens, Communities and Businesses around a co-produced digital future.

Key intentions in the Southend 'Digital Strategy 2017/20' include the need to:

- harness and mobilise existing physical assets (like rooftops, street furniture and ducting) to deliver or enable improved connectivity and incentivise behaviour change delivering some of the infrastructure needed to increase the uptake of smart capabilities by developing new and sophisticated relationships with providers
 - work towards more openness in data collection, analysis and place-based decision-making through collaboration across the Council, fellow statutory bodies, the third and private sectors; create an inventory of place-based intelligence
 - support wide reaching participation in the use of smart capabilities while working with partners to minimise digital exclusion
 - establish across all stakeholders, a clear set of policy principles and practical guidance for the development of the Borough as a smarter place, establish a common language and a way for organisation systems to work together and partnership working; create a multi-agency governance model
 - partner with universities and academics to optimise data and develop more intelligent solutions
 - develop joint-ventures with experienced companies to work through incremental changes progressively. Such companies may include Marlborough, Veolia and Conduent (formerly Xerox) with which the Council has recently entered into significant long-term contracts for highways, waste and parking enforcement related matters.
- 3.10 In addition to the enablement of infrastructure, the Council needs now to create a locality back to which monitoring of 'people' and 'place' related events can be

reported - a Southend 'Intelligence Hub'. The creation of such a facility constitutes a significant step forward in the ability of the Council to transform the way in which services are delivered while, in longer term offering potential for revenue generation and trading.

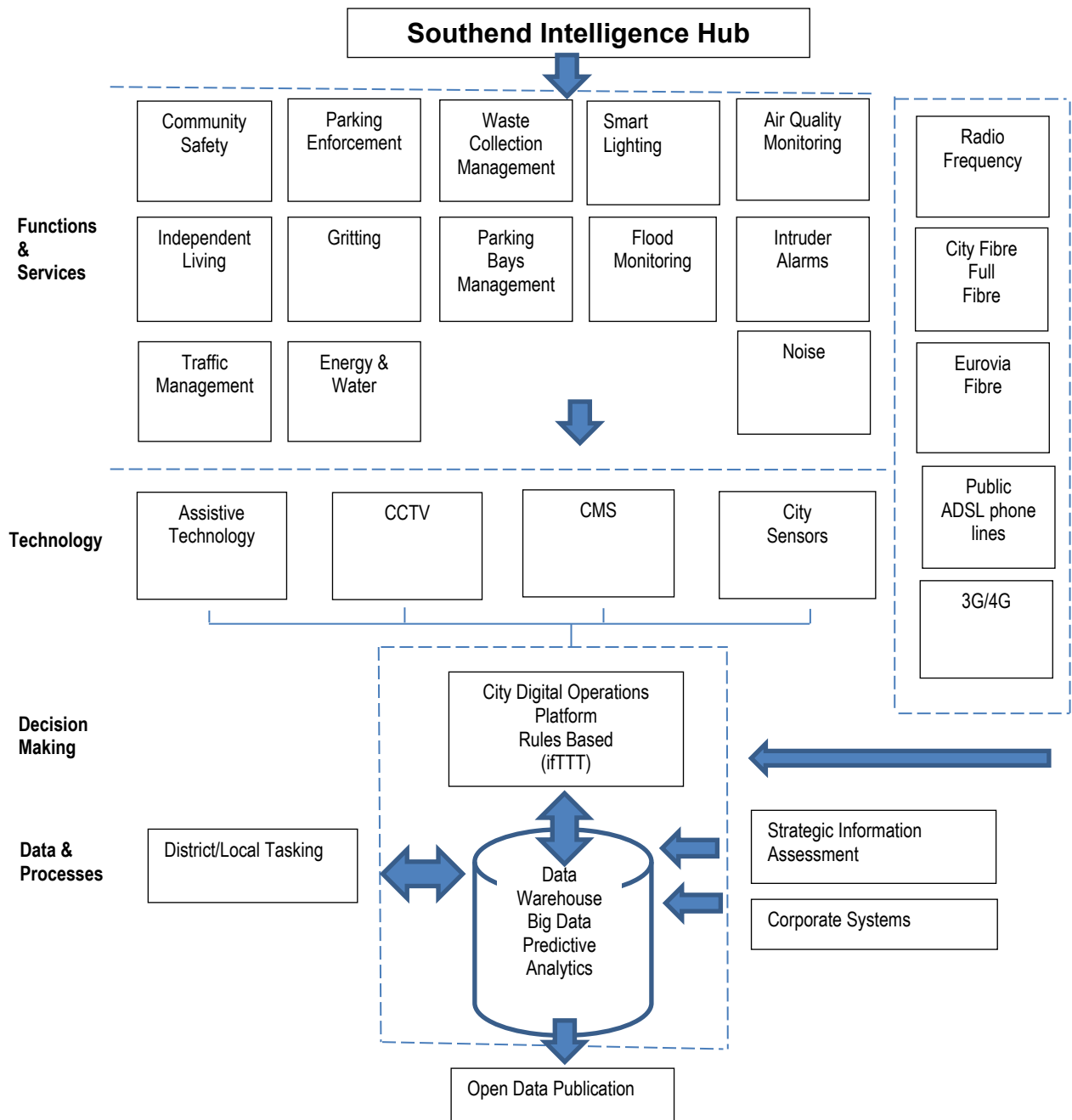
- 3.11 The remote management of events across the Borough will be achieved by the deployment of cameras, sensors or assistive technology with data being relayed back to the 'Intelligence Hub' using 3G/4G or the newly installed borough wide infrastructure; radio frequency canopy, full fibre or the yet to be deployed WiMesh.

In this sense, the Intelligence Hub becomes the 'eyes and ears' of the Borough, the 'nerve centre' through which service responses, manual or automated, can be triggered on a 24/7 basis.

- 3.12 The Hub will enable the Council and its partners to begin to:

- Act on better information and data and respond faster to Borough management decisions. This will be achieved by:
 - creating a more holistic, integrated and simplified view of the service delivery picture for 'people' and 'place' related services within Southend;
 - improving situational awareness leading to actionable insights and co-ordinated approaches;
 - placing a range of information/data at the fingertips of key decision-makers;
 - accommodating the citizen/customer experience/expectation in working practices; and,
 - responding more effectively to the needs and feedback of the citizens;
- Provide flexibility and robust service resilience
- Respond to significant events in a collective and effective manner
- Foster collaboration, innovation and 'joined-up' service delivery amongst strategic partners

The concept of the Intelligence Hub is captured in summary in the diagram below:



3.13 During 2017/18 it is proposed to develop the following “proof of concept” pilot projects:

- SMART Community Safety
- SMART Traffic Flow and Parking Management
- SMART Health & Well Being (Assistive Living)
- SMART Environment Monitoring and Management
- SMART Energy

3.14 SMART Community Safety refers to the traditional CCTV service enhanced by additional functionality. Cameras to be procured will provide alerts to staff, be

capable of counting both traffic flows and pedestrian numbers and enable facial recognition in a crowd. The hub will make the link between the location of an incident and the location of those best placed to respond maximising the potential of the Councils 'feet on the street'.

- 3.15 SMART Traffic Flow and Parking Management refers to the ability to monitor in real time parking spaces in any defined geographical area and relay details of vacant spaces to incoming visitors via an App. The quickest route to the next nearest available space is also provided. Ultimately, the system being piloted as part of the Parking Strategy for the Borough could enable both pre-booking and variable pricing should the Council so wish.
- 3.16 SMART Heath & Well-Being establishes a paradigm shift in the care provision model, from the traditional institutionalised hospital setting to the home setting. Through technology it enables vulnerable citizens, mainly elderly, to be monitored within the comfort of their own home as opposed to occupying a hospital bed. Assisted living solutions have also been linked with self-care, via scheduling tools and medication reminders.
- 3.17 SMART Environmental Monitoring and Management refers to the use of the street lighting Central Management System (CMS) and sensors to monitor for example, water course height and flow rate, noise, air quality and full waste bins, details of which can be relayed back to the Hub via the Radio Frequency canopy. The managed use of the CMS system alone via the Hub can be beneficial. At night, the system can be used as a deterrent for crime and anti-social behaviour. CMS has proven to be very effective in dissipating crowds or incivilities, hence preventing escalations and costs to the judicial system.
- 3.18 SMART Energy refers to exploiting of alternate energy management opportunities like solar, LED and battery and exploring options for local generation including tidal and wave. Provision of advice and information on energy switching and efficiency and income generation through 'grid rebalancing' and selling energy back are also included.
- 3.19 These projects have been chosen because they represent real and current challenges for the authority both in terms of its service quality and its ability to deliver efficiencies. The 'Intelligence Hub' will play a vital role as the location through which the above and monitored, managed and developed.
- 3.20 The SMART agenda for the authority also seeks to include the provision of data warehouse to host the multiplicity of data sets currently published about the Borough or generated by organisations within it. It is intended that this 'Big Data' be used to inform strategic thinking and for predictive analytics. Elements of it may be published as 'Open Data' for general consumption by all.
- 3.21 The current Public Space CCTV operation is located in a facility which has spare capacity and the functions and capabilities of the CCTV platform are underutilised. Therefore, as a low effort and high impact Smart City initiative, it is proposed the CCTV Control Room be incrementally converted into an

Intelligence Hub as each of the SMART pilots proves its worth both operationally and financially. Step 1 would see the re-location of the Careline Service currently provided by South Essex Homes from Nicholson House into an enlarged control room space. Careline staff will work alongside although separate from CCTV staff. Dialogue has already commenced with South Essex Homes on how this could be best achieved.

4. Other Options

- 4.1 Failure to capitalise on the utilisation of its assets, the provision / enablement of core infrastructure for the Borough and the creation of an Intelligence Hub to ease the way for the digital revolution would be remiss. Indeed, the authority would be left behind and opportunity to share and develop technology enabled solutions across the public and community / voluntary sectors would be lost. The potential to make Southend 'open for business' would pass us by. Revenue generating opportunities could be lost. The Council cannot succeed with this agenda in isolation; actions included within the strategy mirror and support the aims of the National Health Service in respect of its local Sustainability & Transformation Plan (STP) and the Health & Well Being agenda of Public Health England. The Council must plan and dovetail its activity with these bodies.
- 4.2 The progressive creation of a SMART City agenda and an Intelligence Hub for the Borough is not mandatory. The option to do nothing and continue with traditional service interventions and responses is a possibility. However, given the pervasive nature of technology in society today and the national drive to exploit its potential across the entire spectrum of public sector activity the Council has little option but to seek to learn from others and deploy technological based solutions which meet customer needs.
- 4.2 The Borough of Southend cannot claim to be a leader in this field, this title rightly belongs to authorities like Glasgow, Bristol, Milton Keynes and Manchester all of which have benefitted from significant externally provided capital investment to drive their SMART agendas.
- 4.3 While Southend has not benefited in such a way, the Council has used its position as an 'owner of assets' to enable infrastructure deployment which can in turn be leveraged to support its SMART agenda. Not to leverage assets would represent a missed opportunity for the Council and, indeed, the Borough.

5. Reasons for Recommendations

- 5.1 The Council has little option other than to join the digital revolution. Indeed, the Government is actively pushing for a stepped change in on-line service delivery aspiring to have 9 out of 10 interactions with public bodies on-line by 2019/20. Moreover, the reduction in grant funding in favour of the local retention of business rates creates an imperative for councils to create local business growth. The emphasis on place and aspiration for high tech growth within the Economic Growth strategy requires the Council to create better conditions for this sector.

- 5.2 The SMART CITY journey is a journey for the Borough and all its stakeholders and not just the Council. The Council is able to lead and facilitate stakeholder participation but not prescribe.
- 5.3 Given all major infrastructure projects will conclude in 2017/18, plans to leverage the infrastructure are already well advanced.
- 5.4 The proof of concept pilots across the 5 service areas referred to in the Digital Strategy are being drawn up and the Council has had significant dialogue with major international technology companies which wish to assist and work with the Borough on its SMART journey. BT, Huawei and CICSO have already declared an interest and the Council has signed a Memorandum of Understanding (MoU) for joint working with the latter.
- 5.5 The incremental creation of a central location for the coordination, management of 24/7 activity and the delivery of the proposed SMART solutions will require the Intelligence Hub as the next vital step and its delivery across 2017/18 is now timely and appropriate.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

The Digital Strategy 2017-20 in its totality supports all Council aims and priorities. The Intelligence Hub is seen as a key plank in underpinning delivery and in progressing the SMART elements of the Digital Strategy.

6.2 Financial Implications

The delivery of the Council's Digital Strategy does have financial implications and its funding is reflected in the Council's Capital Programme.

It should be noted however, that to date, the Council has acted as enabler of infrastructure as opposed to direct provider. Indeed, the provision of full fibre broadband across the Borough and the planned deployment of free public WiFi in areas of high footfall are, in fact, small net contributors to income for the Council. They have been delivered at the providers expense through enablement and concession contracts wherein the council has rented its ducting and street furniture. These contracts have also benefited from significant 'social value'.

The proposal to build an Intelligence Hub / Operations Centre through modifications to the existing CCTV room will require capital investment but could also in the longer term deliver revenue streams into the authority. However, the build can be done incrementally as each SMART proof of concept pilot proves its worth both operationally and financially.

Ultimately, it is envisaged that the Intelligence Hub / Operations Centre would accommodate

- the existing CCTV staffing compliment

- the existing SEH Careline Team relocated from Nicholson House
- additional functionality including
 - centralised view / control of street lighting 24/7
 - feedback from sensors (e.g. air quality, water course and commercial bins)
 - single view of 'place based' event reports (fly posting, fly tipping, graffiti, missed bins etc.)
 - centralised 24/7 overview of independent living support solution
 - centralised control of the Variable Message Signage (VMS) for traffic management
 - centralised overview of parking management in keeping with the 2017/18 strategy
 - 24/7 ICT network monitoring
 - provision of required 'dashboards' for status monitoring of people and place related matters

An estimated figure of £500,000 has been included in the Council's capital programme for 2018/19 for the creation of an Intelligence Hub and agreement is sought to utilise this funding in an incremental way across 2017/18 should the need arise.

The creation of the Intelligence Hub must not be seen as a discrete project divorced from the wider intentions of the Council.

The proposal is inextricably linked to the progress of the SMART pilots which themselves are linked to other provision in the council's capital programme for 2017/18 and beyond. Namely:

Network Monitoring Equipment	- £60,000
Energy Projects	- £250,000
CCTV Equipment Renewal	- £420,000
Improved Car Park Signage and Guidance System	- £485,000
Wireless Borough	- £350,000
Intelligence Hub	- £500,000

These capital proposals will be considered in unison for co-delivery to ensure that while the potential of each is optimised, when combined in a SMART way the total gain for the Council is greater than the sum of the parts. Return on investment will be optimised.

6.3 Legal Implications

There are no specific legal implications associated with the strategic proposals as they currently stand, other than those related to local agreements for co-location of infrastructure within the Council's data centre, concession licensing of street furniture owned by the authority and associated insurance requirements.

The Council would be obliged to comply with all relevant legislation in respect of Data Protection, the Surveillance Camera Commissioners Code of Practice and the standards and requirements of the Careline Service.

6.4 People Implications

There will be people related implications associated with delivering this agenda. This proposal would impact staff employed by the Council and engaged in CCTV provision whose remit may be extended and staff employed by South Essex Homes in Careline provision in respect of relocation.

6.5 Property Implications

None directly other than the intended incremental enhancement of the current CCTV room at Tickfield into an Intelligence Hub / Operations Centre. The site currently occupied by Careline staff at Nicholson House would be vacated.

6.6 Consultation

Delivering the ambitions of the strategy will require significant consultation in the first instance with citizens and businesses in the Borough.

In addition, there will be a need to establish the 'quadruple helix', a forum within which the four key players (statutory bodies, academics, local businesses and the community / voluntary sector) come together to liaise, plan and co-design technology enabled solutions for the borough.

Work on the above has already commenced and the multi-agency group formed.

This proposal would impact two sets of staff, those currently employed by the Borough Council within the CCTV service and those currently employed by SEH within the Careline Service. It is likely that both would be consulted on this proposal each by their respective employing body. Council staff in respect of an extended role and Careline staff in respect of a relocation. The approach would be in keeping with prevailing Council policy.

6.7 Equalities and Diversity Implications

None specifically related to the agenda but equality and diversity will need to be considered as a component part of each project.

6.8 Risk Assessment

Each project will have its own risk and issues log.

6.9 Value for Money

Each proposed project or SMART proof of concept pilot will need to be considered its own merits and subjected to a business case.

6.10 Community Safety Implications

Enhanced community safety will feature as one of the five core SMART Projects planned for commencement in 2017/18 and for which capital funding has been approved in the capital programme.

6.11 Environmental Impact

There are indirect environmental implications associated with the intentions contained within this strategy. Digitally driven projects highlighted in the strategy will seek to support delivery of a number of the council's core aims and priorities in particular:

- To promote the use of green technology and initiatives to benefit the local economy and environment
- Encourage and enforce high standard of environment stewardship

7. Background Papers

7.1 None

8. Appendices

8.1 Appendix 1 - The Councils 'Digital Strategy 2017/20'.

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**Digital Strategy
2017/20**

DRAFT

**Southend-on-Sea
Borough Council**

Southend-on-Sea Borough Council

Contents

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 - Planned Outcomes
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1. The Southend Vision
Our vision is to utilise technology to support and enable the Council's Strategic Aims and Corporate Priorities - and creates opportunities for energy saving, carbon reduction, citizen focus, innovation and sustainable growth. This strategy will embrace a new approach to the delivery of services, provide real benefits to employees, council departments citizens and businesses and maximise opportunities to improve efficiency and productivity.

The Digital Vision for Southend

•••

Southend's Digital Strategy will support the Council's Corporate Priorities, built around the Council's 5 principle **AIMS** which are:

**Safe
Clean
Healthy
Prosperous**

*Led by an **Excellent**
Council*

The vision of the Council remains 'as one' along with the objectives of Southend Partnerships - to improve the quality of life, prosperity and life chances for everyone within the borough.

2. Forward

Information Communications Technology (ICT) has a vital role to play in the modern world. It can assist a public body in the provision of services or an individual citizen in day to day tasks ranging from the ability to sustain independent living to ordering goods and services on-line.

Through improved infrastructure it can be a core enabler of business growth and development and provide real time measurement of environmental issues.

Difficult economic times will continue for the foreseeable future and this strategy, which covers the period 2017/20, details how the Council's ICT function and its partners will seek to use their capacities and capabilities for the betterment of Southend residents, its businesses and all stakeholders within the Borough.

Our approach will highlight the importance of delivering a digital infrastructure across Southend – utilising digital technology to drive better services and reduce costs - and helping to ensure that everyone who wants to has the chance to benefit from these changes. From the outset, services will be designed with an online presence in mind, highlighting the opportunities which digital offers and the dependencies that exist between a strong economy, social well-being and modernised public services.

Transformation, the Digital Citizen & the Digital Economy

Together, these three concepts describe the journey the council and its partners must make.

Transformation

Transformation refers to the reviewing and amending of traditional contact, decision making and service provision processes where the first two elements are typically preceded by fundamental business process review. The transformation of contact is generally captured within a 'channel shift' agenda moving traditional face to face and telephony based contact to on-line solutions and the linking of new or integrated ICT systems to deliver 'end to end' integration for the automated provision of advice, information and the processing of requests and decisions.

For a local authority, contact transformation needs to be considered across 8 core processes (the contact drivers)

- Apply for permission, consent or licence
- Book time with a person, building or resource
- Apply for benefit or grant
- Chase progress or identify status
- Seek advice/ signposting who, what, where – gain access to self-help / community based solutions
- Report a fault (bill / service regulation /complaint)
- Report a change of circumstance
- Make a payment

This is the essence of 'channel shift'.

The transformation of service provision refers to the shift away from traditional models of state intervention as the last resort to one of early self-help or community based support identified and invoked at an early stage.

True transformation places the citizen at the heart of the process enabling self-view, self-serve and self-help options.

Digital Citizen

A digital citizen refers to a person utilizing information technology in order to engage in society, politics, and government participation, one who uses the internet regularly and effectively. In qualifying as a digital citizen, a person generally must have extensive skills and knowledge in using the internet through computers, mobile phones, and web-ready devices to interact with private and public organisations.

Digital Citizens characterise themselves by the frequent use IT extensively, the creation of blogs and the use of social networks. A 'digital citizenship' potentially begins when any child, teen, and/or adult signs up for an email address, posts pictures online or uses e-commerce to buy merchandise online. The process of becoming a digital citizen goes beyond simple internet activity.

Digital Citizenship can enable the promotion of equal economic opportunity, as well as increased political participation and civic duty. Digital technology can lower the barriers to entry for participation as a citizen within society.

Lack of access toward becoming a digital citizen can be a serious drawback, since many elementary procedures such as tax return completion have been transferred to only be available via the Internet. Furthermore, many cultural and commercial entities only publicise information on web pages. Non-digital citizens will not be able to retrieve this information and this may lead to social isolation or economic stagnation. The gap between digital citizens and non-digital citizens is often referred to as the digital divide.

Digital Communities

The term 'digital communities' refers to the users, producers, intermediaries and institutions involved in any given digital ecosystem. The use of the term communities helps to locate the digital economy in its rightful place, i.e. among all actors in the community, not least because of the emerging forms of distributed decision making and governance processes, citizen-consumer-creator links, and changing institutional arrangements.

Digital Sectors and Digital Economy

The definition used by the UK Government is that developed by the OECD using the UN Standard Industrial Classifications (SICs) and has the advantage of international comparability. The 'digital sector' can be measured by the output and employment of the industries within it.

The OECD identifies the activities of digital sectors (Information, Communication and Technology (ICT)) as follows: "The production (goods and services) of a candidate industry must primarily be intended to fulfil or enable the function of information processing and communication by electronic means, including transmission and display." However, there are many people working in digital occupations which are not within digital sectors and many more making use of digital technology to do their work (for example, through e-commerce). This is what the concept of the digital economy encompasses.

For statistical purposes, the government defines the digital economy as "all jobs in the digital sector, as well as all those working in Digital Occupations in non-digital sectors." However, there is not an internationally accepted definition of the digital economy.

By 2020, the volume of global internet traffic is expected to be 95 times that of 2005, and connected devices will outnumber the global population by nearly seven to one. In the UK, fixed internet traffic is set to double every two years, while mobile data traffic is set to increase further at a rate of 25% to 42% per year. World-class digital connectivity is increasingly vital for businesses in the UK. For example, in a CBI survey, 81% of firms said that they see more reliable mobile connectivity as essential.

There are existing networks that are capable of delivering ultrafast speeds (at least 100Mbps).

However, whilst there are a number of interim technologies giving connectivity at ever faster speeds, the Government believes that the future of high-speed and high-quality connectivity lies in deeper, more extensive fibre networks.

5G is the next generation of mobile connectivity, and is currently in development. It is expected to represent a significant upgrade: providing ultrafast, low latency, and more reliable mobile connectivity, able to handle our ever-increasing data requirements. It will also support the development of the Internet of Things: the rapidly-increasing number of connected devices, from connected cars to digital health applications. New fibre infrastructure will play a crucial role in the future deployment of 5G, which is likely to require extensive use of small cells (essentially mini base stations), connected to the core network by backhaul (usually a fibre connection).

The UK's digital infrastructure must be able to support this rapid increase in traffic, providing coverage with sufficient capacity to ensure data can flow at the volume, speed and reliability required to meet the demands of modern life. Broadband and mobile must be treated as the fourth utility, with everyone benefiting from improved connectivity

Driven by the Department for Culture, Media and Sport (DCMS) with the declared intention to "make the UK a world leader in digital provision – a place where technology continually transforms the economy, society and government", the Digital Economy Bill announced in the Queen's Speech on 18 May 2016 and introduced in the House of Commons on 5 July 2016 will put in place the foundations for the digital future and help the UK meet this ambition.

The UK's digital economy is growing fast and digital technology is transforming every sector and all aspects of our lives. If the UK is to remain ahead and be a world leader in the digital economy it needs to continue to raise its ambition and the Digital Economy Bill includes a range of measures in support of this. The bill will:

- empower consumers and provide better connectivity so that everyone has access to broadband wherever they live
- build a better infrastructure fit for the digital future
- enable better public services using digital technologies
- provide important protections for citizens from spam email and nuisance calls and protect children from online pornography

The main elements of the bill are:-

Fast Broadband and support for consumers - new Broadband Universal Service Obligation (USO) for the United Kingdom - giving all citizens the legal right to request a 10Mbps broadband connection

Enabling digital infrastructure - a new Electronic Communications Code to cut the cost and simplify the building of mobile and superfast broadband infrastructure, new and simpler planning rules for building broadband infrastructure and new measures to manage radio spectrum to increase the capacity of mobile broadband

Government digital services - enabling government to deliver better public services and produce world leading research and statistics, new powers for public authorities to share information to combat the public sector fraud which costs the country billions, help citizens manage their debt more effectively and reduce the billions of overdue debt owed to government and finally, tough safeguards of personal data, reinforcing the Data Protection Act with new offences for unlawful disclosure

Protecting citizens in the digital economy - a new statutory code of practice for direct marketing, ensuring the Information Commissioner can better enforce sanctions against nuisance callers and

spammers and protection for children from online pornography by requiring age verification for access to all sites and applications containing pornographic material

Essentially then, the challenge for Southend-on –Sea Borough Council and its partners is to implement a far reaching Digital Strategy that will:

- Address service transformation adopting the ‘digital by default’ ethos across the economic, health / social and environmental spectrum or responsibilities
- Consider the needs of the Digital Citizen and the wider community; embrace active digital ‘inclusion’ at the heart of all its communications
- Enable the delivery of digital services throughout our communities, utilising different delivery platforms including social media services
- Embrace ICT as the strategic enabler across all services; a driver for the local Digital Economy
- Support the concept of the "smart city" including opening up data sources, analysis and information sharing engaging and empowering citizens

For Southend, the benefits are clear, the implementation of an integrated digital strategy will help to:

- Improve communication and interaction with citizens and businesses across the borough
- Eradicate inefficiencies by streamlining and harmonizing services
- Remove duplication of services and resources
- Marginalize and reduce costs
- Present revenue generating opportunities

Southend’s Digital Strategy will support the Council's Corporate Priorities, built around the Council’s 5 principle aims:

Council’s 5 Aims

Council’s 15 Corporate Priorities – 2017/20 and beyond

Safe	<ol style="list-style-type: none"> 1. Create a safe environment across the town for residents , workers and visitors 2. Works with Essex Police and other partners to tackle crime 3. Look after and safeguard our children and vulnerable adults
Clean	<ol style="list-style-type: none"> 4. Promote the use of green technology and initiatives to benefit the local economy and environment 5. Encourage and enforce high standard of environment stewardship
Healthy	<ol style="list-style-type: none"> 6. Promote Healthy and active lifestyles for all 7. Work with the public and private rented sectors to provide good quality housing 8. Enable the planning and development of quality affordable housing
Prosperous	<ol style="list-style-type: none"> 9. Ensure residents have access to high quality education to enable them to be life- long learners and have fulfilling employment 10. Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities 11. Ensure the town is ‘Open for Business’ and that new, developing and existing enterprise is nurtured and supported 12. Ensure the continued regeneration of the town through a culture lead agenda
Led by an Excellent Council	<ol style="list-style-type: none"> 13. Work with and listen to our communities and partners to achieve better outcomes for all 14. Enable communities to be self-sufficient and foster pride in the town 15. Promote and lead an entrepreneurial, creative and innovative approach to the development of our town

3. A Local Authority's Core Responsibilities

As a Unitary Authority, Southend-on-Sea Borough Council is required to work with local partners (including charities, businesses and other public services providers like the police and the NHS) and residents to determine and deliver local priorities.

The Council provides a wide range of services, either directly or by commissioning services from outside organisations under powers laid down under Acts of Parliament.

The Local Government Act 2000 assigned the Council the responsibility for the economic, social and environmental 'wellbeing' of the area, in effect, requiring a balance to be struck between the economic, social and environmental impacts and outcomes of a decision. This responsibility was subsequently replaced by the 'general power of competence' in the Localism Act 2011 which liberated authorities to do things they had no specific statutory powers to do; liberating them to carry out whatever activities are not expressly forbidden by statute. Like many authorities Southend has utilised the 2011 Act to create Local Authority Trading Companies.

This Digital Strategy reflects and is structured around these responsibilities and powers in that it positions the ICT function as both provider of services to the council but also as an enabler of solutions for the wider borough.

Today, the Council's ICT service seeks to deliver and support both inward and outward facing services. Inwardly, in support of the council employees and Members for the equipment and systems they use and outwardly in respect of the enabling infrastructure to further partnership working and SMART City enablement in pursuing its responsibilities.

Inward facing responsibilities comprise

- Data is stored safely and securely, is readily accessible and can be shared within a secure environment in keeping with legislative requirements
- Provision of an environment which enables hot desking, nomadic and home working
- Progress the 'Digital Office' agenda enabling paperless meetings, telephone and video conferencing in core offices; Council and key committee meetings move increasingly towards a paperless environment
- Provision for the recovery of core systems in the event of a disaster (including that at level 4); core systems to be in active / active mode and replicated at the offices of Thurrock Borough Council
- Introduction of measures to ensure the security of data held in council systems; cyber security threats including trojans and ransomware
- In conjunction with the Council's Information Governance team ensure that, in keeping with the requirements of the General Data Protection Regulation (GDPR) 2018, third party hosting solutions (where and how data is stored) are approved and authorised by the Council's Senior Information Risk Owner (SIRO)
- Maintenance of Public Services Network (PSN) compliance accreditation. PSN compliance; a strict code the governs the Council's connection to the UK Government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources
- Continued rationalisation of the number of ICT systems use across the council
- Delivery of an 'end use device' solution for staff which meets needs
- Delivery of an 'end user device' solution for Members which meets needs
- Continued funding through capital provision an end user device rolling replacement programme for staff and Members

- Support the extension of the employee variable payment etc. self-serve programme through the extended use of Agresso
- Progress telephony convergence combining desktop and mobile handset functionality within a single product solution
- Deliver the requirements of the printer strategy including 'follow me' printing, a reduce on-site presence and the introduction of Hybrid Mail where staff adopt the principle of fulfillment and dispatch of out-going mail via the Hybrid Mail solution. Local printing and envelope stuffing and franking to cease
- Discharging of the gatekeeper function for all ICT revenue budgets held across the council ensuring appropriateness of spend, inter-operability and fit with the 'Smart City' agenda
- Maximise to its full potential the employee self-serve agenda

Outward facing responsibilities comprise

- Increase the shift to on-line solutions for residents and businesses 'digital by default'
- Take steps to increase access to on-line solutions across the borough for all; bridge the 'digital divide'
- Work in partnership with fellow statutory bodies particularly the NHS in progressing the ambitions of the South Essex Sustainability & Transformation Plan (STP) and the Local Digital Roadmap (LDR)
- Support the ambitions of the Health & Social Care Integration agenda
- Provide an infrastructure which serves the council its statutory partners, residents and businesses
- Utilise technology to connect people with places and things
- Optimise the use of published and council generated data; introduce analytics
- Draw on the economies of scale from co-location of 24/7 staff and services across agencies
- Generate income through the selling of services

4. Towards a 'Smarter City'

There is no universal definition of a Smart City. A city could be said to be Smart if it is able to respond effectively to the critical challenges it faces. However, all uses of the term generally involve the introduction of new technology. One definition is a city vision where:

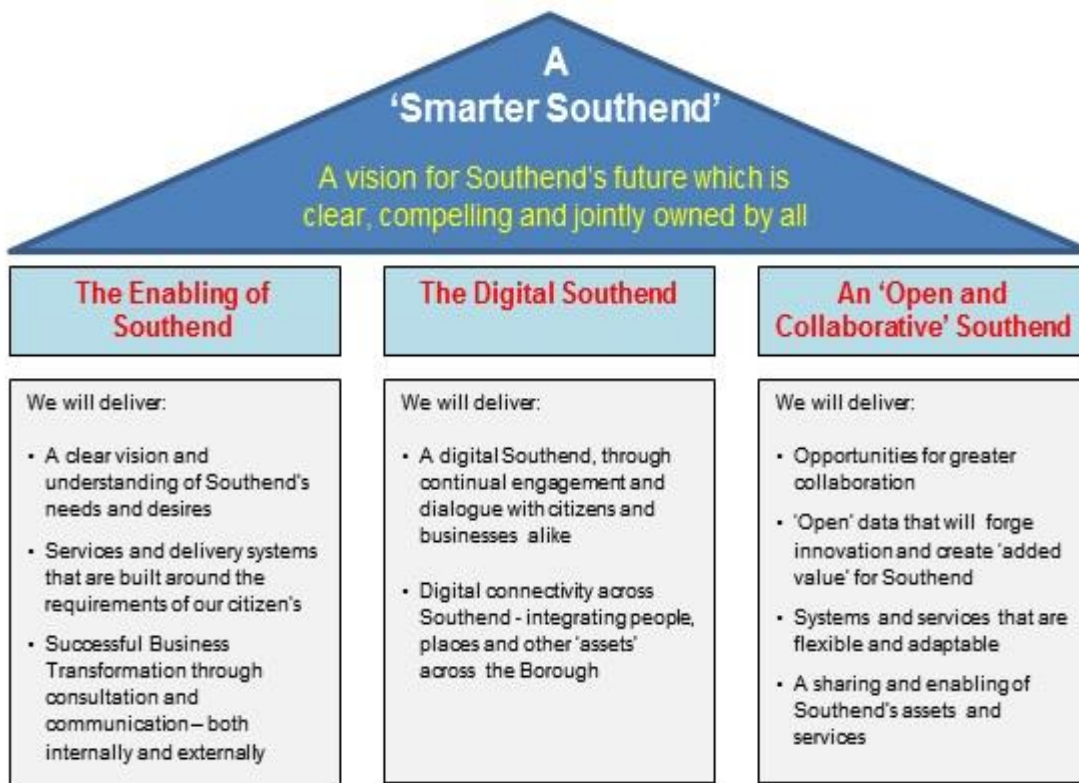
"Quality of Life and the local economy is improved, while reducing the impact on the environment. Systems operated by various organisations are integrated. Intelligence and insight is combined from many sources leading to partnership services being redesigned to meet a shared understanding of need. Citizens take an active part in local decision making."

Southend becoming a 'Smart City' is essential if it is to respond effectively to the critical challenges it faces. The development and delivery of a 'Smart City' approach requires collaboration and change across a wide range of individual citizens, communities and businesses over a sustained period of time.

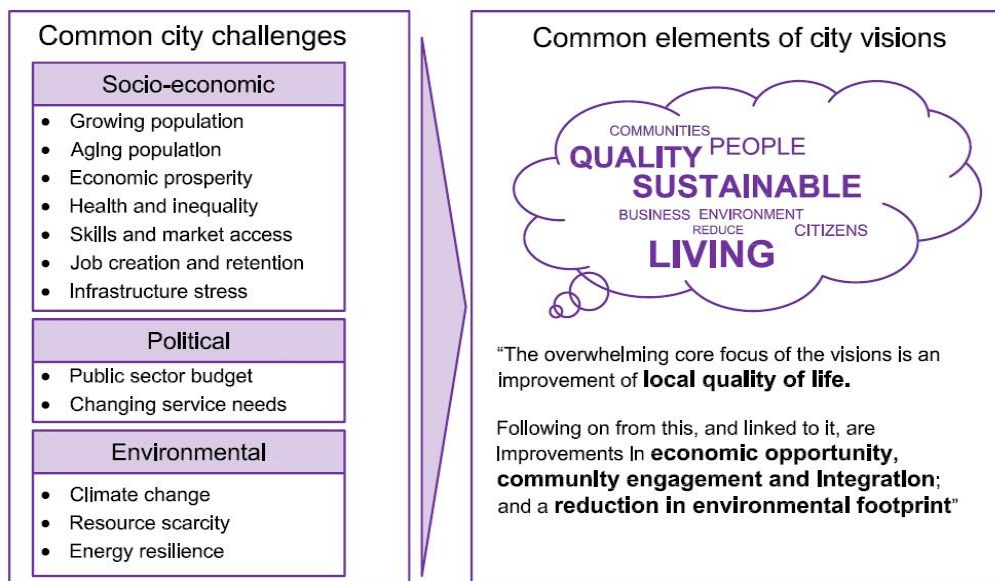
Southend is a member of the European Innovation Partnership on Smart Cities and Communities (EIP-SCC) which brings together cities, industry and citizens to improve urban life through more sustainable integrated solutions. This includes applied innovation, better planning, a more participatory approach, higher energy efficiency, better transport solutions, intelligent use of Information and Communication Technologies (ICT), etc. The action cluster on sustainable development and the built environment is bringing together similar size cities and organisations to share and exchange knowledge and best practice. This involves local authorities, businesses, and academic institutions.

This Southend Digital Strategy includes actions which form the foundation for Southend to develop as a 'Smart City.' It seeks to address through the supporting and enabling of the Council's Corporate Priorities and statutory responsibilities, those key challenges that are driving change across the UK referred to above.

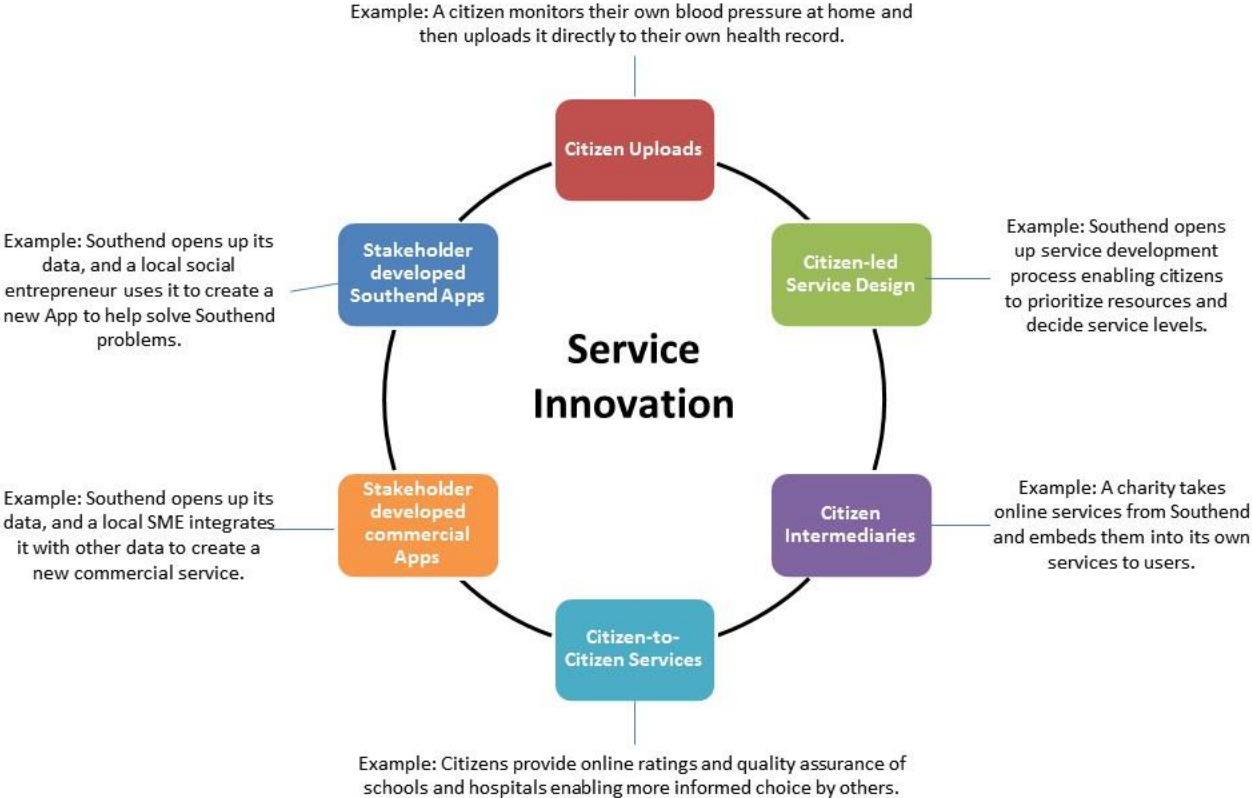
The Southend Digital Strategy seeks to digitally empower citizens, enable sustainable economic growth and the required processes by which innovative use of technology and data coupled with organisational change can help the delivery of more efficient, more effective and more sustainable services. The following principles will help to guide our transition:



Southend will need to develop a new fully Integrated Operating Model, which is focused around citizens and business needs, not just the Council's organizational and functional structure.



Current and future citizen and business needs to be the driving force behind all our services and systems. The way we engage with citizens and businesses will ensure that we begin to develop a wide range of new ways to create public value and enhance the services that we deliver – for example:



Key actions to deliver this strategy are provide at Appendix 1 of this document. The ‘Digital Opportunities and Challenges’ faced by the Council and its partners are captured under the three core areas of responsibility; economic, health /social and environmental well-being.

‘Planned Outcomes’ are also identified as are the ‘Priorities for Action’ with timelines for delivery.

The Responsibility of Economic Well Being

Economic well-being is typically measured at the national and household level. It relates to the whole economy most commonly measured through determining the total market value of goods and services that are consumed over a period of time or to a person's or family's standard of living based primarily on how well they are doing financially.

Economic well-being is measured by the government to determine how their citizens are faring, as it is integral in a person's overall well-being.

Indicators of economic or material well-being which contribute to the measurement of national well-being by the Office of National Statistics (ONS) include:

- Whole economy production
- Disposable income
- Gross Domestic Product (GDP)
- Household income / spending
- Wealth
- Unemployment
- Inflation

At the Local Authority Level Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy.

Digital Opportunities and Challenges

How can the Digital Strategy help the economic well-being responsibility of the council?

Southend's future success depends upon a dynamic, agile and resilient economy. Economic growth is a key building block for a 'Better Southend'. Work to further diversify Southend's business base is necessary to ensure the future resilience of the local economy.

The Council has recently published its '**Economic Growth Strategy**' for the period 2017 / 2022. This document highlights the fact that although GVA in the local economy has increased in the Borough over the last decade although this has been at a slower rate the rest of England largely attributable to the decline of the financial sector. Consequently, for Southend there is a need to attract and grow new business in the borough in high growth high wage sectors and the focus of activity should be on industries that are recognised as having above average productivity levels including Creative and Cultural Industries (CCI), Knowledge Intensive Business Service (KIBS) and Medical Technology.

From 2017, 9 key sectors have been identified as being integral to future job growth for the Borough:

- Creative and Cultural
- Medical Technology
- Health
- Tourism
- Manufacturing
- Aviation
- Finance & Business Support Services
- Retail
- Construction

In addition, the Council's recently published '**Destination Southend**', a tourism strategy and destination plan for the Borough, specifies in its vision the ambition for Southend to become England's number 1 visitor destination achieved through increased and extended touristic and cultural event offerings all year round. Technology is vital in supporting this ambition through the use of targeted social media links, improved traffic flow and parking management and smart ticketing across public transport providers. Visitors in high footfall areas will benefit from free WiFi provision via a destination App through which hotel, restaurant, attractions and cultural experiences will be promoted.

This digital strategy supports the aspirations for economic growth.

Good access to broadband is one of the top 5 reasons why businesses locate attracting money into the local economy. According to research from McKinsey, businesses that harness the internet successfully grow around twice as fast as those that do not.

Superfast Essex as part of the national Superfast Britain programme, was established when the Government recognised that economic growth and social well-being in Britain were being held back by the lack of universally available broadband. The Department for Culture, Media and Sport has led the national programme through a team called Broadband Delivery UK (BDUK).

In Essex, BDUK, Essex County Council and BT have jointly invested in excess of £25m into the Superfast Essex programme, which is coordinated by Essex County Council. In Southend the coverage from fibre or wireless broadband to premises now exceeds 95% of premises.

Analysts predict that over the next decade mobile internet will be the most significant global technology and wealth creator so accelerating mobile connectivity and content delivery will drive and support economic growth. The ability to link people and location through mobile devices provides the opportunity to proactively promote local businesses and services not only to our residents, but to people who visit or pass through the Borough, thus encouraging them to invest and spend locally.

Wi-Fi Concession

It remains the council's intention to deploy by way of a street furniture concession, a free (commercialised) WiFi solution for all areas of high footfall in the borough, the High Street, Eastern and Western Esplanade, The Pier, Hamlet Court Road, Leigh Broadway and High Street (old town).

The solution, which will be delivered through a free downloadable App, will see local and national offers presented to the user with the intention of promoting the retail and longer-stay experience in Southend in support of the local economy. The proposal as it stands includes a significant element of social value including the extension of free WiFi to South Essex Homes Tower blocks and the Council's Community Centres.

City Deal

As part of the £1.8m secured from the Regional Growth Fund under the Southend City Deal, a Growth Hub (one stop shop) for business support has been created in the town centre. **The HIVE** enterprise centre and the **Business Essex, Southend & Thurrock (BEST) Growth Hub** aims to help businesses identify and realise their potential with free business support for growth. It provides a focal point for businesses that are looking to increase their competitiveness and grow, it offers a great choice of advice, training, networking and more, all tailored to your needs.

The Growth Hub has been endorsed by the Dept for Business Energy & Industrial Strategy (BEIS). The primary interface for businesses with the BEST Growth Hub is a new website www.bestgrowthhub.org.uk. The website provides a wealth of information about business support available. The look and feel of the website was developed in conjunction with the business community as the focus is on meeting business needs and enabling them to grow.

The Southend Business Improvement District (BID)

A Southend Town Centre Partnership was formed in 2007 on the back of significant private and public investment into the town. This Partnership ensures that collective benefits are derived through economies of scale and reduced duplication of effort as well as encouraging collaboration on mutual interests based on a shared vision and strategy. The Council has supported the partnership to its new Business Improvement District status. Under the partnership all business ratepayers in the area each contribute additional funds for ring-fenced activity based around a business plan. The plan identifies winning new customers, improving safety, raising standards and working for business.

The Council's Digital Strategy will help by

- supplement through the delivery of a 1 Gbps (speed of data transfer) full fibre network, the Superfast Essex agenda. No funding came to Southend for this initiative which was aimed at addressing the problem of lack of connectivity in rural locations. BT has upgraded a number of Cabinets across the borough and Southend is deemed to be already adequately served by the market
- ensuring if possible the extension of the full fibre network into the new Airport Business Park (ABP) thus assisting the project maximise its potential
- working alongside City Fibre to actively promote the full fibre network to Southend businesses and ultimately residents
- enabling the provision of free public WiFi in areas of high footfall in the borough to 'front-end' the Southend BIDS 'Visit Southend' App with local and national information and offers
- supporting the specification of the 'technology layer for aspirational SMART outcomes' to be integral to the build of new Queensway
- in keeping with aspirations in the Council's Economic Growth Strategy extend dialogue with business and academics in the borough to identify, target and provide enhanced technological solutions for key business growth sectors in the borough (e.g. Culture & Creative Industries (CCI) and Knowledge Intensive Business Services (KIBS))
- in keeping with the aspirations in the Council's 'Destination Southend' Tourism Strategy deliver the technological solutions which support the core aim of making Southend England's number 1 visitor destination
- the newly created 'Southend Digital Futures' trading company acting as the single portal through which all matters of a SMART innovative nature can be channelled

Southend Planned Outcomes for 2017/20

- Enablement of 1 Gbps (speed of data) full fibre network across Southend supporting the Council, its statutory partners, schools and the business community
- Extended utilisation of assets e.g. traffic signal ducting and Wi-Fi access possibilities to extend network
- Ensure the town is 'Open for Business' and that new, developing and existing enterprise is nurtured and supported
- Ensure that new development includes infrastructure future proofing in respect of ducting and location of services
- Promote and lead an entrepreneurial, creative and innovative approach to the development of our town
- Enablement of full fibre 1 Gbps full fibre (speed of data transfer) connectivity into designated priority areas (e.g. the Airport Business Park and existing Industrial Parks)
- Ensure residents have access to high quality education to enable them to be life-long learners and have fulfilling employment
- Extend the range of online services provided by the Council's 'My Southend' making it simpler for citizens and businesses to find information and transact business efficiently with the Council

- Provide access to Council 'open data' so businesses and innovators can use this to develop new online services (for residents and businesses) which may also help to promote the Borough; potentially some data may have a commercial value
- Enhanced promotion of Southend as an attractive visitor destination particularly for those seeking excellent cultural activities and opportunities
- Ensure the continued regeneration of the town through a culture lead agenda
- New investment into Southend in line with the key sectors identified in the Economic Growth Strategy and with the BID company
- Support the development of a the Med-Tech cluster to achieve new high value sector development at the Airport Business Park
- Completion of multi-tenanted data centre owned by SBC but capable of being utilised to support local businesses

Current Projects – 2017/2020 already underway or planned

- Enable the delivery of the 1 Gbps full fibre (speed of data transfer) network across the borough
- Enable through supporting its promotion, the extension of the dark fibre to the Airport Business Park and other Industrial Parks in the Borough
- Deliver free public WiFi in areas of high footfall across the borough; derive social value
- Utilise the Council owned multi-tenanted data centre in support of local businesses
- Extend the 'My Southend' Citizens Account to include the capture of 'Place based' event reports
- Extend the use of the Council's on line e-procurement system offering contractual opportunities to local SMEs
- Continue to promote the use of Council owned assets, ducting street furniture and rooftops for commercial advantage and the economic betterment of the borough

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Enable the delivery of the 1 Gbps full fibre (speed of data transfer) network across the borough	←→				
Enable through supporting its promotion, the extension of the full fibre to the Airport Business Park and other Industrial Parks in the Borough	←→				
Deliver free public WiFi in areas of high footfall across the borough; derive social value	←→				
Utilise the Council owned multi-tenanted data centre in support of local businesses	←→				
Extend the 'My Southend' Citizens Account to include the capture of 'Place based' event reports	←→				
Extend the use of the Council's on line e-procurement system offering contractual opportunities to local SMEs	←→				
Continue to promote the use of Council owned assets, ducting street furniture and rooftops for commercial advantage and the economic betterment of the borough	←→				

Responsibility of Social Well Being

The responsibility for social well-being extends across both the social and built environments. It encompasses actions to address social need, events detrimental to physical or mental health, inequalities and social inclusion.

It can be applied to different domains e.g. environmental, economic, physical, political and may be either be domain specific e.g. hate my job, happy with my partner, feel the neighbourhood is declining, feel the fear of crime, or overall wellbeing e.g. I'm satisfied with my life these days.

It is impacted by crime, anti-social behavior, the state of the public realm and housing and underpinned by improvements in access to and delivery of services across a multi- agency environment. Consideration of well-being may encompass:

- How we feel
- How we think
- Relationships
- Meaningfulness of our lives

Digital Opportunities and Challenges

Integrated Adult Health & Social Care

Southend is seeking to drive forward initiatives that transform the way health and social care is delivered to patients by bringing services closer together than ever before.

The aim is to make health and social care services work together to provide better support at home and earlier treatment in the community to prevent people needing emergency care in hospital or care homes.

With the number of people with more than one long term condition such as diabetes, asthma or dementia set to rise from 1.9 million in 2008 to 2.9 million in 2018 and increasing pressures on A&E departments, the need to deliver better joined-up care and a more sustainable NHS has never been more urgent.

Health and social care partners across Southend will be making practical, ground level changes that will have a real impact on the lives of local people. They will improve the way that services are commissioned and contracted to achieve better value for money for local people with a specific focus on support for the frail elderly and those with long term conditions. They will also look to reduce the demand for urgent care at hospitals so that resources can be used much more effectively. Wherever possible they will reduce reliance on institutional care by helping people maintain their much-valued independence.

Change will be driven by 3 work streams, **Prevention & Engagement, Joint Commissioning and Joint Operations.**

Sustainability & Transformation Plans / Local Digital Roadmaps

The NHS and local councils have come together in 44 areas covering all of England to develop proposals to make improvements to health and care. These proposals, called sustainability and transformation plans (STPs), are place based and built around the needs of the local population. Health and care organisations in mid and south Essex have published a plan to invest and innovate, join service together and redesign hospitals to meet rising demand.

Much more emphasis is placed on prevention and earlier treatment. The STP includes, for example,

- new ways to use the evidence of why people become ill and how to avoid it
- with new information systems, how GP practices could identify which of their patients are at risk of illness and help them to stay well
- when problems do arise, how a quick response should be possible through online, telephone and person-to-person help

Through the use of technology and innovation the plan includes

- the development of a single health record and shared information for all professionals and patients with health and social care staff using the same records and information to support older people and vulnerable people at home, including people at the end of life. In October 2014 the Five Year Forward Review made a commitment that by 2020, there would be 'fully interoperable health records so that a patient's records are paperless'. Clinical Commissioning Groups (CCGs) are obliged to produce a Local Digital Roadmap (LDR) detailing how this would be achieved by 2020 using technology
- the provision of some advice, or even treatment, delivered quicker and more effectively via a lap top, tablet or smartphone
- the possibility of testing some things at a distance – specialists could achieve more in the time they have and fewer people would need to go into hospital
- on-line and smartphone tools, face-to-face health checks
- skills development for paramedics and greater use of technology to contact specialists who can supervise treatments

Support for Carers

The Care Act 2014 sets out carers' legal rights to assessment and support. It came into force in April 2015. Under the Care Act, local authorities have new functions. This is to make sure that people who live in their areas:

- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs
- can get the information and advice they need to make good decisions about care and support
- have a range of provision of high quality, appropriate services to choose from

The Care Act helps to improve people's independence and wellbeing. It makes clear that local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.

Local authorities have to consider various factors:

- what services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people
- identifying people in the local area who might have care and support needs that are not being met
- identifying carers in the area who might have support needs that are not being met

In taking on this role, local authorities need to work with their communities and provide or arrange services that help to keep people well and independent. This should include identifying the local support and resources already available, and helping people to access them.

Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

The Act clearly sets out that they must provide information on:

- what types of care and support are available – e.g. specialised dementia care, befriending services, reablement, personal assistance, residential care etc
- the range of care and support services available to local people, i.e. what local providers offer certain types of services
- what process local people need to use to get care and support that is available
- where local people can find independent financial advice about care and support and help them to access it
- how people can raise concerns about the safety or wellbeing of someone who has care and support needs

Local authorities must also help people to benefit from independent financial advice, so that they can get support to plan and prepare for the future costs of care.

All information and advice must be provided in formats that help people to understand, regardless of their needs. This may include a range of different types of information, and include working with partners to provide information on different services together.

The Care Act requires local authorities to help develop a market that delivers a wide range of sustainable high-quality care and support services, that will be available to their communities.

When buying and arranging services, local authorities must consider how they might affect an individual's wellbeing. This makes it clear that local authorities should think about whether their approaches to buying and arranging services support and promote the wellbeing of people receiving those services.

Local authorities should also engage with local providers, to help each other understand what services are likely to be needed in the future, and what new types of support should be developed. To do this, authorities should engage with local people about their needs and aspirations.

A wider range of high quality services will give people more control and help them to make more effective and personalised choices over their care. They should therefore get better care that works for them.

Safeguarding

The term safeguarding refers to measures to protect the health, well-being and human rights of individuals, which allow people — especially children, young people and vulnerable adults — to live free from abuse, harm and neglect.

For children this could include protection from maltreatment, impairment of health or development, and ensuring children grow up in circumstances consistent with the provision of safe and effective care. Responsibility for these aims is deemed to lie with everyone who comes into contact with children and families.

Adults in need of safeguarding help are generally elderly and frail, and either live alone or in care homes with little support from family members. They may have mental health issues, a physical disability or learning difficulties.

Education

One hundred and fifty English local authorities and all authorities in Wales have the strategic lead for education of children and young people. They have a legal duty to ensure that every child fulfils his or her educational potential.

The authority must be a champion for the best interests of the pupil and listen to the concerns and interests of parents and carers. It must monitor the performance of maintained schools in its area and ensure that where improvements are necessary, these are carried out effectively and expeditiously.

Local education authorities have some responsibility for all state schools in their area including responsibility for:

- the distribution and monitoring of funding for the schools
- the co-ordination of admissions, including allocation of the number of places available at each school
- the direct employers of all staff in community and voluntary controlled schools
- the responsibility for the educational achievement of looked-after children, i.e. children in their care
- attendance and advisory rights in relation to the employment of teachers, and in relation to the dismissal of any staff
- the ownership of school land and premises in community schools

Child Protection - Information Sharing Project (CP – IS)

The national implementation of CP-IS is endorsed by the Care Quality Commission. NHS organisations are expected to take reasonable steps towards implementation by 31 March 2017, as set out in the NHS Standard Contract. The Council has signed up to supporting this initiative and will include the requirement within the Liquid Logic deployment.

Sharing information effectively across health and care settings is vital in protecting vulnerable children and young people and preventing further harm.

CP-IS connects local authority children's social care systems with those used by NHS unscheduled care settings, such as Accident and Emergency, walk-in centres and maternity units. It ensures that health and care professionals are notified when a child or unborn baby with a child protection plan (CPP) or looked after child status (LAC) is treated at an unscheduled care setting.

CP-IS is a secure system with clear rules governing access. Only authorised staff involved with the care of a child can access the information. With CP-IS:

- medical staff are alerted if a child they're treating is subject to a CPP or LAC and given contact details for the social care team responsible for them
- social care teams are alerted when a child in their care attends an unscheduled care setting

Providing instant access to this information means vulnerable children can be identified wherever they are cared for in England.

In Southend, the CP-IS solution is planned for delivery within Phase 1 of the Liquid Logic case management upgrade.

Public Health

The Council's Public Health function is responsible for improving the health of the local population through providing most sexual health services and services aimed at reducing drug and alcohol misuse, keeping the nation safe from environmental hazards and infectious disease.

In its Strategic Plan 2016-2020 Public Health England (PHE) provides a clear vision of intent for the role of digital transformation in public health. Namely, through working with partners including national government, local government, the NHS, the voluntary and community sector, industry, the scientific and academic community and global public health partners, to take advantage of new technologies and use digital techniques and 'big data' to protect and improve health, analysing and presenting our information in a way that people can readily engage with, making the best use of digital to meet the needs of users and fulfil the responsibility to protect and promote health and reduce inequalities.

Essentially, the agenda is about empowering citizens to self-monitor and self-care and empowering providers to better target their resources.

This along with the creation of an integrated public health science hub in Harlow provides a focus and a timeline for a cultural as well as a physical transformation of PHE. Approaches to prevention are needed which take account of the latest technology, are based on user needs and are driven by data.

By 2020 PHE expect that it will have:

1. demonstrated public health leadership by developing and delivering new models of digital public health delivery
2. improved digital awareness and understanding across PHE
3. instituted digital-first planning by integrating digital ways of working into the design of external and internal products, services and business processes
4. built and continuously improved some important underpinning digital platforms for PHE
5. increased digital skills across PHE, embedding learning and development for digital ways of working and designing new digital roles

The government's [Digital Inclusion Strategy](#) sets out how government and external partners will get people online. PHE should play a leading role in increasing health literacy and promoting digital inclusion.

The Council's Digital Strategy will help by

- supporting the fundamental re-provision of the Social Care 'Care First' case management system across both children's and adult services in favour of the Liquid Logic solution Phase 1
- Phase 2 of the Liquid Logic project will see the provision of on line portals for customers and carers (self-assessment) and fellow statutory organisations (as contributors to a service user's case record) and the introduction of a solution for CP-IS
- Supporting the aims and objectives the NHS lead Sustainability & Transformation Plan
- supporting the delivery of a system that will support mobile working, electronic care records, and common assessments
- creating a single integrated set of data across health and social care and comprehensive real time financial and performance information about health and social care
- enabling staff to access the systems, resources and information from any partners
- the introduction of assisted living preventative programmes; approaches will be rolled out so that people are better supported to live in their own homes with less risk

- reducing crime and the fear of crime through the fundamental review and refresh of the CCTV network, improved street lighting and urban design
- improving transport network to reduce severity and casualty levels
- improving the overall quality of the public realm
- the promotion of opportunities to participate in sport and culture
- the delivery of Apps the promotion of active lifestyles through measures associated with walking and cycling
- specification of the future-proofed technology layer to be include in the Queensway development
- improvements to the Southend Health & Well-Being Information Point (SHIP) website
- provision of more socially related WiFi deployments e.g. in Community Centres through the application of Social Value in future procurements; bridging the 'digital divide'

Southend Planned Outcomes for 2017/20

- Health and Social Care professionals have access to a single health and social care record
- Adults and older people are properly safeguarded
- Children are properly safeguarded
- Advice and professional services / treatment can be delivered remotely
- On-line and smartphone tools, technology enabled face-to-face health checks
- Increased technology enabled solutions which enable people to remain living independently at
- A register of all carers supporting Southend residents is established
- Carers , health and social care professionals (GPs, Social Workers, District Nurses etc.) have 24/7 access to improved advice and guidance on local support services and how to access them
- Means are established to aggregate carers needs to better inform the commissioning process
- Means are established for involved parties to communicate and share care provision
- Schools have ready access to information on matters that affect them
- Improved school attendance
- Young people achieve economic well-being, especially through access to education, employment and training post-16
- Reduced smoking, teenage pregnancies and reduce the number of young people not in education employment or training (NEETS)
- in keeping with the intentions of the STP emphasis from the Public Health agenda is focused on prevention and citizens taking personal control over issues which negatively impact their lives
- increased community resilience and personal responsibility
- an ageing population is able to access health care services from home as widespread access to telecommunications and mobile phone internet enables people to be more in control of their own care (including conditions like COPD, UTI) providing information/advice, remote measurement and connecting people to interventions
- effective data sharing and sensors revealing 'invisible' needs to effectively predict and prevent problems
- preventative medicine soars, as sensors installed in people's smartphones allow them to detect the signs of illness before they present in full and diagnose conditions at home
- rich data collected about each individual's life medicine will become more personalised
- providers more aware of who to contact and target services
- service provision through 'near patient testing' is more efficient
- Linked to the proliferation of smart health technology is a shift towards personal health records (PHR)
- every citizen has a single record of health-related information that conforms to nationally-recognized open standards and can be drawn from multiple sources while being managed, shared and controlled by the individual

- data accrued from public, private and individual sources are used to develop more targeted public health interventions, reducing the burden on the NHS
- improved street lighting contributes towards reducing night time accidents, crime and fear of crime
- an effective CCTV Service; reducing crime and anti-social behaviour levels across the town; creating a safe environment for residents , workers and visitors
- well maintained, safe transport networks and better streets improving quality of public realm
- increased opportunities for people to participate in sport and culture
- active lifestyles promoted through measures associated with walking and cycling Improving the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities
- enabling communities to be self-sufficient and foster pride in the town









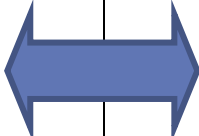
Current Projects – 2017/2020 already underway or planned

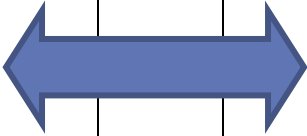


- Replace the children’s and adult social care case management system and, through collaboration with Health, set in place the mechanism for sharing data and delivering an integrated patient record across Southend that will better enable the commissioning and delivery of services (Liquid Logic Phase 1)
- Introduce portals to the Liquid Logic product permitting the provision of next steps direction, advice and information, on line assessment functionality for citizens and carers, financial assessment functionality, self-serve view of assessments, personal budget and care account, interface to third party providers to share documents and information (Liquid Logic Phase 2)
- Deliver the requirements of the Child Protection Information Sharing Protocol CP-IS to enable the sharing information on vulnerable children and young people to preventing them from harm (Liquid Logic Phase 1)
- Review the purpose, usefulness and comprehensiveness of the Southend Health Information Portal (SHIP) website; advice should include legal, housing and financial
- Explore ways of aggregating carers’ needs to better inform the commissioning of services
- Electronic records relating to safeguarding issues to be created from multi-agency contributions in real time and remotely accessible by all professional parties involved
- Data to enable predictive analytics of a child’s likelihood to become vulnerable to be introduced
- Single view of the child and family drawing on data derived from all council systems
- Establish a single centralised but remotely updated Potential Risk Register (PRR) for the authority
- Enable service users to see and interact with their own electronic service records in a meaningful way
- Provision of significantly increased broadband connectivity to schools
- Support the on-going development of the Southend Learning Network website as the key portal through which all communication from the Local Authority (LA), the Local Safeguarding Children’s Board (LSCB) and from South Essex Teaching School Alliance (SETSA) is managed.
- Actively engage with and support the Southend Clinical Commissioning Group (CCG) in its ambitions to deliver fully interoperable health and social care records and ensure that such records are paperless by 2020
- Use technology in an innovative way to support the nation public health aims of addressing illness caused by 4 main contributory factors; smoking, excessive consumption of alcohol, poor diet and lack of physical activity. Support PHE in the cascading locally of the APPs supporting the ‘Change4Life’ programme a society-wide movement that aims to prevent people from becoming overweight by encouraging them to eat better and move more. ‘Change4Life’ is the marketing component of the Government's response to the rise in obesity

- Introduce local Apps which actively promote walking and cycling as healthy lifestyle choices
- In keeping with the SMART aspiration to better monitor and manage environmental issues seek to introduce a borough wide available 'alert system' for adverse weather conditions providing key 'public health' self-help advice messages – too hot, too cold, poor air quality etc.
- Seek to increase access to the internet for vulnerable families to reduce cost of living and address child poverty; bridge the 'digital divide'
- replace sodium lamps with LED across the borough saving money and retaining a night time 'lights on' solution
- review the number nature and location of CCTV cameras across the borough; refresh and replace accordingly

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Replace the children's and adult social care case management system and, through collaboration with Health, set in place the mechanism for sharing data and delivering an integrated patient record across Southend that will better enable the commissioning and delivery of services (Liquid Logic Phase 1)					
Introduce portals to the Liquid Logic product permitting the provision of next steps direction, advice and information, on line assessment functionality for citizens and carers, financial assessment functionality, self-serve view of assessments, personal budget and care account, interface to third party providers to share documents and information (Liquid Logic Phase 2)					
Deliver the requirements of the Child Protection Information Sharing Protocol CP-IS to enable the sharing information on vulnerable children and young people to preventing them from harm (Liquid Logic Phase 1)					
Review the purpose, usefulness and comprehensiveness of the Southend Health Information Portal (SHIP) website; advice should include legal, housing and financial					
Explore ways of aggregating carers' needs to better inform the commissioning of services					
Electronic records relating to safeguarding issues to be created from multi-agency contributions in real time and remotely accessible by all professional parties involved					
Data to enable predictive analytics of a child's likelihood to become vulnerable to be introduced					

Single view of the child and family drawing on data derived from all multiple systems (Liquid Logic Single View)					
Establish a single centralised but remotely updated Potential Risk Register (PRR) for the authority					
Enable service users to see and interact with their own electronic service records in a meaningful way					
Provision of significantly increased broadband connectivity to schools					
Support the on-going development of the Southend Learning Network website as the key portal through which all communication from the Local Authority (LA), the Local Safeguarding Children’s Board (LSCB) and from South Essex Teaching School Alliance (SETSA) is managed.					
Actively engage with and support the Southend Clinical Commissioning Group (CCG) in its ambitions to deliver fully interoperable health and social care records and ensure that such records are paperless by 2020. The Local Delivery Roadmap (LDR).					
Use technology in an innovative way to support the nation public health aims of addressing illness caused by 4 main contributory factors; smoking excessive consumption of alcohol, poor diet and lack of physical activity. Support PHE in the cascading locally of the APPs supporting the ‘Change4Life’ programme a society-wide movement that aims to prevent people from becoming overweight by encouraging them to eat better and move more. ‘Change4Life’ is the marketing component of the Government's response to the rise in obesity					
Introduce local Apps which actively promote walking and cycling as healthy lifestyle choices					
In keeping with the SMART aspiration to better monitor and manage environmental issues seek to introduce a borough wide available ‘alert system’ for adverse weather conditions providing key ‘public health’ self-help advice messages – too hot, too cold, poor air quality etc.					

seek to increase access to the internet for vulnerable families to reduce cost of living and address child poverty; bridge the 'digital divide'				
Replace sodium lamps with LED across the borough saving money and retaining a night time 'lights on' solution				
Review the number nature and location of CCTV cameras across the borough; refresh and replace accordingly				

The Responsibility of Environmental Well Being

Environmental well-being includes trying to live in harmony with the Earth by understanding the impact of an interaction with nature and one's personal environment, and taking action to protect the world around us.

The natural environment can benefit our health and quality of life, while environmental pollution has significant costs

Leading a lifestyle that is respectful to our environment and minimizes any harm done to it is a critical part of environmental well-being. Examples of environmental threats include air pollution, ultraviolet radiation in the sunlight, chemicals, noise, water pollution, and smoke.

Environmental well-being involves a number of different aspects of personal and societal responsibilities, including:

- Being aware of the earth's natural resources and their respective limits
- Living a life accountable to environmental needs, both in the present and in the long-term
- Realising the effects of daily habits on the world around us

Digital Opportunities and Challenges

How can the Digital Strategy help the environmental well-being responsibility of the council

Low Carbon Strategy

The Council's 'Low Carbon, Energy & Sustainability Strategy 2015/20' focuses on delivering low carbon growth, improving energy efficiency and providing a more sustainable future for residents, communities and businesses. It seeks to establish Southend as a 'Low Carbon, Smart City' and focuses on 6 core areas of activity:

- reducing carbon emissions
- policy and regulation; utilising the local planning framework
- delivering a low carbon economy
- supporting low carbon communities
- encouraging sustainable transport and travel
- adapting to climate change and enhancing biodiversity

A low carbon city establishes a more sustainable and vibrant local economy and society for all its residents, communities and businesses. It provides an opportunity to safeguard against rising energy costs, provides for fuel security and improves the energy performance of new and existing buildings.

Southend is committed to supporting the delivery of the UK's legally binding commitment under the Climate Change Act 2008 to cut Carbon Dioxide (CO₂) emissions by at least 80% by 2050 with a minimum reduction of 34% by 2020 across the UK as measured from the 1990 baseline.

The new Waste Management contract

The new waste management contract which went live in 2015 presents opportunities for process improvement and integration between service provider and council owned systems. It also presents the council with the opportunity to make better extend use of the 'feet on the street' for extended reporting and first line response to social and environmental issues.

The new Highways Contract

The New Highway Management contract went live in 2016 and as with waste, presents opportunities for process improvement and integration between service provider and council owned systems as well as optimise the use of 'feet on the street' for extended reporting and first line response to social and environmental issues.

In support of the new Highways Contracts (March 2015) and the Government drive to see improved stewardship of Council owned assets, all highways asset-related data is being consolidated into one system (Symology) for improved whole life costing and management. Further integration is also being sought between the GAIST and Symology ICT systems for the overall improvement of infrastructure and asset management.

The new Parking Management Contract

The new parking management contract went live in August 2016 and saw the enforcement function transferred to a new provider and a modernised offering in terms of cashless payment and virtual permits. Much remains to be done with parking and it is a key priority within this strategy for address in 2017/18.

The Southend Central Area Action Plan (SCAAP)

The SCAAP will guide and promote all development and regeneration within the town centre area and central seafront until 2021 and was approved by the Council in late 2016 and, once adopted, will form part of the Southend on Sea Local Planning Framework for the town, alongside the already adopted Core Strategy, Development Management Document and the London Southend Airport and Environs Joint Area Action Plan. The SCAAP reflects the vision, strategic objectives and spatial strategy of the Southend Core Strategy. It is a strategic level document that provides the framework for the preparation of plans and developments up to 2021.

The SCAAP sets out a vision for the future development of the central area:

'.....for it to be a City by the sea. As a prosperous and thriving regional centre, it will be an area that is vibrant, safe and hospitable, rich in commerce, learning and culture and an attractive, diverse place where people want to live, work and visit. The aim is to transform the image of Southend through sustainable economic growth, development and social provision, and for it to be independently recognised as a popular location for businesses, residents, students and visitors.'

The INSPIRE Directive

European Directive 2007/2/EC is known as 'INSPIRE'. INSPIRE establishes an infrastructure for spatial information in the European Union and it was transposed into UK law in December 2009.

The aim of INSPIRE is to facilitate better environmental policy across the EU. This will be achieved by:

- improving the joining up of and access to existing spatial data across the European Union at a local, regional, national and international level;
- facilitating improvements in the sharing of spatial data between public authorities;
- and improving public access to spatial data.

Under INSPIRE Member States must make available in a consistent format spatial datasets which come within the scope of the Directive and also create network services for accessing the datasets. Datasets in scope of INSPIRE are ones which come under one or more of the 34 environmental themes set out in the Directive.

The Council's Digital Strategy will help by

- underpinning energy related and other project which seek to reduce carbon emissions
- addressing improved traffic flow and car parking management
- addressing the need for improved real time environmental monitoring and management
- providing more service on line reducing the need to travel to civic offices
- reducing the carbon footprint arising from the Council through smarter energy management in Council assets (including IT facilities) as well as recycling computers into the community
- reducing the number of ICT systems used across the council
- working in partnership with major contractors; waste, highways and parking to optimise service delivery across all council services and minimise the environmental impact
- supporting economic growth and the overall appeal of Southend as a place to work and visit
- delivering the requirement of the INSPIRE directive







Southend Planned Outcomes for 2017/20

- The use of green technology and initiatives are promoted to benefit the local economy and environment
- High standards of environmental stewardship are encouraged and enforced
- The requirements of the Low Carbon Corporate Strategy are implemented and monitored
- Energy efficient LED lamps will be installed which will reduce carbon emissions, cut power consumption and increase safety
- Keep standards high to secure appropriate recognition and accreditation both in existing and new property projects
- Increased usage of sustainable transport and electric vehicles across the borough, reducing congestion and carbon emissions
- Reduced reliance on carbon in new and existing urban/industrial areas while providing opportunities for the generation of sustainable energy
- Ensure all cultural capital projects have emissions below the minimum emissions requirements
- Provision of 24/7 working solutions for staff which reduce the need to travel to Council premises
- Sustainable Waste Management - increase recycling levels and reduce waste sent to landfill
- Ensure high standards of cleanliness are maintained across the borough including within the Borough's public toilets
- A clean environment across the foreshore and town centre and throughout the events programme
- Preserved and improved natural environment - deliver the requirements of the Government's INSPIRE Directive – locate or create and publish data of an environmental nature in support of the drive for 'open data'. Data to typically include habitats, biotypes, species distribution, protected sites, Sites of Special Scientific Interest (SSSI) natural risk sites and planned land use
- Clean and attractive verges, parks and open spaces
- Maintained and developed cultural heritage & green infrastructure
- Sustained, maintained and safe highway infrastructure
- Improved stewardship of owned highways assets

Current Projects – 2017/2020 already underway or planned

- Replace all orange low pressure sodium street lighting units with LED units increasing brightness, reducing running and maintenance costs, consuming less power with a life span of 20 years as opposed to 3 years for sodium
- Reduce Southend's carbon footprint through smarter energy management in Council assets (including IT facilities) as well as recycling computers into the community
- Promote the use of 'green technology' in new build premises / lifelong homes
- Consolidate data in respect of council owned Highways Assets onto a single data base Symology. The consolidation of council owned assets onto a single data base to enable the whole life-long management of the asset will address Government requirements for the improved stewardship; retain full grant
- Investment in Traffic Control Infrastructure provides additional break out ports for digital initiatives
- Deliver the requirements of the Government's INSPIRE directive
- The new waste management contract which went live in 2015 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit
- The new highways management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit
- The new parking management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Replace all orange low pressure sodium street lighting units with LED units increasing brightness, reducing running and maintenance costs, consuming less power with a life span of 20 years as opposed to 3 years for sodium					
Reduce Southend's carbon footprint through smarter energy management in Council assets (including IT facilities) as well as recycling computers into the community					
Promote the use of 'green technology' in new build premises / lifelong homes					
Consolidate data in respect of council owned Highways Assets onto a single data base Symology. The consolidation of council owned assets onto a single data base to enable the whole life-long management of the asset will address Government requirements for the improved stewardship; retain full grant					
Investment in Traffic Control Infrastructure provides additional break out ports for digital initiatives					
Deliver the requirements of the Government's INSPIRE directive					

The new waste management contract which went live in 2015/16 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit					
The new highways management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit					
The new parking management contract which went live in 2016 presents opportunities for process improvement and integration between service provider and council owned systems and responsibilities – explore and exploit					

Smart City

Smarter cities are essential if the world is to respond effectively to the critical challenges it faces. As of 2008, and for the first time in human history, more than half of the world’s population now live in cities. The UN predicts this will rise to 70% by 2050. Here in the UK, more than eight out of ten of us already live in cities. Yet cities increasingly need to be able to do more with less, to compete in a globally-interconnected economy, and to provide for the well-being of their citizens in a truly sustainable way. In short, to become smarter.

Providing a proper vision for digital is fundamental for the delivery of public services. The bigger picture is that local councils provide 80% of all local public services — including supporting those with the greatest needs in society. Demand for many of the services is rising fast at a time of continued central government cuts.

Council can be key enablers of smarter places by using

- Incentives and assets to deliver smart infrastructure
- Innovation partnerships and networks to deliver data analytics and
- Platforms to deliver the full potential of networks

Four major infrastructure networks require attention in order for tomorrow’s places to be realised. These are:

- **Internet:** universal broadband and fast data transfer over mobile telephone networks to underpin the next industrial and social revolution.
- **Energy:** shift towards renewables and decentralised energy networks to reduce fuel poverty and tackle climate change.
- **Transport:** increased speed, flow and connectivity to redress imbalanced regional economies and revitalise economies.
- **Built Environment:** ensuring it allows for efficient and sustainable resource use, and helps to create healthy safe and independent residents.

Southend has already started its journey to become a Smart City by joining the EU Smart Cities European Innovation Partnership (EIP), and to position itself as a key player under the ‘Small Giants Cluster’ of the EIP on Smart Cities and Communities. Other Small Giant cities include Peterborough,

Ipswich and Duurzaam Brabant in the Netherlands. This network is growing and the ambition is to launch a number of SMART 'proof of concept' demonstration projects in Southend commencing April 2017.

Councils are gatekeepers to data, platforms for representation, and the purveyors of public service contract opportunities. They hold great potential and responsibility to develop systems which enable people to become more connected, and live healthy, happy and independent lives, in environmentally sustainable places.

Digital Opportunities and Challenges

Here in the UK, the Government has identified the following challenges in particular that are driving change in UK cities:

- economic restructuring, combined with the economic downturn, has raised levels of unemployment, particularly among young people, and so economic growth and building a resilience to further change is a key priority for city authorities
- the urban infrastructure has grown piecemeal and rising urban populations are putting pressure on housing and transport
- concerns about climate change, and the fact that 80% of the UK population live in cities, inevitably means that cities have a key role in improving energy efficiency and reducing carbon emissions, while promoting energy resilience in terms of security of supply and price
- the paradigm shift towards online entertainment and online retail/consumer services is beginning to change the nature of the High Street
- an ageing population is placing an increasing burden on adult social care, to the point where it is absorbing an ever-increasing proportion of local authority budgets
- at the same time, the pressures on public finances have seen local authority budgets reduce, on average, by an estimated 12-15% in real terms over the past three years, with many reporting 20-30% cuts
- notwithstanding recent flexibility accorded to Local Authorities in relation to Council Tax and Business Rates, grants from Government Departments are still the main source of local authority funding, especially for cities, and local authorities consider this to limit their ability to provide integrated responses to the challenges they face

The scale of the challenges is forcing cities to rethink their strategies and to innovate in order to maintain service levels, in particular:

- shifting to outcomes based contracts and invoking smarter solutions and social value
- service integration, both back office and increasingly front line services
- online service delivery
- releasing data to enable new services to develop and citizens to make informed decisions e.g. providing real-time information on traffic to assist citizens in planning journeys; and
- reducing demand on services, for example, promoting independent living allowing older people to live much longer in their own communities with less statutory support

However, the complexity and the pace of change, combined with the need for integrated and systemic solutions, are presenting a major challenge to local authorities which, traditionally, have developed responses in a "siloed" fashion.

The UK Government is committed to helping cities respond to these challenges, by supporting the development of smarter cities. Both because of the social, economic and environmental benefits for cities and citizens here in the UK and because the smart city market globally represents a major export opportunity for UK businesses.

The **Digital by Default Service Standard** is a set of criteria for digital teams building government services to meet. Meeting the standard will mean digital services are of a consistently high quality. This includes creating services that are easily improved, safe, secure and fulfill user needs.

Channel Shift – Self Service

Public Sector bodies need to move from the more expensive methods of dealing with citizens to less expensive ones. The financial climate demands it and the constantly evolving needs of the local population also demands it.

Channel shift is the process of moving customers from using more expensive means of contacting us, such as the telephone and face-to-face contacts, to less expensive means, including self-service applications, email, text, voice recognition and finding out information or reporting issues via the web and social media.

The strategic importance of channel shift is clear - not just because it improves efficiency, but because it meets the expectations of many customers who are used to carrying out their day-to-day transactions in a way that is convenient to them.

As always, this approach needs to be implemented differentially and with care – there will always be customers with more customer needs and service requests that can only be resolved using specialist expertise or customised approaches. An ONS survey, published in February 2014, found that 6.7 million adults (13 per cent of the UK total), over half of whom were disabled, had never used the internet.

Nationally, this has been recognised by the ‘Digital by Default’ programme which rightly includes activity to support greater access to digital channels through ‘assisted digital’ provision and the fostering of greater digital inclusion. This will be mirrored locally.

Digital Inclusion and Channel Management

There is a need to maintain a digital inclusion and channel management strategy, which includes:

- a) A clear audit of what existing channels are currently used to deliver council services, and the costs and service levels associated with these;
- b) The vision and roadmap for developing a new channel management approach, which:
 - (i) is centered on the needs and behaviour of citizens and businesses;
 - (ii) identifies the opportunities for current services to be 'engineered out' through the introduction of new smart connectivity directly between city assets and digital devices;
 - (iii) encourages access and use of digital services by stakeholder groups currently excluded from these for whatever reason.

Households that are not connected to the internet are disadvantaged. According to national data “offline” households

- are missing out on estimated savings of £560 per year from shopping and paying bills online.
- are detrimental to a child's educational performance, the ONS national data shows that while 99% of children in the richest 10% of households can access the internet via a computer, this dropped to 57% in the poorest 10% of households with children
- are detrimental to people seeking opportunities to search and apply for jobs. It is estimated that between 75% and 90% of jobs require at least some computer use.

Nationally, 80% of government interactions are with the bottom 25% of income earners – who are least likely to have internet access.

Universal Credit

Universal Credit is a key part of the Government's long term economic plan to transform the Welfare State in Britain by tackling poverty and welfare dependency. It brings together 6 benefits and tax credits into 1. When fully implemented Universal Credit has the potential to contribute up to £35 billion to the economy over 10 years. Universal Credit will be rolled out across the country to all Job Centres and Local Authorities from 2017. The Government wants 80% of applications for Universal Credit to be online by 2017.

Social Value Act

Public authorities to have regard to economic, social and environmental well-being in connection with public services' contracts rather than simply having commissioning decisions solely on price and quality.

The Council' Digital Strategy will help by

- engaging with citizens and businesses to ensure the agenda is driven by their needs and aspirations
- creating and participating in 4 way dialogue between the council / public sector, businesses, academics and the community and voluntary sector (CVS)
- delivering more creative and collaborative approaches to governance and places which allow people to be more autonomous
- enabling or providing the underlying infrastructure from which SMART initiatives can be leveraged; connectivity is key
- harnessing the potential of integrated data analytics including data collected by people and derived from the Internet of Things (IoT) to alter processes and making service delivery more targeted
- stimulating / creating networks that connect and coordinate people who interact across the SMART network
- work with fellow statutory bodies and other stakeholders in reviewing service delivery
- collate and publish 'open data' sets to stimulate innovation and creativity
- supporting the council in its energy efficiency and carbon reduction programmes
- introducing SMART solutions to address the real challenges faced by Southend today
- fostering digital inclusion
- supporting the delivery of efficiency savings
- engage in proof of concept pilots for energy saving projects
- support the provision of local access solutions for those digitally disempowered
- ensuring an element of social value is built into every ICT procurement
- requiring business cases for proposals which yield overall net revenue savings

Southend Planned Outcomes for 2017/20





- Stakeholders including fellow statutory bodies, citizens and communities are actively engaged on an on-going basis in prescribing the desired outcomes from the SMART agenda
- Forums are created make current and future citizen and business needs the driving force behind all city spaces and systems
- An agreed collective vision of what a “smart future” or “what good looks like” looks and feels like for the City is established; a multi - stakeholder SMART City Road map is produced
- The Council’s new hybrid cloud multi tenanted data centre is completed and made available / marketed for borough wide use
- A 1 Gbps (speed of data transfer) full fibre deployment is completed across the borough delivering immediate benefits to the Council, schools and businesses by enabling access to high speed filtered broadband which meets their needs; the offer is extended across the borough over time
- A Radio Frequency RF mesh network is created across the borough utilizing the street lighting Central Management Systems (CMS) delivering immediate benefits in respect of street lighting control but extended benefits through the enablement of environmental monitoring
- A WiFi mesh network is created across the borough for multi-agency use (exact use and benefits yet to be determined)
- Free Public Wi Fi is used to market and promote tourism and local businesses
- An Intelligence Hub / Operations Centre acting as the ‘eyes and ears’ of the borough and discharging ‘command and control’ functionality for the borough is created within the existing CCTV room at Tickfield
- Data across the borough is managed as an asset in its own right, both within the authority and in collaboration with other significant data owners across the borough; a data warehouse is constructed to host multi agency data sets enabling ‘big data’ analytics
- Investment in ‘smart open data’ by opening up city data for the common good ensuring that data on the performance and use of the city’s physical, spatial and digital assets is available in real time and on an open and interoperable basis to enable externally-driven, stakeholder-led innovation by citizens, communities and the private and voluntary sectors
- SMART City initiatives are governed through a collective policy developers in city authorities, elected leaders, senior executives of local authorities, senior executives of other public bodies with a city-wide remit, leaders from the voluntary sector organizations active within the city; leaders in the higher and further educations sectors and other stakeholders interested in leading and shaping the city environment, including senior executives in the private sector who wish to partner with and assist cities in transformation of city systems to create shared value and community innovators and representatives
- Activities progressed in vertical sectors of (smart mobility, smart health, smart energy etc.) are joined up into a whole-city approach
- Physical and digital planning become integrated
- A ‘digital by default’ ethos is adopted in thought and deed
- Digital inclusion is extended across the borough addressing the needs of the digitally disempowered
- Delivering channel shift, making the on-line channel the channel of choice
- Transport is carbon neutral improving public health as air quality related illness decreases
- Energy markets have shifted from centralised to decentralised modes of production
- Local energy from waste, combined heat and power, district heating, biomass a solar energy offer cheap and efficient supplies
- ‘Proof of concept’ SMART solutions are progressed starting with enhanced community safety, traffic flow and parking management, health /social care, environmental monitoring and management and energy

Current Projects – 2017/2020 already underway or planned

- Place the citizen and businesses at the heart of our digital ambitions, consult to determine the ambitions of
 - the digital citizen / digital communities
 - the digital economy
- Creation of the 'quadruple helix' a forum within which public bodies, academics, local businesses and Community & Voluntary Sector (CVS) – liaise, plan, co-produce
- Deployment of 1 Gbps (speed of data transfer) full fibre network across the borough to be marketed and extended initially to businesses
- Use of Radio Frequency (RF) Mesh network to be extended to include environmental monitoring
- Wi Fi Mesh network to be deployed across the borough (potentially for support of IoT deployments)
- Free (commercialised) Public WiFi to be deployed in areas of high footfall across the borough
- Free Public Wi Fi to be extended into SEH Tower blocks and SBC Community Centres through the social value clause in the concession agreement bridge the 'digital divide'
- Continued commercialisation of the Council owned assets below, on and above the round
- Intelligence Hub / Operations Centre to be built at Tickfield; co locate all 24/7 monitoring solutions within this location
- Data Warehouse to be specified and, subject to affordability, created
- 'Open Data' to be published
- Progress proof of concept SMART solutions for
 - enhanced community safety (through re-provision of the Council's CCTV estate)
 - traffic flow and parking management
 - independent living; prevention support for care homes and the aims of the STP
 - environmental monitoring and management
 - energy management
- Explore the potential benefit from the deployment of assistive living technology or social media to address social isolation and loneliness
- Specify the 'technology layer' integral to the build of the new Queensway development
- Creation of a Local Authority Trading Company (LATC) entitled 'Southend Digital Futures' which provides WAN, LAN Storage and Compute functionality for the council but capable of trading on Council owned assets, capacity and capabilities
- Income generation – task the new trading company with income generation

Priorities for Action – Timeline for Delivery

Priorities	2017	2018	2019	2020	2021
Place the citizen and businesses at the heart of our digital ambitions – consult to determine the ambitions of - the digital citizen / digital communities - the digital economy Co-design solutions					
Creation of the ‘quadruple helix’ a forum within which public bodies, academics, local businesses and CVS liaise and plan Co-design digital solutions					
Deployment of 1 Gbps (speed of data transfer) full fibre network across the borough to be marketed and extended					
Use of Radio Frequency (RF) Mesh network to be extended to include environmental monitoring					
Wi Fi Mesh network to be deployed across the borough (potentially for support of IoT deployments)					
Free (commercialised) Public WiFi to be deployed in areas of high footfall across the borough					
Free Public Wi Fi to be extended into SEH Tower blocks and SBC Community Centres through the social value clause in the concession agreement					
Continued commercialisation of the Council owned assets below, on and above the ground					
On-line access to be extended in 23 SEH sheltered housing blocks as part of the dark fibre deployment					
Intelligence Hub / Operations Centre to be built at Tickfield; co-locate all 24/7 monitoring solutions within this location					
Data Warehouse to be specified and, subject to affordability, created for ‘Big Data’ an in depth analytics					
‘Open Data’ to be published to stimulate creativity, innovation and problem solving					

<p>Proof of concept solutions for</p> <ul style="list-style-type: none"> - enhanced community safety (through re-provision of the Council's CCTV estate) - traffic flow and parking management - independent living through prevention, care homes support and support for the STP - environmental monitoring and management - energy management 					
<p>Specify the 'technology layer' integral to the build of the new Queensway development</p>					
<p>Creation of a Local Authority Trading Company (LATC) entitled 'Southend Digital Futures' which provides WAN, LAN Storage and Compute functionality for the council but capable of trading on Council owned assets, capacity and capabilities</p>					
<p>Income generation – task the new trading company with income generation</p>					

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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Deputy Chief Executive (Place)

to
Cabinet

on
Date 20th June 2017

Report prepared by: Chris Burr, Economic Growth Group
Manager

**Economic Growth Strategy
Place Scrutiny Committee**

**Executive Councillor: Councillor Ann Holland
Part 1 Public Agenda Item**

1. Purpose of Report

- 1.1 To update Cabinet on the development of a draft Economic Growth Strategy 2017-22.
- 1.2 To seek Cabinet's endorsement of the draft strategy for adoption.

2. Recommendations

- 2.1 **That the draft strategy, is endorsed by Cabinet.**

3. Background

- 3.1 The Council's Economic Development and Tourism Strategy 2010-2015 was developed at a time of economic crisis. Not only has the previous strategy reached the full term of its lifespan but the economic environment has changed considerably. Nationally there have been significant changes to the delivery in the field of economic development activity, such as the introduction of Local Enterprise Partnerships (LEPs) and Growth Hubs – which have had a direct impact on priorities and delivery in Southend. Most recently, the Government has published its green paper - 'Building our Industrial Strategy' which, following consultation, will set out its approach and priorities for national economic growth. It is therefore timely that a new Southend Economic Growth Strategy is developed.
- 3.2 The strategy proposes that the Council adopts an approach that ensures the power of economic growth is harnessed to address all aspects of life in Southend. This will require the development of the 'cross-wires' that link the work of existing Council teams and will result in a refreshed approach to tackling social problems in all areas of Council activity. This approach is particularly relevant to tackling persistent issues related to socio-economic performance, including: housing, homelessness, mental-health, social care, child poverty and anti-social behaviour.

3.3 This strategy is being produced as part of a new Council approach to steer the development of Southend as a place. The new documents which together contribute to this approach include:

- Southend-on-Sea Borough Council Digital Strategy 2017-20
- Southend-on-Sea Borough Council Economic Growth Strategy 2017-22
- Southend-on-Sea Borough Council Tourism Strategy and Destination Plan 2017-27
- Southend-on-Sea Borough Council Skills Strategy 2017-22

Each of these strategies addresses a specific theme, critical to the effective development of the Borough during the next ten years. The strategies are designed to be specific, separate but strongly interlinked so as to ensure that the delivery of individual projects can constitute more than the sum of its parts and maximise contribution to the creation of a better Southend.

3.4 In order to develop the Economic Growth Strategy, a substantial evidence base consisting of a wide range of economic data (available as a background paper to this report) has been compiled. This evidence has been used to inform the strategy, rationale and priorities contained within the strategy.

3.5 Due principally to the differences in government's statistical releases there may be differences between the figures quoted in the evidence bases for the Economic Growth Strategy and those quoted in the Skills Strategy. Where disparities have been identified, these have been assessed by independent specialists to ensure the validity of the data according to the specific statistical release – and where necessary, footnote explanations have been included.

3.6 A range of stakeholders have been consulted in the development of the strategy including officers from across the organisation, the Southend Business Partnership Executive and pre-Cabinet Scrutiny. The bi-annual Southend business survey has also provided direct input from the small and medium-sized enterprise (SME) base thus broadening understanding of the local economy. The feedback from these consultations, where appropriate and as far as possible, have been reflected in the draft strategy.

3.7 Feedback points from the pre-Cabinet Scrutiny Committee included:

- Consider the future approach to the tourism sector
 - Consider the prospects for new 'white collar' jobs in the future
 - Consider those working outside of the Borough boundaries
 - Consider the finance industry job losses
 - Consider the prospects for self-employment/entrepreneurialism
 - Consider the prospects for fisheries – and Leigh's cockling industry in particular
 - Consider the increase in retirement age and effect on future employment levels
- Where practicable, these points have been addressed within the 'Our Economy' and 'Growth and Strategic Sectors' sections of the strategy.

3.8 Feedback points from CMT consideration of the strategy included:

- Clarity in the diagrams
- Tailor for the correct audience: local businesses, agencies & funders
- Consider the specific approach to supporting sectors
- Do we have the right sectors – are we 'dumbing down' our approach?
- Highlight key messages and facts

- Make narrative more positive/exciting

Similarly, these points have been addressed at the relevant point within the strategy.

- 3.9 In an environment of continuing financial cuts and reduced resources the Council needs to be able to target its resources on activities that will deliver the greatest benefit to the town. Therefore the strategy details a revised analysis of Southend's business sectors and provides a list of key priorities designed to maximise economic benefit.
- 3.10 The draft strategy has been developed with consideration of, and in alignment with, the growth strategies of Opportunity South Essex and the South East Local Partnership (SELEP) in order to reinforce Southend's role in the economic geography of the Thames Estuary.
- 3.11 This is not intended to be a detailed action plan but a strategic framework within which shorter term action plans and interventions will be developed.

4. **Headline Findings**

4.1 Some key characteristics of the Southend economy include:

- Southend contributes £3.017 Billion (GVA) to the value of the UK economy every year
- On average, a Southend worker contributes £16,955 (GVA) to the value of the UK economy per year
- 86% of businesses have fewer than 10 employees
- Southend is home to 7,445 businesses
- 1,080 new businesses are created in Southend every year
- 870 existing businesses close in Southend every year
- 39,800 full-time jobs are occupied in the borough
- 25,000 part-time jobs are occupied in the borough
- Southend has an average employment rate of 75.6%
- Southend has a working age (16-64) population of 110,400
- Average resident weekly pay is £541.20
- Average worker weekly pay is £464.60
- 36,877 Southend residents work inside the borough
- 29,783 Southend residents work outside the borough

4.2 Key findings and conclusions from the Economic Growth Strategy Evidence Base include:

- Southend has a 'High Wage, High Welfare' economy
- Educational attainment levels have improved over the last 10 years, but are still behind national averages
- Overall, the local economy has expanded by a small number of jobs during the last 5 years, however given the number of closures and time of economic recession this is a positive figure.
- Southend workers contribute less to the national economy and have a lower average productivity level when compared to other areas in the South East
- Southend has a high level of start-up companies/entrepreneurialism when compared to other areas in the South East.

5. Strategy Overview – Key Features

5.1 The strategy is based on four key principles that underpin the vision. The principles are:

- The Council's approach to growth
- Sectoral focus
- Economic resilience
- Priorities and objectives

5.2 Vision - The strategy suggests the following vision for the Southend economy over the 2017-22 period:

By 2022, the Southend economy will have addressed all areas of economic under-performance to emerge as the driving force for the wider region and the leading economy in South Essex. The benefits of our efforts will be reaped by businesses and residents as they thrive in the new economy. Key characteristics of this success will include:

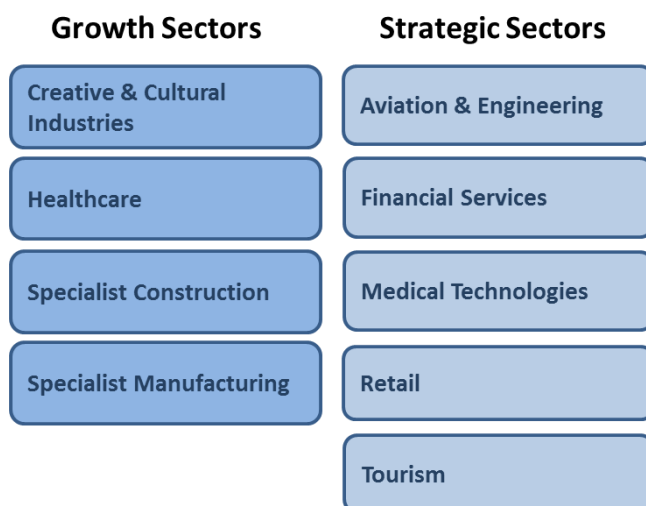
- *Job growth in key sectors and strengthened local supply chains*
- *Increased average income and productivity*
- *Improvement in educational attainment*
- *High business start-up and survival rates*
- *A resilient and diverse economy*

5.3 Principle 1 - The Council's approach to growth

The Council's economic development activity is important in tackling wider social problems. Accordingly, the strategy proposes that activity across the organisation is considered for its impact and contribution to creating economic growth in the borough. This activity is intended to strengthen the cross-wires between the work of different Council teams and focus the work of all teams on encouraging economic growth, in particular identifying the links between digital, skills, tourism and economic growth in the delivery of Department of Place services.

5.4 Principle 2 - Sectoral focus

To enable the Council to direct its activity to areas which will have the greatest effect, an analysis of the business sectors has been undertaken. This analysis recommends focusing the Council's activities accordingly:



- A 'Growth' sector is a sector that has experienced a growth in the number of businesses and number of employees during the last five years.
- A 'Strategic' sector is a sector that; supports existing growth sectors; is vital to Southend's place-making aspirations; is likely to bring forth growth opportunities in the future.

5.5 Principle 3 - Resilience

The strategy provides a decision making framework to be utilised when economic circumstance necessitates a diversion from the key objectives identified within the strategy. This framework is premised on the consideration of a decision against three key parameters:

- sector focus;
- the ability to create local opportunities;
- and employer and skills focus.

It enables the prioritisation of actions and adds an element of adaptability to the strategy, intended to sustain the documents' relevance in the face of economic change.

Economic Growth Decision Making Framework



5.6 Principle 4 - Priorities and Objectives

Based on the evidence and consultation, the strategy identifies key priority areas that the Council's economic development work will focus on for the next five years unless faced with a significant economic shift, in which case the framework will shape activity and intervention. The priority areas are:

- **Business and Strategic Partnerships** – Work with partners to bring opportunity and investment to Southend; progress large-scale infrastructure projects; influence regional/national policy; and further Southend's interests.
- **Business Support and Accommodation** – Support growth in small and medium sized businesses, ensuring suitable and sufficient business space is available to enable the physical growth of local businesses.
- **Inward Investment** – Identify and implement targeted activities to attract new business and investment to Southend.
- **Workforce Development** – Identify and close the skills gaps that hinder economic performance and work with education partners to meet future local workforce requirements (with specific reference to the forthcoming Skills Strategy).

- **Key Infrastructure Improvements** – Work with partners to ensure better housing, transport and community infrastructure is available for residents, workers and visitors.
- **Create Successful Places** – Celebrate the unique community identities in the borough, whilst providing better places to live, work and visit.
- **Support Key Growth Sectors** – Support key Growth and Strategic sectors to develop and grow.

6. Other Options

- 6.1 The Council could seek to develop an alternative strategy or to progress without one. As this strategy is rooted in data, statistical analysis and consultation, developing a different approach would mean disregarding this and drawing different conclusions. The latter option of progressing without a strategy risks missed opportunities for leveraging greater economic growth without defined priorities and framework.

7. Reasons for Recommendations

- 7.1 Adopting this strategy will provide a clear method to steer Council activity and decision making in order to maximise the economic benefits realised by Southend residents.

8. Corporate Implications

8.1 Contribution to Council's Vision & Corporate Priorities

The Economic Growth Strategy will help contribute to all aspects of the Council's vision and corporate priorities. In particular, the strategy will contribute to the aim of creating a 'Prosperous' Southend.

8.2 Financial Implications

There are no immediate financial implications associated with adopting the strategy. Implementation of an action plan resulting from the strategy by the Economic Development team will be within base budget and will seek grant funding where possible. Additional items will be brought back to Cabinet for consideration.

8.3 Legal Implications

There are no legal implications.

8.4 People Implications

Implementation of the strategy will be carried out by existing core and grant funded staff within the Economic Development team.

8.5 Property Implications

There are no property implications to adopting this strategy.

8.6 Consultation

A consultation with key stakeholders has been carried out in order to gain input into the strategy.

8.7 Equalities and Diversity Implications

A full equalities and diversity impact assessment will be completed prior to the publication of the strategy.

8.8 Risk Assessment

There are no direct risks associated with adopting this strategy. Individual projects resulting from it will be assessed accordingly.

8.9 Value for Money

The strategy seeks to ensure value for money through the identification of actions which will deliver the best outcomes.

8.10 Community Safety Implications

There are no community safety implications to adopting this strategy.

8.11 Environmental Impact

There are no environmental implications to adopting this strategy.

9. **Background Papers**

Draft Southend-on-Sea Borough Council Economic Growth Strategy 2017-22:
Baseline Information

10. **Appendices**

Draft Southend-on-Sea Borough Council Economic Growth Strategy 2017-22

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ECONOMIC GROWTH STRATEGY

2017-
22

Executive Summary

The Southend-on-Sea Economic Growth Strategy 2017-22 has been created to steer the activities undertaken by the Council in maximising the economic benefit to residents.

ECONOMIC GROWTH STRATEGY 2017-22

It proposes a revised approach to developing the local economy, ensuring that the power of economic growth is harnessed to improve every aspect of life in Southend; from healthcare to educational attainment.

The Strategy sets the vision for the Southend Economy as:

“By 2022, the Southend economy will have addressed all areas of economic under-performance to emerge as the leading economy in South Essex. The benefits of our efforts will be reaped by businesses and residents as they thrive in the new economy. Key characteristics of this success will include:

- Job growth in key sectors and strengthened local supply chains
- Increased average income and productivity
- Improvement in educational attainment
- High business start-up and survival rates
- A resilient and diverse economy”

The Strategy then features four key principles which seek to underpin the vision:

Principle 1 – The approach to growth.

Acknowledging the importance of the Council's economic development activity in tackling wider social problems, the strategy proposes a shift in the nature of the Council's economic development work, from the sole pursuit of one or two teams within the Department of Place to a situation where every team within the Council considers its potential impact and contribution to creating economic growth in the borough. This activity is intended to re-enforce the 'cross-wires' across the organisation and focus all Council activity on encouraging economic growth.

Principle 2 – Sectoral focus. To enable the Council to direct its activity and achieve value for money, an analysis of the business sectors has been undertaken. Concluding that, in order to maximise economic benefit, the Council should focus its efforts on supporting the following sectors:

Growth Sectors: Creative and Cultural Industries, Health and Social Care, Specialist Construction, Specialist Manufacturing.

Strategic Sectors: Aviation & Engineering, Financial Services, Medical Technologies, Retail, Tourism.

Principle 3 – Key Priorities. At its core, the strategy defines key priority areas that the Council's economic development work will focus on for the next five years unless faced with a significant economic shift, in which case a decision making framework will shape activity and intervention. The priority areas are:

- **Business and Strategic Partnerships** – Work with partners to bring opportunity and investment to Southend; progress large-scale infrastructure projects; influence regional/national policy; and further Southend's interests.

- **Business Support and Accommodation** – Support growth in small and medium sized businesses, ensuring suitable and sufficient business space is available to enable the physical growth of local businesses.
- **Inward Investment** – Identify and implement targeted activities to attract new business and investment to Southend.
- **Workforce Development** – Identify and close the skills gaps that hinder economic performance and work with education partners to meet future local workforce requirements.
- **Key Infrastructure Improvements** – Work with partners to ensure better housing, transport and community infrastructure is available for residents, workers and visitors.
- **Create Successful Places** – Celebrate the unique community identities in the borough, whilst providing better places to live, work and visit.
- **Support Key Growth Sectors** – Support key Growth and Strategic sectors to develop and grow.

Principle 4 – Resilience. Acknowledging the unprecedented economic changes that have occurred during the last 10 years, the Strategy provides a decision making framework to be utilised when economic circumstance necessitates a diversion from the key objectives designated within the strategy. This framework is premised on the consideration of a decision against three key parameters, including: Sector Focus, the ability to create local opportunities, and Employer and Skills Focus. It enables the prioritisation of actions and adds an element of flexibility to the document, intended to sustain the documents' relevance in the face of economic change.

The Strategy concludes with an invitation to all stakeholders to become engaged in an on-going process of dialogue and action that focuses all our efforts on ensuring that Southend achieves its potential.

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Next steps

1. Foreword: Southend's Future

Southend-on-Sea Borough Council is striving to create a 'city-by-the-sea' that welcomes visitors, stimulates start-up and growing businesses and above all, supports residents to fulfil their potential.

We want to build a growing, resilient and balanced economy that provides benefits and opportunities for all our residents. In doing so, we wish to attract visitors from around the world to enjoy all the borough has to offer – from award winning beaches to internationally renowned galleries.

We want to build a growing, resilient and balanced economy that provides benefits and opportunities for all our residents. In doing so, we wish to attract visitors from around the world to enjoy all the borough has to offer – from award winning beaches to internationally renowned galleries.

Recent investment in the borough speaks volumes of the entrepreneurial passion that makes Southend an exciting place to be. Our international airport will continue to bring increased visitor numbers from across Europe; 1 million sqft of new commercial space will be developed at the Airport Business Park Southend, new housing developments such as Better Queensway, will provide beautiful, high-quality housing; the HIVE enterprise centre and the Business Essex, Southend & Thurrock (BEST) Growth Hub will continue to support budding entrepreneurs and business people across the borough; and the Education Quarter will provide an expanding range of life-changing skills to residents and visitors, helping them to access new opportunities.

We want to continue to work with our partners to make Southend a great place to live, work and visit. Together with private, public, and third sector partners, the Council is making new employment opportunities available for local people. Our work with the Southend Business Improvement District (BID), the Southend Business Partnership (SBP) and with individual businesses across the borough, continues to ensure that 'Southend is open for business', despite the often adverse economic conditions that the global markets can create.

Southend's position within the Thames Estuary is central to driving growth and investment in our communities. Our work with other authorities and partners outside our own boundaries, including Opportunity South Essex (OSE) and the South East Local Enterprise Partnership (SELEP), is vital to maximise economic growth opportunities across the South East for the benefit of Southend.

However, we are ambitious to achieve more. There is more we can do to develop and grow the economy, making Southend an even better place.

“ Economic growth will be central to Southend’s future success and is a key building block to enable: delivery of new housing, enhanced infrastructure, creation of new jobs, diversification of our business base and the solution of wider social problems.”



Economic growth will be central to Southend’s future success and is a key building block to enable: delivery of new housing, enhanced infrastructure, creation of new jobs, diversification of our business base and the solution of wider social problems. To do this successfully, we need to recognise some important factors:

- Southend’s future success depends on creating a truly dynamic economy;
- A successful economy must be both agile and resilient; constantly able to adapt and achieve growth, even when market conditions are hostile;
- Economic growth is an integral tool for us to tackle wider social problems such as child poverty, health inequality, housing gaps and social exclusion;
- A strong economy cannot be built in isolation; it is a responsibility shared by local residents, the Council, businesses, the voluntary sector, education providers and central government;
- In addressing the needs of the whole borough, we must inspire, up-skill and increase opportunities for all our residents and workforce.

Work is already well underway to make Southend a prosperous, vibrant and bustling town that fulfils its potential. Our track record for successfully delivering large-scale projects continues to attract new investment to the area. We are working with local communities, such as the Coastal Community Teams in Leigh-on-Sea, Central Southend, and Shoeburyness, to deliver cultural-led regeneration at a local level, ensuring that our communities flourish.

This strategy sets out the blueprint for how we can build a stronger economy in Southend that brings opportunity to all our residents. Our goal in publishing this document is to enable stakeholders across the borough to collectively make decisions that will result in a strong, dynamic and resilient economy for Southend. It will help us to harness entrepreneurship and deliver growth, creating conditions for new sectors to emerge while unlocking investment to deliver local job opportunities and maximising the economic benefits for all.

A E Holland

Councillor Ann Holland

2. A Vision for the Southend Economy

Vision for 2022

2.1 By 2022, the Southend economy will have addressed all areas of economic under-performance to emerge as the leading economy in South Essex. The benefits of our efforts will be reaped by businesses and residents as they thrive in the new economy. Key characteristics of this success will include:



Job growth in key sectors and strengthened local supply chains which develop and diversify the business base;



Increased GVA per capita, average worker income and productivity – leading to wealth creation for Southend residents;



Improvement in educational attainment – increasing the number of residents qualified to deliver the jobs needed by local business;



High business start-up and survival rates – creating even more successful business leaders in the future;



A resilient economy, diverse enough to weather global economic trends and market cycles, recover at pace from economic downturns, adapt to changing technologies and provide benefit to all Southend residents.

3. The Council's Approach to Growth

Introduction

3.1 Enabling economic growth is integral to the work of Southend-on-Sea Borough Council. Sustaining a productive economy will contribute to making Southend a prosperous, healthy, safe and clean place.

3.2 The Southend Economic Growth Strategy 2017-22 is a key document for the Council that will shape the future of Southend's economy, enable the safeguarding and creation of local jobs and stimulate wealth creation for residents.

3.3 To inform the recommendations within this strategy, two specific actions have been undertaken:

- An economic baseline analysing trends and progress made over the last five years has been developed (see Appendix 1);
- Valuable consultation with, and input from, a wide range of stakeholders has been sought and recorded.

This method has ensured a 'top-down and bottom-up' approach to creating a plan that is both co-produced and co-owned by the Council and our partners.

Our Approach

3.4 The Council is determined to harness the power of economic growth to improve every aspect of life in Southend.

3.5 Traditionally, UK Local Authorities have addressed economic growth through one or two specific teams working in isolation that focus on 'Economic Development'. This approach may bring some results, but it fails to maximise the potential for 'Economic Growth' to positively influence outcomes in other areas of Council activity.

3.6 For example, increasing the proportion of adults with access to employment opportunities has the potential to reduce the number of 0-3 year-olds living in poverty and reduce expenditure on social care. Similarly, good planning policy has the ability to create employment space, decrease unemployment and improve public health.

3.7 Therefore, in order to maximise benefit from the 'cross-wires' that exist between the work of the various Council teams, Southend-on-

Sea Borough Council will work differently, by adopting an approach where 'Economic Growth' is a key consideration within the plans and activities across the organisation.

3.8 Accordingly, this strategy is being produced as part of a 'suite' of new documents produced by the Council, in order to steer the development of Southend as a place. The documents within this suite include:

- Southend-on-Sea Borough Council Digital Strategy 2017-20
- Southend-on-Sea Borough Council Economic Growth Strategy 2017-22
- Southend-on-Sea Borough Council Tourism Strategy and Destination Plan 2017-27
- Southend-on-Sea Borough Council Skills Strategy 2017-22

3.9 Each of these strategies addresses a specific theme, critical to the effective development of the borough during the next ten years. The strategies are designed to be specific and separate, but to be cognisant of each other and to support progress towards the goals identified within.

Collectively, these documents aspire to create a Southend that:

- Utilises the best of all available technology
- Is the leading economy in South Essex
- Is England's number one tourism destination
- Proactively develops the borough's best talents

3.10 The strategies are designed to influence Council activity at a both a theoretical and practical level. For example:

- In developing a robust inward investment offer for businesses looking to locate in Southend, strong: digital, skills, economic growth and tourism offers must be considered.
- In developing new projects such as the 'Thames Estuary Experience'; digital apps, skills facilities, visitor number and market forecasts must be incorporated to create a sustainable and effective attraction.

As the implementation of activities associated with these documents progresses, more and more of the 'cross-wires' between the strategies will be identified and exploited to ensure a comprehensive approach.

4. Our Economy

4.1 In determining our priorities for the next five years, key evidence was gathered to understand Southend's local economy. The facts and figures illustrated in this section highlight some of the most significant current characteristics of the local economy.



4. Our Economy

Population, migration and welfare at a glance

178,700

total population

16,100

increase in total population since 2005

110,400

working age population

9.3%

increase in the working age population since 2005

34,000

population over the age of 65

1 in 4

children live in poverty in the borough

325

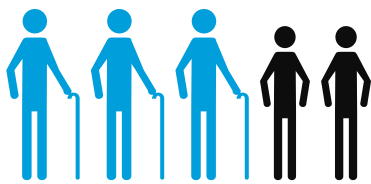
new dwellings need to be built each year

319

new homes built every year (current rate of housing growth)

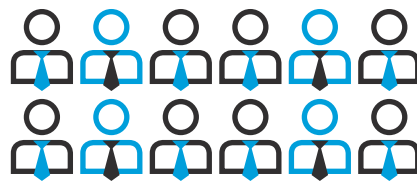
4.2 Southend has an ageing population with the number of people entering the labour market steadily decreasing. However, during the last 10 years, international and domestic migration has supported an increase in the local labour market. This migration has delivered new business formation, growth in the labour market pool and increased local spend. Continuing to promote

and improve the borough's image as a place to live is key to attracting new businesses and investment to the area. In addition, it is vital that Southend's principal transport connections to London are maintained and enhanced as these links play an important part in maintaining high average resident wage levels and supporting local economic growth.



2030

The year the number of residents reaching the age of 64 (2,608) will exceed the number of residents aged 16 (2,189)



7,740

Approximate increase in working age population due to inward migration since 2005



497

Projected growth in working age population (2016-2025) without further inward migration



+ -

Southend is the only **high wage, high welfare** region in the country

4.3 According to a recent Centre for Cities report¹, Southend has been identified as the 'only large urban centre in the UK with a high wage and high welfare profile'. The high welfare profile is principally due to a higher than

average spend on benefit entitlements for those seeking or unable to work. Therefore, reducing unemployment and increasing skill attainment levels will support Southend's movement towards a high wage, low welfare economy.

1 <http://www.centreforcities.org/reader/cities-outlook-2016/mapping-the-low-wage-high-welfare-economy/>

4. Our Economy

Jobs and skills at a glance

76,000

total jobs in 2014

64,700

employees in 2014

39,800

full time employee jobs

25,000

part time employee jobs

21,700

jobs in public admin, education and health

13,700

jobs in finance and other business services

4.5 There are important geographical interdependencies between Southend's residents and the wider regional economy. In 2011, 36.4% of Southend's residents commuted to another local authority, with 76.8% of those who did commute, travelling to another part of South Essex for work. Approximately 5,400 commuted to London, 5,000 to Rochford, 4,500 to Basildon and 2,500 to Castle Point. Work and investment in projects like London Southend Airport and the Airport Business Park Southend are important creators of job opportunities for residents of the borough, even when those jobs exist within other local authority areas. This highlights the importance of the Council's work to develop partnerships with key strategic stakeholders, in order to deliver critical cross-boundary projects that are integral to the well-being of our residents.

4.6 The number of residents qualified to Level 4+ in Southend is approximately 10% lower than the current average for England. Continuing to close

this skills gap is necessary to support business growth and innovation as well as reduce welfare reliance amongst working age population (which is 1% higher than the England average), and attract new employers to the area. Partnerships with South Essex College, the University of Essex and other skills providers are essential to ensure provision meets employer requirements. Utilising these relationships to attract new businesses to the area and create a growing pool of skilled workers will provide more work opportunities for residents and help further raise aspiration and attainment levels.

Strong growth in the number of apprenticeships taking place in Southend demonstrates that the work being done to reduce the skills gap is having an impact; however, further promotion of apprenticeships amongst the SME community will continue to be a key objective of the Council's economic development activity going forward.



300²

net increase in jobs in Southend since 2009

36.4%

of Southend's working age population commuted to jobs outside the borough in 2011

26%

of residents have a qualification equivalent to NVQ4+

12,000+

Southend residents commute to neighbouring boroughs in South Essex for work

7%

increase in residents with NVQ4+ qualifications

5,400

Southend residents commute to London for work



The number of residents aged 0-15 and 16-64 has fallen by 0.4% and 0.3% respectively, placing pressure on the current and future workforce



The percentage of residents with NVQ Level 4+ increased from 19.1% in 2005 to 26% in 2015, however remain below the Essex and England averages (29.1% and 36.8% respectively)

² The ONS statistical release has been revised since the first publication of this figure. Accordingly, there may be a discrepancy between this figure and similar figures quoted in other Council documents.

4. Our Economy

Business at a glance

7,445

total number of businesses in Southend in 2015

20

employers with 250+ employees

1,080

new businesses started in Southend in 2014

870

businesses closed in Southend in 2014

4.9 Growth in Gross Value Added (GVA) to the economy has occurred in Southend over the last decade, albeit at a slower rate than the rest of England. Southend's below average performance can largely be attributed to the £400 million decrease in GVA caused by the contraction of the finance sector in Southend. If this gap continues to grow, so will the economic inequality between residents of Southend and those residents in other parts of England. In light of the reduction in the value of the finance sector, it is important to continue to attract high wage workers from London to live in Southend to maintain and increase the productivity of employees in the borough in order to increase the GVA level. Similarly, it is also imperative to attract and grow new businesses locally in both high growth and high wage sectors. This activity will focus on those industries that are recognised as having above average productivity

levels, including: creative and cultural industries, knowledge intensive business services, and medical technologies.

4.10 Southend's business demography is proportionally consistent with the Essex average. However, Southend has more micro businesses with fewer than 10 employees when compared to Essex and fewer small businesses with between 10-49 employees. Focusing support on established businesses that have between 5 and 49 employees is likely to yield higher job growth and GVA than solely focusing support on start-ups. The results of current work to ensure higher survival rates amongst start-up businesses show that our existing business support methods are effective. Building on that strength, the Council will focus business support resources on working entrepreneurs and established small businesses to help facilitate growth.

£3.017

billion total GVA

£16,955

GVA per head in 2014

£659

million growth in total GVA
since 2004

86%

of businesses have fewer than 10
employees



845

Number of businesses employing
10 to 49 people



525

Number of new businesses in the
Creative Industries and private sector
knowledge related business



5. Growth and strategic sectors

5.1 Work to further diversify Southend's business base is necessary to ensure the future resilience of the local economy in the face of global market challenges.

Sector Analysis

5.2 In addressing the sector dynamic across Southend, sectors have been analysed (see Appendix 1) and subsequently categorised as 'Growth Sectors' and 'Strategic Sectors'.

5.2.1. **Growth Sectors** are characterised by an increase in employment and the number of businesses formed or relocated to Southend during the last five-years. Growth sectors, by definition, are strategically important to the borough and will be supported accordingly.

5.2.2. **Strategic Sectors** are sectors that are: considered to support existing growth sectors; vital to Southend's economy in relation to place-making; or industries likely to bring forth new economic opportunity as they develop.

Growth Sectors

Creative & Cultural Industries

Health and Social Care

Specialist Construction

Specialist Manufacturing

Strategic Sectors

Aviation & Engineering

Financial Services

Medical Technologies

Retail

Tourism

5.3 Our approach to supporting growth and strategic sectors will vary dependent on: the specific needs of the sector, forthcoming opportunities and the rate of return on investment of resources. More specific information on our activities to support growth and strategic sectors can be seen in Section 7 – Key Priorities.

Growth Sectors

5.4 Our growth sectors include:

5.4.1. Creative and Cultural Industries – With significant investment already being made in the sector, the digital, creative and cultural sector has grown significantly during the last 8 years. This has been calculated as a 38.5% growth in the business base since 2009 (+210) and new jobs (+376). It is important to recognise the support that this sector offers the wider economy by contributing to making Southend an attractive and increasingly popular place to live.

5.4.2. Further investment in this sector will help drive regeneration and yield further job growth. The Knowledge Intensive Businesses (KIBS) and digital businesses in this sector represent an important contributor to job growth and are a high-wage contributor to the sector.

5.4.3. Health and Social Care – This sector has seen the most significant growth in firms (+65) and employees (+1024) during the last 5 years. Southend's ageing population, the continuing prominence of Southend University Hospital and an increasing demand for health and social care products and services is driving growth in this area. Given the population forecasts for an increasingly aged Southend population, it is likely that growth in this sector will be sustained.

5.4.4. As several key sub-categories within this sector are characterised by low average wages, growth will be specifically targeted at the higher value added activities and businesses that will create growth in employment and average incomes simultaneously.

5.4.5. The planned cluster of medical technology businesses that will be supported through the Airport Business Park Southend will enable us to capitalise on the growth in jobs and opportunities available. In particular, opportunities for cross-sector product and service development between the Health and Specialist Manufacturing sectors will further maximise the benefits for residents.

5.4.6. Specialist Construction – Overall, the construction sector has also experienced significant growth since 2009, both in relation to the number of businesses in the area which has grown by (+100), and the number of people employed by the sector (+320). However, growth has not been universal across the sector with civil engineering and specialist construction firms experiencing significant growth, whilst other groups such as electrical installation and scaffold construction experiencing some reduction in the number of firms and people employed.

5.4.7. With significant additional infrastructure investment expected in London and South Essex over the next decade, the construction industry will be further supported to grow in order to capitalise on opportunities for employment and apprenticeships.

5.4.8. Specialist Manufacturing – For the period 2009–2015, the manufacturing sector experienced strong growth in employment (+566). However, growth in employment was not universal throughout the sector, with Repair and Maintenance of Equipment, Manufacture of Food Products, Re-production of Recorded Media adding high levels of new jobs (+1241), whilst Manufacture of Computer, Electronic and Optical Products showed a significant reduction in employee numbers (-599).

5.4.9. Whilst growth in this sector is to be strongly welcomed, its apparent conflict with long-term national trends that predict reductions in the UK Manufacturing industry means that this sector must be carefully monitored to establish and react to local trends.

5.4.10. Investment in the Airport Business Park Southend represents a strategic investment that will help this sector to grow by providing space for growing businesses and an opportunity for any larger manufacturers in the areas to consolidate their operations.

5. Growth and strategic sectors

Strategic Sectors

Our strategic sectors include:

5.5 Retail – Since 2009, the Southend retail sector has had a net growth of businesses (+40) but a reduction in overall employee numbers (-332). During this period, there has been a 57% increase in online retailing creating additional local jobs (+250).

5.6 Local planning policies encouraging mixed land-use (incorporating residential and community uses, within areas traditionally associated with retail) will attract a new offer to the high street, driving additional footfall and supporting growth in the night-time economy. By supporting cafes, bars, restaurants and residential accommodation within our town centres, a revitalised and refreshed high street offer will be achieved. This in turn will encourage businesses to remain open longer, increasing the number of jobs in the area and encouraging further spending.

5.7 Tourism – Since 2009, Southend's tourism economy has had a net growth in the number of businesses (+95), but employment in the sector has reduced (-369). Tourism remains an integral part of Southend's identity and recent investments are providing the Southend tourism sector with a competitive advantage over other nearby seaside towns. Significant investment has been made during the last six years to ensure that the tourism sector remains stable and that 'per person spend' has increased. Tourism will continue to remain a strategic sector, and with further investment, has the potential to become a growth sector in the future. A new Southend Tourism Strategy being developed at present, will further seek to enhance Southend's offer and maximise the economic benefits presented by this sector.

5.8 Despite the right conditions and infrastructure to deliver growth, business tourism remains an opportunity yet to flourish. This offer will take time and investment to develop. Current estimates value the annual UK Business Tourism market at £42.3Billion³, indicating a significant opportunity for local growth in the years to come. London Southend Airport is an important enabler of growth in tourism (business and leisure) opening Southend to international tourism markets.

5.8.1. Fisheries – The fishing industry is a small but historically significant industry in Southend. Given its unique history, significant contribution to the national cockling industry and its importance in shaping the community and contributing to the food-tourism offer of Leigh-on-Sea in particular, it remains an important part of the Southend economy. The Thames Estuary area is one of the largest single contributors to the UK cockling industry with the Leigh catch estimated to account for 15-25% of the total UK annual cockle yield⁴. Whilst representing under 1% of the total GVA for the borough, the local industry achieved 'Fisheries Local Action Group' (FLAG) status in 2016 which will continue to promote the area as well as serving to attract funding to sustain and support. Therefore, as a niche industry and important component of the Southend tourism sector, it will continue to be monitored and supported as appropriate.

5.9 Medical Technologies – The number of businesses in this sector has been consistent and stable over the last five years with little fluctuation and change. However, the number of staff employed in this sector (or categorised as working within 'medtech' industries) has significantly reduced (-726).

5.10 Southend still offers a significant competitive advantage in one area of this sector - medical and dental instruments. This is Southend's largest sub-group within medical technologies and hosts one of Southend's largest employers (392 employees). A skilled local workforce has developed over the years, acting as a significant 'attractor' to similar businesses looking to develop or relocate. It represents an important area of strategic investment for the Council, and is a major factor in the development of the Airport Business Park Southend, supported by the Joint Area Action Plan for London Southend Airport and its environs.

³ UK Tourism Alliance – UK Tourism Statistics 2016 –http://www.tourismalliance.com/downloads/TA_390_415.pdf

⁴ Kent & Essex Inshore Fisheries and Conservation Authority – Thames Estuary Cockle Survey Report 2015



5.11 Aviation & Engineering – Growth in the numbers of newly formed businesses in this sector (+5) indicates a potential for growth. An important cluster of aviation ‘maintenance, repair and overhaul’ (MRO) businesses has developed surrounding London Southend airport that is an important driver within the sector. It is important to note that a number of these businesses operate outside of the borough boundary or classify themselves as working in an alternate sector, and are therefore not captured within the figures presented above.

5.12 Development of the Airport Business Park Southend will create further growth and employment opportunity within the sector. With key employers in this sector located in and around Southend and continued private sector investment expected (London Southend Airport delivers annual passenger counts close to one million with aspirations to reach two million by 2020); this remains an important strategic sector for the Council to support.

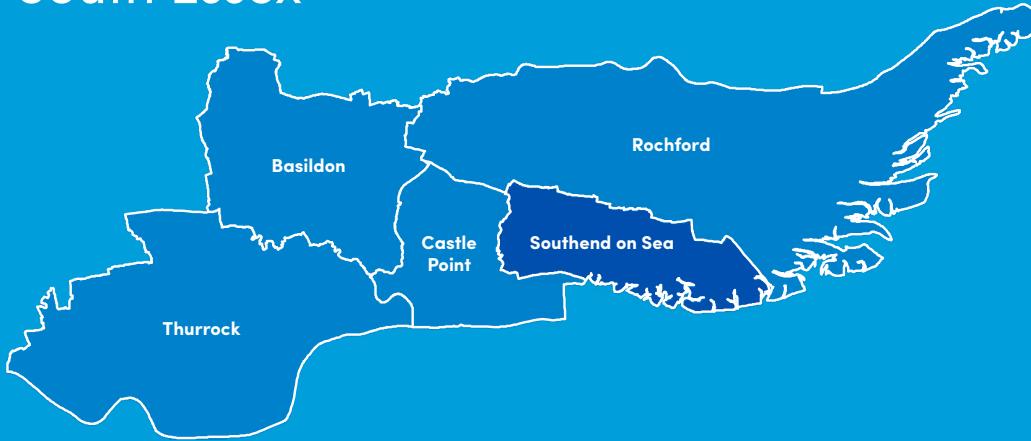
5.13 Development of this sector and key supporting infrastructure is also key to the development of the tourism sector as well as Southend’s ability to attract commercial inward investment.

5.14 Financial Services – Locally, this sector has been dominated by the decline in back-office functions resulting in a significant reduction in the number of employees (-1806). However, excluding the banks, the finance sector has grown in terms of the number of firms (+25) and employees (+85). A number of Southend’s largest employers operate within this sector and therefore Financial Services will remain an important part of Southend’s economy.

5.15 KIBS within the sector (business support) have grown, but not at a fast enough rate to make up for the larger number of job losses experienced in earlier years, due to a long-term trend in outsourcing back office functions. Accordingly, the Council will retain its supportive approach, whilst carefully monitoring the sector’s health and trend forecasts.

6. Driving our Priorities

South Essex



Southend on Sea



0 Transport Junction Improvements

1. A127 Progress Road
2. A127 Cuckoo Corner
3. A127 Kent Elms Junction
4. A127 The Bell Junction
5. A127/A13 Victoria Gateway Improvement
6. City Beach Phase 1
7. A127 Tesco's Junction Roundabout Improvement

0 Major Industrial Sites

1. Airport Business Park Southend
2. London Southend Airport

0 Community/Education Sites

1. The Forum
2. South Essex College
3. University of Essex
4. Southend University Hospital

0 Retail/Commercial Areas

1. Leigh on Sea (Broadway)
2. Westcliff on Sea (Hamlet Court Road)
3. West Leigh (London Road)
4. Thorpe Bay (The Broadway)
5. Eastwood (Western Approaches)
6. North Shoebury
7. Shoeburyness (West Road)

0 Coastal Communities Team

1. Leigh-on-Sea
2. Southend Central
3. Shoeburyness

6.1 The factors that influence Southend's economy are numerous. The following represents some of the key: characteristics, assets and 'influencing factors' for the borough. Collectively, they provide an important context for the consideration objectives and actions to affect change within the local economy.

The National Economy

6.2 The UK economy experienced 1.8 per cent growth in 2016, which was above expectation. However, this does indicate a trend of gradual decline, from 2.2 per cent in 2015 and 3.1 per cent in 2014.

6.3 The EU Membership Referendum and subsequent negotiations represents one of the most significant changes to the UK economic system in recent times. The UK's new position in international markets will present both opportunities and challenges for the Southend economy. The Council will continue to monitor the health of the local economy and undertake activity to maximise benefits for Southend's residents.

Position

6.4 Southend's location has a significant effect on its economy and communities. To the south and east, the town is bordered by a sea that has brought commerce, sustenance, opportunity and tourists to the area for centuries. With Rochford and greenbelt to the north and Castle Point to the west, Southend has developed as one of the densest urban areas outside of London, creating a metropolitan feel that is quite distinct from the more rural landscape that characterises the rest of Essex.

Communities

6.5 The resident and business communities that exist within and around Southend each have their own unique characteristics and assets. The Council is adamant that the benefits of economic growth must be felt by all of our residents, not just a selected few. Therefore, the Council will continue to work with all of our communities to strengthen their local economies and develop important new business clusters such as the medical technologies cluster within the planned Airport Business Park, and coastal communities in Shoeburyness, Leigh-on-Sea and Southend Central.

5 Southend Local Transport Plan 3 http://www.southend.gov.uk/downloads/file/3491/local_transport_plan_3_-_strategy_document_2012-2026_-_revised_january_2015

Space and Connections

6.6 Southend is a compact unitary authority with a town centre that benefits from two rail lines connecting the borough with the City of London. The borough benefits from London Southend Airport, flying to 27 European destinations with additional new routes planned. Southend is also an important player within South Essex and the Thames Estuary, working closely with partners to ensure new investment opportunities are seized and any potential growth can be harnessed effectively to shape the wider area.

6.7 In terms of transport infrastructure, Southend is easily accessible by rail and bus. Southend is also served by the strategic highway corridor (A127/ A1159) and the more localised A13, which provide west/east access between Southend and London (M25). The distributor routes, particularly the A13 and A127, can suffer from severe congestion, especially during peak times⁵. The Council will work to develop and improve both the transport connections and strategic partnerships that will be crucial factors in ensuring the continued economic success of the area.

6.8 Working with private partners to make Southend one of the first 'Gigabit Cities' in the UK, through the installation of an ultra-fast pure broadband fibre network, sends an important message to stakeholders – Southend is open for business. Future improvements to our digital infrastructure, including a SMART street-lighting project and the creation of a 'digital intelligence hub' will reinforce this message, improving the conditions for businesses to work productively and giving employees a better work/life balance as jobs become more flexible.

Investment

6.9 Southend continues to attract public and private investment to enable the future economic growth of the area. The Airport Business Park Southend, London Southend Airport, Better Queensway, Southend: Smart City, the Forum Southend, the BEST Growth Hub, the Roslin Hotel, the HIVE Enterprise Centre, Southend Schools, City Beach, Park Inn Palace and the Coastal Communities projects represent several key, recent investments in the town.

6.10 Successful delivery of these projects and enhancing our ability to attract additional future investment are both critical factors to sustain future economic growth. A strong track record of delivering projects on time and within budget distinguishes Southend, and maintaining this track record secures Southend's position as a great investment prospect for the future.

7. Key Priorities

7.1 In order to continue Southend's journey of growth and deliver against the Council's vision of a prosperous and excellent Southend, economic growth will be considered within all key policy decisions. In order to achieve the Council's aims, seven priorities have been identified. These form the basis of this strategy and have been chosen in order to realise the growth ambitions for Southend. The priorities are:

- **Business and Strategic Partnerships** – Work with partners to bring opportunity and investment to Southend; progress large-scale infrastructure projects; influence regional/national policy; and further Southend's interests.
- **Business Support and Accommodation** – Support growth in small and medium sized businesses, ensuring suitable and sufficient business space is available to enable the physical growth of local businesses.
- **Inward Investment** – Identify and implement targeted activities to attract new business and investment to Southend.
- **Workforce Development** – Identify and close the skills gaps that hinder economic performance and work with education partners to meet future local workforce requirements.
- **Key Infrastructure Improvements** – Work with partners to ensure better housing, transport and community infrastructure is available for residents, workers and visitors.
- **Create Successful Places** – Celebrate the unique community identities in the borough, whilst providing better places to live, work and visit.
- **Support Key Growth Sectors** – Support key Growth and Strategic sectors to develop and grow.

7.2 These priorities have been identified as essential to drive economic growth in Southend to 2022 and were determined through the consultation process with businesses and stakeholders. They cut across multiple Council services and teams and aim to focus efforts on delivering projects which will have the greatest positive impact on the local area.

7.3 It is not anticipated that all of the objectives listed under each priority below will be progressed to completion within the lifetime of this document. However, inactivity on any single priority area risks deterring economic growth and failing to maximise the potential of the area.

7.4 The individual activities that the Council pursues within each of these priorities will be documented within an implementation plan. The activities will be selected according to the best perceived return on investment/value for money available.

7.5 The Council will establish comprehensive monitoring practices on all of its economic growth activities, to ensure that desired progress is achieved and economic benefits are maximised for residents. As such, an assessment framework will be established that monitors key metrics and measures related to activities. These metrics will then be monitored by the Council to inform and direct the decision making process.

Business and Strategic Partnerships

7.6 Southend-on-Sea Borough Council's ability to develop and maintain key relationships remains crucial to enabling further economic growth in the borough. Relationships with public sector bodies, large private firms and smaller employers are all integral to achieving economic growth.

7.7 Continued participation in the SELEP and the Opportunity South Essex federated business board is essential to maximise profile and ensure access to government investment. We will also maintain strong relationships with central government departments in Whitehall, in order to shape emerging policy and lobby on behalf of our communities.

7.8 Working with representative bodies such as the Southend Business Partnership, Southend Business Improvement District and Southend Tourism Partnership remain important touch points with employers. These representative bodies enable effective liaison between the Council and the private sector and as such, will continue to be supported and enhanced to further develop productive relationships. Additionally, the Council will further utilise the Business, Essex, Southend and Thurrock (BEST) Growth Hub and HIVE projects, among other resources, to facilitate productive dialogue with the business community.

7.9 Several multi-national corporations house significant operations in Southend. Loss of any of these employers has proven to dramatically set back overall job growth in the area. Whilst the Council's ability to influence the decision making process of these businesses is limited, where possible, we will use our resources to prevent future migration of large businesses from the area. Active relationship management will ensure that business leaders feel connected to Southend and assist in demonstrating the benefits of locating in Southend.

Objectives:

- Continually liaise with representative lobbying groups such as the SELEP Strategic Board to progress specific areas of concern for larger businesses, i.e. infrastructure investment, Lower Thames Crossing, etc.

- Conduct dedicated relationship management for the 10 largest employers in the borough through Cabinet Member engagement to understand their businesses and potential for growth.
 - Build links with the SME community through business support services and partnerships to understand and provide for their growth requirements.
 - Continue to identify and pursue external funding opportunities to attract local investment.

Business Support and Accommodation

7.10 The BEST Growth Hub is already supporting large numbers of start-up businesses and increasing numbers of self-employed workers. Similarly, the HIVE enterprise centre is successfully incubating and growing new start-up businesses. As a result, Southend has a growing reputation for home-grown businesses with an international reach. Both projects deliver business support, and are currently implementing plans to increase the scale and scope of the support that they can offer. Continuing to develop innovative support services for local businesses and further capitalising on this reputation will drive further growth in Gross Value Added (GVA) and jobs.

7.11 Current support for business has focused largely on start-ups and micro businesses. This follows an established trend, reflective of the business base, that micro businesses and start-ups are more likely to seek support and benefit from it, than more established small and medium sized businesses. Maintaining a focus on micro businesses and start-ups is important to ensure a growing business base. In addition, tailored support for more established businesses will yield further economic benefits and drive the development of the local skills, employment and infrastructure base.

7.12 The completion of the Airport Business Park Southend is integral for business growth and retention in the area. Providing a quality range of modern business accommodation will be important for encouraging future business growth, whilst supporting those businesses already established in the area.

7. Key Priorities

Objectives:

- Continually improve the business support outreach programme, to drive improvements that are suitable for businesses and start-ups.
- Coordinate the existing business support offer for local companies and make sure it is easily accessible to businesses across the borough.
- Support geographic clusters of businesses across the borough by supporting the upgrade of business accommodation and delivering support programmes.
- Continually review opportunities for supporting the physical requirements (accommodation, digital and transport infrastructure) of businesses alongside more broad enterprise support (start-up survival, small business growth support etc.).

Inward Investment

7.13 Investment in the area will continue to be identified, sought and secured. Successful delivery of previous investment projects, on time and to budget, will help ensure additional future investment. Southend is well positioned to lead on projects that cover the whole of South Essex.

7.14 A continued focus on accessing new investment will be maintained, utilising the many successful examples of previous projects and the positive impact these have had on the location. In a competitive environment, developing strong business cases that realise real benefits for residents and unlock key sources of investment will be an integral focus for the Council's activity going forward.

7.15 Investments should contribute to the attraction of new business to the area, improve business conditions, attract new residents, improve life for existing residents and enhance the existing tourism offer.

Objectives:

- Actively promote Southend as a location to new and existing businesses.
- Deliver an inward investment programme to target businesses, potential residents, and potential visitors.
- Develop Southend's position as an emerging business conference market.
- Grow Southend's tourism marketing for day and overnight tourists as well as those passing through London Southend Airport.
- Highlight the many different activities on offer in the town and continue to deliver high quality investment projects.

Workforce Development

7.16 Improving our local skills base whilst retaining and attracting new talent is vital to enable existing businesses to grow and attracting new employment to the town. It is also a key facet of improving the access to opportunities for residents, particularly those furthest from the labour market. Specifically, working with our schools colleges and universities to address the barriers that exist for young people to enter the local workforce, will be a key focus for Council activity.

7.17 Further investment in school facilities and education provision is an important element in addressing the various skills gaps in the area and remains a key priority for the Council. Strengthening our relationships with South Essex College and University of Essex will improve resident's access to opportunities and financially rewarding careers.

7.18 The forthcoming Southend-on-Sea Borough Council Skills Strategy, to be published in 2017/18, will outline in detail the Council's approach and commitment to developing the local workforce and providing opportunities to residents in Southend.

7.19 Further to skills, activity to enhance the health, wellbeing and productivity of Southend's existing local workforce will be a key priority going forward.

Objectives:

- Focus on talent and future workforce development by shifting to an employer-led system that informs curriculum design and commissioning.
- Work with education partners to improve attainment and the skills of residents to close the existing skills gaps in the area.
- Work with private sector partners to encourage and unlock investment into our existing local workforce.
- Promote and support the uptake of apprenticeships amongst local industry.
- Work with Public Health partners to encourage health and wellbeing among residents and workers, thereby reducing the number of people of working age claiming benefits.



7. Key Priorities

Key Infrastructure Improvement

7.20 With an international airport, two train lines to London and a compact town centre with multiple secondary shopping areas, the potential for Southend to become a bright, successful and bustling city centre is clear.

7.21 Recent investment in Gigabit and Smart City Technologies, such as digitally enabled streetlights and installation of a new 'dark-fibre' broadband network, are good examples of Southend's approach to embracing technological advancements. It will continue to be at the forefront of smart city evolution and become one of most advanced digitally connected cities in the Europe, working alongside the private sector to bring forward investment and shape the next generation of 'connected places'.

7.22 With regards to highways infrastructure, congestion in and around Southend means that movement around the town can sometimes be difficult. Continued focus on improved sustainable travel choices and a focus on public transport including more frequent train services; better bus services and bus priority measures; to enhance the A127 and A13 passenger transport connections to London Southend Airport; improving opportunities for walking and cycling; and reducing reliance on car usage for short journeys remain a priority to create better quality of life for residents and improve business connectivity. Strategic junction improvements to improve vehicle circulation and to accommodate inward investment and growth will also be a focus. It is important to note however, that this is starting from a strong base following significant investment and award-winning behaviour change programmes. Improved journey times will make Southend more appealing to businesses and improve the lives of residents.

7.23 The Council aspires to facilitate a supply of housing that will provide a range of homes for residents and enable the local economy to fulfil its potential. Similarly, it is important to recognise the collective roles and responsibility amongst local authorities and partners in addressing housing need and enabling the wider area to flourish. Accordingly, the Council will continue to pursue projects, in isolation and with others, that seek to provide new, high-quality housing that will meet the needs of the borough's current and future inhabitants.

Objectives:

- Use key regeneration schemes to improve housing stock; attract new residents and a skilled labour force to Southend.
- Work with stakeholders to support and deliver strong business cases for investment. Priority will be given to schemes which improve traffic flows such as the A127 and A13 to better serve key strategic locations in the borough.
- Support an improved rail offer between London and Southend which will reduce journey times, encourage early/late flights, extend visitor stays and grow the night-time economy.
- Continue to support the further expansion of London Southend Airport with an increase in the number of carriers flying in and out.
- Encourage businesses in Southend to adopt sustainable modes of transport, thus helping to reduce traffic within central Southend.
- Promote and enable 'smart city technologies' that will maximise benefits for residents, workers and visitors.
- Support new place-shaping infrastructure to drive visitor numbers such as the new Thames Estuary Experience.

Create Successful Places

7.24 The culture-led regeneration of Southend's unique communities is a key component of attracting new residents and businesses to the area. Projects such as: Better Queensway and the Coastal Community Teams in Shoebury and Leigh will create housing and transform spaces for residents, visitors and those moving to the area. Ensuring the optimum utilisation of cultural and geographic assets, together with a more flexible approach to retail uses in the town centre as promoted by the emerging Southend Central Area Action Plan, will continue to drive growth and development across the borough.

Objectives:

- Ensure unique community identities are incorporated and enhanced within project development.
- Support the business base to build on strengths and exploit competitive advantages.
- Drive footfall and tourism to our town centre by supporting an attractive mix of land uses.



Support Key Growth Sectors

7.25 Our Strategic and Growth sectors are well positioned to provide future growth in productivity and jobs. Additional support and focus from the Council could help catalyse and quicken growth within these industries.

7.26 Continual support at all business lifecycle stages and additional work to determine how best to support each of these sectors is required. This will contribute to a higher level of job creation and career progression while improving overall levels of GVA.

Objectives:

- Support growth sectors (e.g. healthcare and specialist construction) by ensuring a focus on enhancing business practices.
- Support strategic sectors (e.g. tourism and medical technologies) by removing key barriers to growth.
- Support the growth of sector clusters and enhance supply chains, for example, by working with the construction sector to break down supply chain opportunities.
- Support growth and strategic sectors by facilitating innovation and attracting investment.
- Facilitate partnerships and networks for relevant sectors, for example, support sector based network growth for creative & cultural businesses.

8. A decision making framework

Future Decision Making

8.1 This strategy must remain dynamic and resilient in the face of change. During the last ten years, the UK economy has experienced many unprecedented changes. As a result, it is important to consider how the priorities developed in this strategy can adapt to future market conditions and currently unforeseen changes.

8.2 The diagram below identifies the three key considerations integral to future decisions regarding the allocation of resources. Each circle represents a different consideration and its relative role in driving forward future growth for the area.



8.3 The three areas for consideration in future decision-making are:

- **Dynamic and Strategic Sector Focus** – having identified several sectors which are of great importance to the growth and sustainability of Southend, investments to support these sectors will be a priority. This focus will help create a mixed economy, and will require marketing and positioning (regionally, nationally, and internationally) to support growth. Creation of specific projects and interventions to support key aspects of these sectors will be pursued.
- **Local Opportunity Focus** – geographical considerations to drive maximum benefits for local businesses and communities with regards to skills, jobs, investment, housing and health are essential. Investment in coastal communities, town centre development and economic hubs will be central to success.
- **Employer and Skills Focus** – supporting small and medium sized employers to add jobs to the local economy; increasing economic resilience, whilst ensuring local residents are supported with development, will be a key feature of this focus.

8.4 The framework will be used to consider potential actions in the future. Each course of action will be assessed against each of the considerations set out above. Actions can then be prioritised according to their relative contribution to the local area, and thus the most beneficial course of action can be identified.

8.5 The framework will be used when unforeseen events require diversion from the key priorities identified within this strategy. Examples may include: unanticipated investment opportunities; development of new national planning policies; external funding opportunity announcements; future budget and funding constraints; dramatic shifts in the economy [including but not limited to workforce development, loss of large employment bases; the collapse of a sector(s)]. In these instances the Council and its officers will utilise the framework to assess the impact of opportunities/ constraints and steer activity, ensuring the greatest net benefit is realised for the local area.

9. Next Steps

9.1 This strategy seeks to firmly embed economic growth within Council decision making. Over the coming five years, we will continue to work to maximise the benefits available to the people of Southend. With this goal in mind, we will work in partnership with others to: create jobs, build homes, improve infrastructure, support businesses, improve skills and create a Southend that is attractive to residents, employers and visitors alike.

9.2 The Southend economy will be diverse and resilient and as we seek continued growth We will monitor the economy to ensure that each

decision we make maximises the benefit to our communities.

9.3 The Council will continue to measure the economic performance of the borough during the lifetime of the strategy, to ensure that changes can be responded to appropriately and interventions can be adapted to maximise economic benefit effectively.

9.4 Our invitation is for you to be a part of this process and to work with us to: develop ideas, assess progress, make decisions and ensure that Southend achieves its full potential.



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Southend-on-Sea Borough Council

Agenda
Item No.

Report of Deputy Chief Executive (Place)

to
Cabinet

on

20th June 2017

Report prepared by:

Amanda Rogers (Senior S106 & CIL Officer, Planning)

Community Infrastructure Levy (CIL) Annual Financial Report 2016/17

Place Scrutiny Committee: Cllr Mark Flewitt

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To provide Members with the CIL Annual Financial Report for the financial year 2016/17, and an update in respect of allocation and expenditure of CIL funding.
- 1.2 This report, including the following recommendation and **Appendix 1**, is being referred to Cabinet in accordance with the arrangements set out in the CIL Governance Framework (agreed by Members in June 2015).

2. Recommendation

- 2.1 That Members note the content of this report and agree the following recommendations:
 - 2.1.1 **To note the content of the CIL Annual Financial Report 2016/17 (included in Appendix 1), and agree to carry forward CIL Main Fund receipts to date to the next financial year (2018/19), when spending will be reviewed;**
 - 2.1.2 **To delegate authority to the Deputy Chief Executive (Place) (in consultation with Ward Members and the relevant Portfolio Holder responsible for Planning) to agree how the Ward Neighbourhood Allocation (excluding allocation to Leigh Town Council area) is to be spent.**

3. Background

- 3.1 Southend Borough Council became a CIL Charging Authority and commenced CIL charging in July 2015. At this time, the Council also adopted a CIL Governance Framework (2015) setting out an agreed approach to spending and reporting for the levy.

- 3.2 The CIL Governance Framework includes details on how the Council has agreed to manage the requirements of the CIL Regulations 2010 (as amended) in respect of CIL spending. These regulations require that 80% of CIL receipts (referred to as 'CIL Main Fund') are spent on items identified in the Council's Regulation 123 Infrastructure List to support growth across the wider borough area; and that 15% of each year's CIL receipts be spent on locally determined infrastructure in areas where development takes place (referred to as the 'Neighbourhood Allocation'). This is consistent with the Government's localism agenda and National Planning Practice Guidance. The intention of the Neighbourhood Allocation is that it is used by local communities to address the impacts of new development in their neighbourhood; hence, the apparent range of funding allocated to each ward as set out below. The amount of the Neighbourhood Allocation is a direct reflection of the quantum of development that has taken place within Leigh Town Council's (LTC) boundary or within each ward, and the associated CIL receipts.
- 3.3 The first CIL Annual Financial Report for 2015/16 was presented to Cabinet on 28th June 2016. Members agreed to carry forward CIL receipts at that point, except Leigh Town Council Neighbourhood Allocation, which has been transferred to LTC, and 5% administrative expenses, which has been spent. The total CIL receipts in financial year 2015/16 amounted to £13,903.89. This included £11,123.11 in the CIL Main Fund (80% of total receipts); £2,085.58 (15% of total receipts) Neighbourhood Allocation; and £695.20 (5% of total receipts) to be applied to administrative expenses.
- 3.4 In accordance with the CIL Regulations the CIL Annual Financial Report is to be published on the Council's website by 31st December 2017.
- 3.5 As explained in the CIL Governance Framework, it was expected that there would be an initial 'lag' period for CIL income due to the number of planning permissions already in place prior to CIL adoption and the fact that planning permissions can be implemented any time within 3 years. Therefore, Cabinet has previously agreed within the CIL Governance Framework that the first release of CIL funds should not take place until **April 2019** (i.e. CIL receipts carried forward each financial year until this point). However, it was also agreed that this arrangement would be reviewed annually.
- 3.6 The total CIL receipts in the last financial year amounted to **£224,307.80**. This includes £179,445.66 in the CIL Main Fund, which is to be spent on items identified in the Council's Regulation 123 Infrastructure List; £33,646.06 (15% of total receipts) Neighbourhood Allocation; and £11,216.07 (5% of total receipts) to be applied to administrative expenses.
- 3.7 By way of comparison, to illustrate the significant increase in CIL income in FY 2016/17, £4,650 was received in Q4 of 2015/16 (October, November and December 2015) and £90,817.15 was received in Q4 of 2016/17 (October, November and December 2016).
- 3.8 The £33,646.06 Neighbourhood Allocation income for 2016/17 includes the following:

Local Council Neighbourhood Allocation

- Leigh Town Council allocation £5,834.54

N.B. Allocation includes receipts within Leigh, West Leigh, Belfairs (part) and Blenheim Park (part) only i.e. those wards within LTC's jurisdiction

Ward Neighbourhood Allocation

- Chalkwell ward allocation £4,693.49
- Kursaal ward allocation £392.19
- Milton ward allocation £9,608.52
- Southchurch ward allocation £444.35
- St Laurence ward allocation £1,137.55
- Victoria ward allocation £1,236.23
- West Shoebury ward allocation £606.00
- Shoeburyness ward allocation £1,305.40
- St Lukes ward allocation £1,457.50
- Thorpe ward allocation £1,104.23
- Belfairs ward allocation (outside LTC boundary) £361.73
- Blenheim Park ward allocation (outside LTC boundary) £5,464.43

3.9 As required by CIL regulation 59A and 59D, £5,834.54 is being transferred to the "local council", Leigh Town Council; and in accordance with CIL regulation 61, £11,216.07 is being applied to general administrative expenses associated with CIL.

3.10 In accordance with CIL regulation 59C, "A local council must use CIL receipts passed to it in accordance with regulation 59A or 59B to support the development of the local council's area, or any part of that area, by funding –

(a) the provision, improvement, replacement, operation or maintenance of infrastructure; or

(b) anything else that is concerned with addressing the demands that development places on an area."

Leigh Town Council will have 5 years to spend CIL receipts.

3.11 The spending criteria referred to above also apply to the Ward Neighbourhood Allocation across the Borough.

4. Options

4.1 Although significantly greater CIL income has been received in 2016/17 in comparison to the previous financial year, it is anticipated that by the end of the current financial year the Council will be closer to the projected income of approximately £429,000/year. Therefore, it is considered more beneficial to wait for further receipts in the CIL Main Fund before deciding how to apply them; hence the recommendation to carry forward the CIL Main Fund until 2018/19 when it is expected that the Council will be closer to £500,000 to spend on strategic infrastructure to support growth. In accordance with the CIL Governance Framework, a CIL Infrastructure Business Plan (IBP) will be prepared at the start of 2018/19 for presentation to Cabinet in September 2018, for consideration and agreement of the CIL spending allocation set out therein.

It is noted that Ward Member discussions regarding how they will spend the Ward Neighbourhood Allocations, and the transfer of CIL neighbourhood funds to LTC, will not be affected by the content of the IBP as it relates only to spending of the CIL Main Fund.

- 4.2 If the recommendation set out in paragraph 2.1.2 is agreed, then in accordance with the procedure set out in the CIL Governance Framework, ward councillors will be invited after Cabinet to agree a Funding Bid by the end of September 2017 for how their Neighbourhood Allocation is to be spent. Ward councillors will be invited to engage with their local community at ward level to establish local infrastructure priorities/neighbourhood projects requiring funding.
- 4.3 More significant CIL receipts are anticipated over the next year. Therefore, an alternative option would be to wait until further CIL Ward Neighbourhood Allocation funds are received before deciding how to spend receipts to date.
- 4.4 If it is decided to pursue the alternative option set out in paragraph 4.3, and carry forward the 2015/16 and 2016/17 CIL Ward Neighbourhood Allocations to 2018/19, then the following amended recommendation will need to be agreed:

To note the content of the CIL Annual Financial Report 2016/17 and agree to carry forward CIL Ward Neighbourhood Allocation receipts to date (except Leigh Town Council Neighbourhood Allocation) to the next financial year (2018/19), when spending plans will be reviewed.

5. Reasons for Recommendation

- 5.1 In the context of strategic infrastructure projects, as set out in the Council's Infrastructure Delivery Plan (2015) and CIL Regulation 123 Infrastructure List (2015), the CIL receipts to date in the CIL Main Fund are relatively small sums of money. More significant CIL receipts are anticipated over the next year, and it is considered more beneficial to wait until these receipts are received before deciding how to apply them to infrastructure projects. Hence, it is recommended at 2.1.1 to carry forward the CIL Main Fund at this stage.
- 5.2 In the context of smaller scale neighbourhood infrastructure projects, aimed at addressing the localised impact development places on each ward, the sums received to date are by comparison more significant. Expenditure of the CIL Neighbourhood Allocation will directly benefit local communities and support development at a local neighbourhood level, and it is therefore recommended at 2.1.2 that Ward Members are given the opportunity in the current financial year to commence discussions regarding how they will spend the funds allocated to their wards.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

CIL income will be spent on community infrastructure that supports development in the Borough (as defined in the Council's published Regulation 123 Infrastructure List). As such, this will support a number of the Council's Corporate Priorities, including creating safer, cleaner, healthier and more

prosperous communities. CIL is therefore considered to be a key corporate priority.

6.2 Financial Implications

As expected, the previously projected CIL income of approximately £429,000/year is unlikely to be realised until 2018 as CIL has been in operation for less than 2 years and there will still be a number of extant planning permissions granted prior to a CIL Charging Schedule being in place. Also, it is difficult to estimate with any accuracy the likely income from CIL as any estimate is highly sensitive to multiple assumptions and variables such as exemptions and deductions.

6.3 Legal Implications

All procedures in relation to CIL implementation, collection and reporting must adhere to the Planning Act 2008 (as amended) and the Community Infrastructure Levy Regulations 2010 (as amended). The relevant CIL regulations have been set out in the CIL Annual Financial Report.

6.4 People Implications

None.

6.5 Property Implications

CIL should have a negligible impact on Council assets.

6.6 Consultation

If recommendation 2.1.2 is agreed, then ward councillors will be required to consult their local communities in relation to neighbourhood projects potentially benefitting from CIL.

6.7 Equalities and Diversity Implications

CIL income and the continuation of S106 planning obligations, as appropriate, contributes towards infrastructure and other community needs made necessary by development thus taking into consideration issues of equality and diversity.

6.8 Risk Assessment

6.8.1 Delays in spending of the CIL Neighbourhood Allocation could result in a negative response from local communities as the connection between growth from development and the provision of supporting local infrastructure will be less evident.

6.8.2 Conversely, there is also a slight risk in spending the Ward Neighbourhood Allocation too soon on small projects, rather than waiting until more substantial sums have been received. Carrying monies forward could mean that a bigger 'pot' could be spent on larger and potentially more effective projects that address the demands that development places on each local area. This same

consideration applies to the CIL Main Fund, hence the recommendation to carry forward this element of the CIL funding until 2018/19.

6.9 Value for Money

The CIL Charging Schedule is an important means of ensuring value for money for the wider community from development.

6.10 Community Safety Implications

None.

6.11 Environmental Impact

None.

7. Background Papers/Reference Documents

The Community Infrastructure Levy Regulations 2010
The Community Infrastructure Levy (Amendment) Regulations 2011
The Community Infrastructure Levy (Amendment) Regulations 2012
The Community Infrastructure Levy (Amendment) Regulations 2013
The Community Infrastructure Levy (Amendment) Regulations 2014
The Community Infrastructure Levy (Amendment) Regulations 2015
Southend Borough Council CIL Charging Schedule 2015
Southend Borough Council Regulation 123 Infrastructure List 2015
Southend Borough Council CIL Governance Framework 2015

8. Appendices

Appendix 1: Draft CIL Annual Financial Report 2016/17



**Community Infrastructure Levy (CIL)
Annual Financial Report
Financial Year 2016/17**

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Introduction

Regulation 62 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) places a duty on authorities charging a CIL to produce an Annual Report providing detail on certain financial information as set out in the regulations and make it available online before the 31 December each year.

Southend Borough Council became a CIL Charging Authority and commenced CIL charging in July 2015. This annual report reflects the **financial year from 1st April 2016 to 31st March 2017**. In accordance with the CIL Regulations this annual report is to be published by 31st December 2017.

A compilation of relevant CIL regulations (as amended) have been provided in Appendix 1 for ease of reference. A table summarising the Annual Report for 2016/17 is included below (Table 1).

Further information regarding the Community Infrastructure Levy can be obtained from [Southend Borough Council](#) or from the [Planning Portal](#) or the Government's online [Planning Practice Guidance](#). Any questions or comments can be directed to the Planning Team using the following email address:- council@southend.gov.uk

CIL Funding Summary

The total CIL receipts in the reported year, financial year 2016/17, amounted to **£224,307.80**. This includes £179,445.66 in the CIL Main Fund, which is to be spent on items identified in the Council's Regulation 123 Infrastructure List; £33,646.06 (15% of total receipts) Neighbourhood Allocation; and £11,216.07 (5% of total receipts) to be applied to administrative expenses.

In accordance with CIL regulation 59A and 59D, £5,834.54 is being transferred to the "local council", Leigh Town Council (LTC); and in accordance with CIL regulation 61, £11,216.07 is being applied to administrative expenses associated with CIL. There has been no further expenditure in the reported year.

The CIL Regulations: Explanatory Note

Regulation 59A places a duty on charging authorities to pass some Levy funds to local councils where some or all of a chargeable development takes place in an area for which there is a parish or community council. Regulation 59A(8) sets out the proportion of the Community Infrastructure Levy raised in relation to a development that regulation 59A applies to. Regulation 59A applies to the proportion of Community Infrastructure Levy raised equal to the proportion of the gross internal area of the development in the area of the relevant local council.

In England, where there is a neighbourhood development plan in place, or permission was granted by a neighbourhood development order (including by a community right to build order), the charging authority must pass 25% of Community Infrastructure Levy funds to the parish councils in whose area the chargeable development takes place. Where there is no neighbourhood development plan this amount is 15%, subject to a cap of £100 per household in the parish council area per year. Parish or community councils have the discretion to decide that some or all of these funds should remain with the charging authority.

Regulation 59A(8) provides for where development crosses local council boundaries, so that the funds are split proportionally between the local councils. Regulation 59A(9) and (10) makes similar provision for when some of a development is granted permission by a neighbourhood development order, or is in an area for which there is a neighbourhood plan, and some is not.

Regulation 59B sets out how the duty in regulation 59A applies where the charging authority accepts a land payment.

On receipt of the funds, parish and community councils have wider spending powers than charging authorities, under regulation 59C.

Regulation 59D sets out a default provision for when payments are to be made to local council in the absence of an agreement with the charging authority.

Under regulation 59E the charging authority is able to recover funds from the local council in certain circumstances. That is if the local council has not applied the Community Infrastructure Levy to support the development of its area within 5 years of receipt or has applied the Levy otherwise than in accordance with regulation 59C. When Levy receipts are recovered from a local council, the charging authority must use those funds to support development in the area of that local council.

Regulation 59F makes provision for where the duty in regulation 59A does not apply, namely where a chargeable development (or part of a development) takes place in an area for which there is not a parish or community council. In that case, the charging authority has wider spending powers in relation to those parts of its area for which there is not a parish or community council. Those powers are the same as those given to parish or community

councils, and apply to those funds that would have been passed on had the development taken place in an area for which there is a parish or community council.

See the Council's [CIL Governance Framework](#) for further details in relation to spending and reporting for the Levy.

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Table 1: CIL Summary Report

Financial Year 2016/17 (covering period from 1st April 2016 to 31st March 2017)

Total CIL Summary	
Total CIL receipts ¹ for the reported year	£224,307.80
Total CIL carried over from previous reported year(s) ²	£12,323.63
Total CIL expenditure ³ for the reported year	£0
Total amount of CIL applied to administrative expenses pursuant to regulation 61	£11,216.07
Above as a percentage of CIL collected in the reported year	5%
Total amount of CIL transferred to LTC in the reported year (Local Council Neighbourhood Allocation)	£5,834.54
Total CIL receipts from the last financial year retained at the end of the reported year ⁴	£207,257.19
Total CIL receipts from other years retained at the end of the reported year ⁵	£12,323.63

¹ CIL receipts include the value of land payments and infrastructure payments made in respect of CIL charges by Southend Borough Council.

² This includes CIL Main Fund and Ward Neighbourhood Allocation.

³ This excludes the amount applied to administrative expenses and transferred to LTC.

⁴ Administrative expenses and LTC Neighbourhood Allocation have been deducted from this figure; in addition, CIL retained includes the value of acquired land on which development consistent with a relevant purpose has not commenced OR the acquired land has been used or disposed of for a purpose other than the relevant purposes and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent AND the value of infrastructure if the infrastructure has not been provided.

⁵ This includes CIL Main Fund and Ward Neighbourhood Allocation.

CIL Main Fund⁶ (summary)	
Main Fund receipts for the reported year	£179,445.66
Main Fund carried over from previous reported year(s)	£11,123.11
Main Fund expenditure for the reported year	£0
Main Fund retained at the end of the reported year	£190,568.77

CIL Main Fund Expenditure(details)	
Items of infrastructure to which CIL (including land payments) has been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Details of infrastructure items (provision in whole or in part) relating to CIL applied to repay money borrowed , including any interest, pursuant to regulation 62(4):	Amount of CIL applied to repay money borrowed, including any interest
<ul style="list-style-type: none"> n/a 	n/a
Details of infrastructure items relating to CIL passed to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure pursuant to regulation 59(4):	Amount of CIL applied to repay money borrowed, including any interest
<ul style="list-style-type: none"> n/a 	n/a

Land and infrastructure in kind payments	
Total land payment receipts for the reported year	£0
In relation to any land payments accepted by Southend Borough Council, details of the land/development to which the land payments relate:	Amount of CIL for each land payment
<ul style="list-style-type: none"> n/a 	n/a
Total infrastructure in kind payment receipts for the reported year	£0
In relation to any infrastructure in kind payments accepted by Southend Borough Council, details of the items of infrastructure to which the infrastructure payments relate:	Amount of CIL for each item of infrastructure
<ul style="list-style-type: none"> n/a 	£0

⁶To be spent on items identified in the Council's Regulation 123 Infrastructure List.

Neighbourhood Allocation (summary)	
Total Neighbourhood Allocation receipts for the reported year <i>including funds to be transferred to LTC</i>	£33,646.06
Neighbourhood Allocation carried over by Southend Borough Council from previous reported year(s) <i>excluding funds transferred to LTC</i>	£1,200.52
Neighbourhood Allocation expenditure for the reported year <i>excluding funds transferred to LTC</i>	£0
Neighbourhood Allocation retained by Southend Borough Council at the end of the reported year	£34,846.58

Neighbourhood Allocation – local council allocation⁷	
Local parish council: Leigh Town Council (LTC)	
Total CIL receipts to be allocated to LTC for the reported year	£5,834.54
Ward breakdown:	
• CIL receipts within Belfairs (within LTC boundary)	£514.36
• CIL receipts within Blenheim Park (within LTC boundary)	£0
• CIL receipts within Leigh	£5,002.91
• CIL receipts within West Leigh	£317.28
Total amount carried over by LTC from previous reported year(s) ⁸	£885.06
Total expenditure by LTC for the reported year	£0
Items to which LTC receipts have been applied in the reported year:	Amount of expenditure on each item
• n/a	n/a
Amount retained by LTC at the end of the reported year	£6,719.60
Details of any requests for repayment of CIL receipts from LTC that have not been applied to support the development of its area within 5 years of receipt:	
Total value of CIL receipts requested to be returned from LTC	£0
Total value of CIL receipts yet to be recovered from LTC for the reported year	£0
Items to which CIL receipts have been applied and details of expenditure for each item	n/a

⁷ CIL income allocated to LTC but not yet transferred to Leigh Town Council as at 24/04/2017.

⁸ As at 24/04/2017 the Council are awaiting receipt of LTC's annual CIL report, relating to their Neighbourhood Allocation, but it has been confirmed that the 2015/16 Neighbourhood Allocation has been carried over.

Neighbourhood Allocation (details)	
Ward: Chalkwell	
Receipts for Chalkwell	£4,693.49
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Chalkwell Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£4,693.49

Neighbourhood Allocation (details)	
Ward: Kursaal	
Receipts for Kursaal	£392.19
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Kursaal Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£392.19

Neighbourhood Allocation (details)	
Ward: Milton	
Receipts for Milton	£9,608.52
Carried over from previous reported year(s)	£248.02
Expenditure for the reported year	£0
Items to which the Milton Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£9,856.54

Neighbourhood Allocation (details)	
Ward: Southchurch	
Receipts for Southchurch	£444.35
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Southchurch Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£444.35

Neighbourhood Allocation (details)	
Ward: St Laurence	
Receipts for St Laurence	£1,137.55
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the St Laurence Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£1,137.55

Neighbourhood Allocation (details)	
Ward: Victoria	
Receipts for Victoria	£1,236.23
Carried over from previous reported year(s)	£0
Expenditure for the reported year	0
Items to which the Victoria Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£1,236.23

Neighbourhood Allocation (details)	
Ward: West Shoebury	
Receipts for West Shoebury	£606.00
Carried over from previous reported year(s)	£697.50
Expenditure for the reported year	£0
Items to which the West Shoebury Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£1,303.50

Neighbourhood Allocation (details)	
Ward: Westborough	
Receipts for Westborough	£0
Carried over from previous reported year(s)	£255.00
Expenditure for the reported year	£0
Items to which the Westborough Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
• n/a	n/a
Retained at the end of the reported year	£255

Neighbourhood Allocation (details)	
Ward: Shoeburyness	
Receipts for Shoeburyness	£1,305.40
Carried over from previous reported year(s)	£0
Expenditure for the reported year	0
Items to which the Shoeburyness Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Retained at the end of the reported year	£1,305.40

Neighbourhood Allocation (details)	
Ward: St Lukes	
Receipts for St Lukes	£1,457.50
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the St Lukes Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Retained at the end of the reported year	£1,457.50

Neighbourhood Allocation (details)	
Ward: Thorpe	
Receipts for Thorpe	£1,104.23
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Thorpe Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Retained at the end of the reported year	£1,104.23

Neighbourhood Allocation (details)	
Ward: Belfairs (outside LTC boundary)	
Receipts for Belfairs (outside LTC boundary)	£361.73
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Belfairs (outside LTC boundary) Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Retained at the end of the reported year	£361.73

Neighbourhood Allocation (details)	
Ward: Blenheim Park (outside LTC boundary)	
Receipts for Blenheim Park (outside LTC boundary)	£5,464.43
Carried over from previous reported year(s)	£0
Expenditure for the reported year	£0
Items to which the Blenheim Park (outside LTC boundary) Neighbourhood Allocation receipts have been applied:	Amount of expenditure on each item
<ul style="list-style-type: none"> n/a 	n/a
Retained at the end of the reported year	£5,464.43

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Appendix 1: CIL Regulations 59 to 62 2010 (as amended up to and including 2015)

Application to infrastructure

- 59.** (1) A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.
- (2) CIL applied by the Mayor to funding infrastructure must be applied to funding the provision, improvement, replacement, operation or maintenance of roads or other transport facilities, including, in particular, funding for the purposes of, or in connection with, scheduled works within the meaning of Schedule 1 to the Crossrail Act 2008⁹.
- (3) A charging authority may apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure outside its area where to do so would support the development of its area.
- (4) For the purposes of this regulation, any reference to applying CIL includes a reference to causing it to be applied, and includes passing CIL to another person for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure.
- (5) This regulation is subject to regulations 59A, 59E, 59F, 60 and 61.

Duty to pass CIL to local councils

- 59A.** (1) This regulation applies to that part of a chargeable development within the area of a local council.
- (2) Subject to paragraph (12) and regulation 59E(5) a charging authority, other than the Mayor, must pass to every local council within its area a proportion of CIL receipts calculated in accordance with this regulation and regulation 59B.
- (3) In England, where all or part of a chargeable development is within an area that has a neighbourhood development plan in place the charging authority must pass 25 per cent of the relevant CIL receipts to the parish council for that area.
- (4) In England, where all or part of a chargeable development—
- (a) is not in an area that has a neighbourhood development plan in place; and
 - (b) was granted permission by a neighbourhood development order made under section 61E or 61Q¹⁰ (community right to build orders) of TCPA 1990, the charging authority must pass 25 per cent of the relevant CIL receipts to the parish council for that area.
- (5) In England, where all or part of a chargeable development—
- (a) is not in an area that has a neighbourhood development plan in place; and
 - (b) was not granted planning permission by a neighbourhood development order made under section 61E or 61Q (including a community right to build orders) of TCPA1990, then, subject to paragraph (7), the charging authority must pass 15 percent of the relevant CIL receipts to the parish council for that area.

⁹ 2008 c.18

¹⁰ Sections 61E and 61Q were inserted by paragraph 2 of Schedule 9 to the Localism Act 2011 (c. 20).

(6) In Wales, where all or part of a chargeable development is within the area of a community council then, subject to paragraph (7), the charging authority must pass 15 per cent of the relevant CIL receipts to that community council.

(7) The total amount of CIL receipts passed to a local council in accordance with paragraph (5) or (6) shall not exceed an amount equal to £100 per dwelling in the area of the local council multiplied by I_A in each financial year.

(8) In paragraphs (3) to (6) the relevant CIL receipts are the proportion of CIL received in relation to a development equal to the proportion of the gross internal area of the development that is relevant development in the relevant area of the local council.

(9) In paragraph (8), the relevant area is—

(a) in relation to paragraph (3), that part of the parish council's area that has a neighbourhood development plan in place;

(b) in relation to paragraphs (4)(a) and (5)(a), that part of the parish council's area that does not have a neighbourhood development plan in place; and

(c) in relation to paragraph (6), the whole of the community council's area.

(10) In paragraph (8), the relevant development is—

(a) in relation to paragraphs (3) or (6), the whole of the development;

(b) in relation to paragraph (4)(b) that part of the development for which permission was granted by a neighbourhood development order made under section 61E or 61Q (community right to build orders) of TCPA 1990; and

(c) in relation to paragraph (5)(b) that part of the development for which permission was not granted by a neighbourhood development order made under section 61E or 61Q (community right to build orders) of TCPA 1990.

(11) In this regulation an area has a neighbourhood development plan in place in relation to a development, or part of a development, if—

(a) a neighbourhood development plan was made by a local planning authority in accordance with section 38A(4) of the Planning and Compulsory Purchase Act 2004 prior to the time at which planning permission first permits that development; and

(b) that neighbourhood development plan is extant in relation to the relevant area on the day when planning permission first permits that development.

(12) Where a local council notifies the charging authority in writing that it does not want to receive some or all of the CIL receipts that this regulation applies to before that CIL is paid to it, the charging authority must retain those CIL receipts.

Application of regulation 59A to land and infrastructure payments

59B. (1) Regulation 59A applies to land payments accepted by a charging authority in accordance with regulation 73(1) (payment in kind) and infrastructure payments accepted by a charging authority in accordance with regulation 73A(1) (infrastructure payments) as follows.

(2) For the purposes of regulation 59A(8), the CIL received in relation to a development includes the value of CIL that any land or infrastructure payments were accepted in satisfaction of.

(3) Any payments to a local council relating to a land or infrastructure payment must be paid to the local council in money.

Application of CIL by local councils

- 59C.** A local council must use CIL receipts passed to it in accordance with regulation 59A or 59B to support the development of the local council's area, or any part of that area, by funding—
- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - (b) anything else that is concerned with addressing the demands that development places on an area.

Payment periods

- 59D.** (1) This regulation applies where a charging authority is required to make a payment to a local council under regulation 59A or 59B.
- (2) If the charging authority and the local council agree on a timetable for payment, the charging authority must pay the local council in accordance with that timetable.
- (3) In all other cases, the charging authority must pay the local council in accordance with the following paragraphs.
- (4) The charging authority must make payment in respect of the CIL it receives from 1st April to 30th September in any financial year to the local council by 28th October of that financial year.
- (5) The charging authority must make payment in respect of the CIL it receives from 1st October to 31st March in any financial year to the local council by 28th April of the following financial year.

Recovery of CIL passed in accordance with regulation 59A or 59B

- 59E.** (1) This regulation applies to CIL receipts received by a local council in accordance with regulation 59A or 59B that the local council—
- (a) has not applied to support the development of its area within 5 years of receipt; or
 - (b) has applied otherwise than in accordance with regulation 59C.
- (2) The charging authority may serve a notice on the local council requiring it to repay some or all of the CIL receipts that this regulation applies to.
- (3) A notice under paragraph (2) will be valid if it contains the following information—
- (a) the amount of CIL receipts to be repaid;
 - (b) the reasons for requiring those receipts to be repaid; and
 - (c) the date by which repayment is to be made which must be no earlier than 28 days from the day the notice is served.
- (4) On receipt of a valid notice the local council must send to the charging authority any CIL receipts it has not spent up to the value set out under sub-paragraph (3)(a) within the time set out under sub-paragraph (3)(c).
- (5) If the local council is unable to repay the full amount set out under sub-paragraph (3)(a) out of unspent CIL receipts, the charging authority must recover the rest of that amount out of future CIL receipts that it would otherwise have to pass to the local council in accordance with regulation 59A or 59B.
- (6) If the charging authority recovers CIL receipts in accordance with paragraph (5) it

must serve a notice on the local council when those receipts would otherwise be passed to the local council stating—

- (a) the amount of CIL receipts recovered; and
- (b) the amount of CIL receipts still to be recovered by the charging authority from the local council.

(7) A charging authority may withdraw a notice served under paragraph (2) at any time and if it does so any unspent CIL receipts recovered under paragraph (4) or (5) in accordance with the withdrawn notice must be returned to the local council.

(8) A charging authority and a local council may at any time vary the terms of a notice served under paragraph (2) by agreement.

(9) Part 9 (enforcement) does not apply in relation to this regulation.

(10) CIL receipts recovered under this regulation must be used by the charging authority to support the development of the area of the local council they are recovered from by funding—

- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
- (b) anything else that is concerned with addressing the demands that development places on an area.

Use of CIL in an area to which regulations 59A and 59B do not apply

59F. (1) This regulation applies where all or part of a chargeable development is in an area in relation to which regulations 59A and 59B do not apply.

(2) This regulation applies to those CIL receipts that would have been passed to a local council under regulations 59A and 59B had that part of the chargeable development been within the area of a local council.

(3) The charging authority may use the CIL to which this regulation applies, or cause it to be used, to support the development of the relevant area by funding—

- (a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
- (b) anything else that is concerned with addressing the demands that development places on an area.

(4) In paragraph (3), “relevant area” means that part of the charging authority’s area that is not with the area of a local council.”

Reimbursement of expenditure incurred and repayment of loans

60. (1) A charging authority may apply CIL to reimburse expenditure already incurred on infrastructure.

(2) Where a charging authority, other than the Mayor, has borrowed money for the purposes of funding infrastructure, it may apply CIL to repay that money, and any interest, if the conditions set out in paragraphs (4) and (5) are both met.

(3) Where the Greater London Authority or a functional body has borrowed money for the purposes of funding infrastructure consisting of roads or other transport facilities, the Mayor may apply CIL to repay that money, and any interest, if the conditions set out in paragraphs (4) and (5) are both met.

(4) Condition 1 is that the charging authority has collected CIL, or CIL has been collected on its behalf, for at least one full financial year before the date on which

CIL is to be applied to repay the money.

(5) Condition 2 is that the total amount to be applied in any one financial year does not exceed the relevant percentage of CIL collected by or on behalf of the charging authority in the preceding financial year.

(6) For the purposes of paragraph (5), the relevant percentage is such percentage as the Secretary of State may direct or, in the absence of a direction, zero per cent.

(7) A direction under paragraph (6)—

(a) must be made in respect of authorities generally;

(b) must be in writing;

(c) may be substituted or revoked at any time, any substitution or revocation being made by a further direction in writing.

(8) In this regulation “functional body” means—

(a) Transport for London; or

(b) the London Development Agency.

Administrative expenses

61. (1) A charging authority may apply CIL to administrative expenses incurred by it in connection with CIL.

(2) A collecting authority which collects CIL on behalf of a charging authority may apply that CIL to administrative expenses incurred by it in connection with that collection.

(3) In relation to a charging authority which collects CIL charged by it—

(a) in years one to three, the total amount of CIL that may be applied to administrative expenses incurred during those three years, and any expenses incurred before the charging schedule was published, shall not exceed five per cent of CIL collected over the period of years one to three;

(b) in year four, and each subsequent year, the total amount of CIL that may be applied to administrative expenses incurred during that year shall not exceed five per cent of CIL collected in that year.

(4) In relation to a collecting authority which collects CIL on behalf of a charging authority—

(a) in years one to three the total amount of CIL that may be applied to administrative expenses incurred in connection with that collection during those three years, and any expenses incurred before the charging schedule was published, shall not exceed four per cent of CIL collected on behalf of the charging authority over the period of years one to three;

(b) in year four, and each subsequent year, the total amount of CIL that may be applied to administrative expenses incurred in connection with that collection during that year shall not exceed four per cent of CIL collected on behalf of the charging authority in that year.

(5) In relation to a charging authority which does not collect CIL charged by it—

(a) in years one to three the total amount of CIL that may be applied to administrative expenses incurred during those three years, and any expenses incurred before the charging schedule was published, shall not exceed the relevant percentage of CIL collected over the period of years one to three;

(b) in year four, and each subsequent year, the total amount of CIL that may

be applied to administrative expenses incurred during that year shall not exceed the relevant percentage of CIL collected in that year.

(6) In paragraph (5) the relevant percentage is five per cent less any CIL which is applied by the collecting authority pursuant to paragraph (4).

(7) For the purposes of this regulation reference to CIL collected in a year includes the value of acquired land acquired by virtue of a land payment made in that year.

(7A) For the purposes of this regulation reference to CIL collected in a year includes the value of infrastructure provided, or to be provided, by virtue of an infrastructure payment accepted in that year.

(8) In this regulation—

(a) year one begins on the date on which the charging authority's first charging schedule takes effect¹¹ and ends at the end of the first subsequent full financial year;

(b) years two to four are the consecutive financial years that follow; and

(c) in relation to a collecting authority, the reference to a charging authority in this paragraph is a reference to the charging authority on behalf of whom CIL is collected.

Reporting

62. (1) A charging authority must prepare a report for any financial year ("the reported year") in which:

(a) it collects CIL, or CIL is collected on its behalf; or

(b) an amount of CIL collected by it or by another person on its behalf (whether in the reported year or any other) has not been spent.

(2) Nothing in paragraph (1) requires an authority to prepare a report about CIL which it collects on behalf of another charging authority.

(3) For the purposes of paragraph (1), CIL collected by a charging authority includes land payments made in respect of CIL charged by that authority, and CIL collected by way of a land payment has not been spent if at the end of the reported year—

(a) development within the meaning in TCPA 1990 consistent with a relevant purpose has not commenced on the acquired land; or

(b) the acquired land (in whole or in part) has been used or disposed of for a purpose other than a relevant purpose; and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent.

(3A) For the purposes of paragraph (1), CIL collected by a charging authority includes infrastructure payments made in respect of CIL charged by that authority, and CIL collected by way of an infrastructure payment has not been spent if at the end of the reported year the infrastructure to be provided has not been provided.

(4) The report must include—

(a) the total CIL receipts for the reported year;

(b) the total CIL expenditure for the reported year;

(c) summary details of CIL expenditure during the reported year other than in relation to CIL to which regulation 59E or 59F applied including—

¹¹ See section 214 of the Planning Act 2008 and regulation 28.

- (i) the items of infrastructure to which CIL (including land payments) has been applied,
 - (ii) the amount of CIL expenditure on each item,
 - (iii) the amount of CIL applied to repay money borrowed, including any interest, with details of the infrastructure items which that money was used to provide (wholly or in part),
 - (iv) the amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation;
 - (ca) the amount of CIL passed to—
 - (i) any local council under regulation 59A or 59B; and
 - (ii) any person under regulation 59(4);
 - (cb) summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year including—
 - (i) the total CIL receipts that regulations 59E and 59F applied to;
 - (ii) the items to which the CIL receipts to which regulations 59E and 59F applied have been applied; and
 - (iii) the amount of expenditure on each item;
 - (cc) summary details of any notices served in accordance with regulation 59E, including—
 - (i) the total value of CIL receipts requested from each local council; and
 - (ii) any funds not yet recovered from each local council at the end of the reported year.
 - (d) the total amount of—
 - (i) CIL receipts for the reported year retained at the end of the reported year other than those to which regulation 59E or 59F applied;
 - (ii) CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E or 59F applied;
 - (iii) CIL receipts for the reported year to which regulation 59E or 59F applied retained at the end of the reported year; and
 - (iv) CIL receipts from previous years to which regulation 59E or 59F applied retained at the end of the reported year ”; and.
 - (e) in relation to any infrastructure payments accepted by the charging authority—
 - (i) the items of infrastructure to which the infrastructure payments relate,
 - (ii) the amount of CIL to which each item of infrastructure relates.
- (5) The charging authority must publish the report on its website no later than 31st December following the end of the reported year.
- (6) For the purposes of this regulation—
- (a) the value of acquired land is the value stated in the agreement made with the charging authority in respect of that land in accordance with regulation 73(6)(d);

(b) the value of a part of acquired land must be determined by applying the formula in regulation 73(10) as if references to N were references to the area of the part of the acquired land whose value is being determined.

Reporting by local councils

- 62A.** (1) A local council must prepare a report for any financial year (“the reported year”) in which it receives CIL receipts.
- (2) The report must include—
- (a) the total CIL receipts for the reported year;
 - (b) the total CIL expenditure for the reported year;
 - (c) summary of CIL expenditure during the reported year including—
 - (i) the items to which CIL has been applied; and
 - (ii) the amount of CIL expenditure on each item; and
 - (d) details of any notices received in accordance with regulation 59E, including—
 - (i) the total value of CIL receipts subject to notices served in accordance with regulation 59E during the reported year;
 - (ii) the total value of CIL receipts subject to a notice served in accordance with regulation 59E in any year that has not been paid to the relevant charging authority by the end of the reported year.
 - (e) the total amount of—
 - (i) CIL receipts for the reported year retained at the end of the reported year; and
 - (ii) CIL receipts from previous years retained at the end of the reported year.
- (3) The local council must—
- (a) publish the report—
 - (i) on its website;
 - (ii) on the website of the charging authority for the area if the local council does not have a website; or
 - (iii) within its area as it considers appropriate if neither the local council nor the charging authority have a website, or the charging authority refuses to put the report on its website in accordance with paragraph (ii); and
 - (b) send a copy of the report to the charging authority from which it received CIL receipts, no later than 31st December following the reported year, unless the report is, or is to be, published on the charging authority’s website.”

SOUTHEND-ON-SEA BOROUGH COUNCIL

Minutes of the Senior Managers Pay Panel

Date: Tuesday, 6th June 2017

Place: Executive Boardroom, Civic Centre

Present: Councillors Lamb (Chairman), Gilbert and Woodley

Co-opted voting independent person: L Thompson

In Attendance: S. Leftley, J Ruffle

Part II (Confidential)

1. Apologies

Apologies for absence were received from Councillors Holland and Moring.

2. Declarations of Interest

S. Leftley and J. Ruffle

3. Appraisals and Target Setting

Resolved:

1. That the outcomes of the targets for senior managers for 2016/17 be agreed.
2. That The targets for senior managers for 2017/18, as recommended by the Appraisal Panel, be agreed.

4. Senior Managers Pay Award 2017/18

Resolved:

That Cabinet be recommended that a pay award of 1% is applied to the Council's senior management grades with effect from 1st April 2017.

5. Market Supplements and Statutory Allowances

That Cabinet be recommended that, with effect from 1st April 2017:-

(a) The statutory allowances paid to the Director of Finance & Resources (S.151), Director of Legal & Democratic Services (Monitoring Officer) and the Deputy Chief Executive – People (DCS & DAS) are increased from £7,685 p.a. to £7,850 p.a.

(b) The annual allowance paid to the Director of Integrated Commissioning is increased from £5,000 p.a. to £7,500 p.a. This allowance to be paid quarterly subject to the successful delivery of key targets as agreed by the Council and the Clinical Commissioning Group (CCG).

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CABINET

Tuesday, 20th June 2017

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Executive Councillor(s):-

1. The Deputy Chief Executive (Place) authorised:

- 1.1 DfT Challenge Fund Application
The submission of the application to the DfT by the deadline of 31st March 2017 for capital funding of £556k, supported by £100k from the approved Capital Programme 2016/17, to improve the resilience of the highway drainage network to extreme weather events at City Beach, Shoeburyness and access to Southend Airport (Harp House Roundabout and adjoining roads).
- 1.2 Industrial Strategy Consultation Response
The content and submission of the Council's response, which includes feedback from Councillors and local businesses to the Government Department for Business, Energy and Industrial Strategy (BEIS) "Building our Industrial Strategy" Green Paper by the required deadline of 17th April 2017.
- 1.3 Anglia Level Crossing Proposals – Woodgrange Close and Public Footpath FP189 – Objection to the Proposed Closure
The submission of an objection from the Council to the application by Network Rail for the closure of the level crossing and public footpath for Woodgrange Close to Pilgrims Close, by the required deadline of 12th May 2017.
- 1.4 Purchase of 53 Grampian, Southend on Sea – Virement of HRA Capital Resources
Approval of the virement of £115,000 from the agreed Better Queensway buy back funds to the HRA Capital Programme to facilitate the purchase of this property.

2. The Deputy Chief Executive (People) authorised:

- 2.1 School Places Grant
Approval to proceed as provided for in the Secretary of State for Education's consent in relation to the acquisition of the Cecil Jones Lower School, Wentworth Road to facilitate the

amalgamation and conversion to an Academy of Seabrook College and Seabrook PRU

- 2.2 Expansion of Places at St Thomas More High School
Pursuant to Minute 856 of Cabinet held on 14th March 2017 and following the guarantee by the Governing Body and the Diocese in writing, the commitment of £4m to St Thomas More School to provide an additional 30 places per year group in time for the 2018/19 academic year.

3. The Director of Finance and Resources authorised:

- 3.1 New Lease to Access Anyone at the Marigold Centre, 62 Avenue Road, Westcliff on Sea
The grant of a new 35 year lease in respect of a day care centre for students with disabilities. The property will be completely refurbished by the incoming tenant.
- 3.2 The Gasworks Site, Esplanade House, 60 Eastern Esplanade
An opportunity has arisen for the Council to bid to acquire the Gasworks site from the Joint Fixed Charge Receivers. The 3.5 acre prime seafront site has the potential to offer strategic benefits to the Council and the seafront area particularly for car parking and development opportunities.
- 3.3 London Southend Airport, Eastwoodbury Crescent
London Southend Airport Hotel freehold carve out from the main Airport Lease on best consideration terms as certified by Savills to assist Stobart Group to maximise the release of capital for reinvestment in to the Airport. All revenue moves across to the Airport lease and the Council will receive a premium with Stobart Group t/a Thames Gateway Airport Ltd meeting all costs.
- 3.4 South Essex College Secured Loan Facility – Stephenson Road
The grant of a loan on commercial terms to South Essex College to facilitate the acquisition of land and buildings at Stephenson Road pursuant to the principles agreed at Cabinet on 10 January 2017 (minute 608 refers).