

Public Document Pack  
SOUTHEND-ON-SEA BOROUGH COUNCIL

**Place Scrutiny Committee**

Date: Monday, 10th July, 2017  
Time: 6.30 pm  
Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Committee Officer  
Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)

**A G E N D A**

\*\*\*\* **Part 1**

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Questions from Members of the Public**
- 4 **Minutes of the Meeting held on Monday, 10th April, 2017 (Pages 1 - 10)**

\*\*\*\* **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET**  
**Tuesday 20th June, 2017**

- 5 **Monthly Performance Report (MPR) (Pages 11 - 36)**  
Referred direct to Scrutiny & Called in by Councillors Nevin, Robinson, Terry and Woodley.

Members are asked to bring with them the most recent MPR for period ending May 2017 which will be circulated shortly. Comments / questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.

- 6 **In-depth Scrutiny Final Report - To investigate the case for additional enforcement resources for Southend (Pages 37 - 90)**  
**Minute 65 (Cabinet Book 1, Agenda Item No. 6 refers)**  
Called in by Councillors Terry and Woodley
- 7 **Tourism Strategy (Pages 91 - 126)**  
**Minute 80 (Cabinet Book 2, Agenda Item No. 21 refers)**  
Called in by Councillors Terry and Woodley
- 8 **Digital Strategy (Pages 127 - 174)**  
**Minute 81 (Cabinet Book 2, Agenda Item No. 22 refers)**  
Called-in by Councillors Nevin, Robinson, Terry and Woodley
- 9 **Growth Strategy (Pages 175 - 214)**  
**Minute 82 (Cabinet Book 2, Agenda Item No. 23 refers)**  
Called-in by Councillors Nevin, Robinson, Terry and Woodley
- 10 **Council Procedure Rule 46 (Pages 215 - 216)**  
**Minute 86 (Cabinet Book 2, Agenda Item No. 27 refers)**  
Called-in by Councillors Nevin and Robinson.

\*\*\*\*

**PRE-CABINET SCRUTINY ITEMS**

- 11 Museums Disposal Policy** (Pages 217 - 224)  
Report of Deputy Chief Executive (Place)

\*\*\*\*

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

None

\*\*\*\*

**OTHER SCRUTINY MATTERS**

- 12 Minutes of the Meeting of Chairmen's Scrutiny Forum held on Tuesday, 20th June 2017** (Pages 225 - 226)

- 13 In depth Scrutiny projects - 2017/ 18** (Pages 227 - 238)  
Report of Chief Executive

- 14 Exclusion of the Public**

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

\*\*\*\*

**Part 2**

\*\*\*\*

**ITEM CALLED-IN FROM CABINET - Tuesday 20th June, 2017**

- 15 Gasworks Site** (Pages 239 - 244)  
**Minute 88 (Cabinet Agenda Item 29 refers)**  
Called-in by Councillors Nevin, Robinson, Terry and Woodley

**TO: The Chairman and Members of Place Scrutiny Committee:**

Councillor K Robinson (Chair),  
Councillors P Wexham (Vice-Chair), H Boyd, A Bright, D Burzotta, T Callaghan,  
N Folkard, J Garston, S Habermel, D Jarvis, D Kenyon, H McDonald, D McGlone,  
J Moyies, M Terry, N Ward and J Ware-Lane

# **SOUTHEND-ON-SEA BOROUGH COUNCIL**

## **Meeting of Place Scrutiny Committee**

**Date: Monday, 10th April, 2017**  
**Place: Committee Room 1 - Civic Suite**

**4**

**Present:** Councillor K Robinson (Chair)  
Councillors P Wexham (Vice-Chair), A Bright, D Burzotta,  
T Callaghan, M Davidson, F Evans, N Folkard, J Garston,  
S Habermel, D Jarvis, D Kenyon, H McDonald, D McGlone, M Terry  
and C Willis

**In Attendance:** Councillors T Cox, M Flewitt, A Holland and J Lamb (Executive  
Councillors)  
Councillors C Mulroney and J Ware-Lane  
A Lewis, J K Williams, E Cooney, P Mathieson, T MacGregor C Burr,  
and T Row

**Start/End Time:** 6.30 p.m. - 8.45 p.m.

### **944 Councillor Assenheim**

The Committee stood in silent tribute in memory of Councillor Mike Assenheim, who had sadly passed away last week.

### **945 Apologies for Absence**

There were no apologies for absence.

### **946 Declarations of Interest**

The following interests were declared at the meeting:

(a) Councillors Cox, Flewitt, Holland and Lamb (Executive Councillors) – interests in all the called-in/referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;

(b) Councillor Burzotta – Agenda Item No. 7 (Better Queensway: Process to appoint a preferred project partner) – Disclosable non-pecuniary interest: Non-Executive Director of South Essex Homes – attended pursuant to the dispensation agreed by the Standards Committee on 28th February 2017, under S.33 of the Localism Act 2011 to participate in the debate and vote;

(c) Councillor Callaghan – Agenda Item No. 7 (Better Queensway: Process to appoint a preferred project partner) – Non-pecuniary interest: Friends are tenants of South Essex Homes Ltd;

(d) Councillor Davidson – Agenda Item No. 7 (Better Queensway: Process to appoint a preferred project partner) – Disclosable non-pecuniary interest: Non-Executive Director of South Essex Homes – attended pursuant to the dispensation agreed by the Standards Committee on 28th February 2017, under S.33 of the Localism Act 2011 to participate in the debate and vote;

(e) Councillor Flewitt – Agenda Item No. 7 (Better Queensway: Process to appoint a preferred project partner) – Non-pecuniary interest: Friends and family are tenants of South Essex Homes Ltd;

(f) Councillor Holland – Agenda Item No. 5 (Monthly Performance Report: page 37 item (d)) – Non-pecuniary interest: Member of the Forum Board;

(g) Councillor Holland – Agenda Item No.6 – North Thames Fisheries Local Action Group (FLAG) – Non pecuniary interest: Proposed Council appointee to the Board;

(h) Councillor Lamb – Agenda Item No.6 – North Thames Fisheries Local Action Group (FLAG) – Non pecuniary interest: Director of Leigh Port Partnership;

(i) Councillor Mulronee – Agenda Item No.6 – North Thames Fisheries Local Action Group (FLAG) – Non-pecuniary Interest : Director of Leigh Port Partnership, Chairman of Leigh-on-Sea Town Council, Member of Leigh Coastal Communities Team and Leigh Society;

(j) Councillor Terry – Agenda Item No.6 – North Thames Fisheries Local Action Group (FLAG) – Non pecuniary interest: Contacts and friends in the fishing industry; and

(k) Councillor Wexham – Agenda Item No.6 – North Thames Fisheries Local Action Group (FLAG) – Disqualifying non-pecuniary Interest – Director of Leigh Port Partnership (withdrew).

#### **947 Questions from Members of the Public**

The Executive Councillor for Culture, Tourism and the Economy and the Executive Councillor for Transport, Waste and Cleansing responded to written questions from Mr Webb.

#### **948 Minutes of the Meeting held on Monday 23rd January 2017**

Resolved:-

That the Minutes of the Meeting held on Monday 23<sup>rd</sup> January 2017 be received, confirmed as a correct record and signed.

#### **949 Monthly Performance Report (MPR)**

The Committee considered the Monthly Performance Report (MPR) covering the period to end February 2017, which had been circulated recently.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

**950 North Thames Fisheries Local Action Group (FLAG)**

The Committee considered Minute 863 of the meeting of Cabinet held on 14th March 2017, which had been called-in to Scrutiny, together with the 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:-

That the following decisions of Cabinet be noted:

“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.”

Note:- This is an Executive Function.

Executive Councillor :- Holland

**951 Better Queensway: Process to appoint a preferred project partner**

The Committee considered Minute 892 of the meeting of Cabinet held on 28th March 2017, which had been referred direct to Scrutiny by Cabinet, together with the 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. The Committee also received a Powerpoint presentation which summarised the traffic modelling for the scheme and the preferred option for the road transport layout.

Resolved:-

1. That the following recommendations of Cabinet be noted:

“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."

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

Note: This is a Council function  
Executive Councillor:- Holland

## **952 Revocation of Pier Cycling Byelaw**

The Committee considered Minute 893 of the meeting of Cabinet held on 28th March 2017, which had been referred direct to Scrutiny by Cabinet, together with the report of the Deputy Chief Executive (Place) requesting that 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.

Resolved:-

1. That the following recommendation of Cabinet be noted:

"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."

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

Note: This is a Council function  
Executive Councillor: Holland

**953 In-depth Scrutiny Project - 'To investigate the case for additional enforcement resources for Southend'**

The Committee considered a report by the Chief Executive which sought formal approval to the draft final report and recommendations from the joint in-depth scrutiny project with the Policy & Resources Scrutiny Committee for 2016/17 entitled 'To investigate the case for additional enforcement resources for Southend'.

Resolved:-

1. That, subject to concurrence of the Policy & Resources Scrutiny Committee, the draft report and the recommendations from the in-depth scrutiny project be endorsed for submission to Cabinet, with the amendment to recommendation 1.2 to include the words "with the support of the Police & Crime Commissioner for Essex" to the end of the recommendation.
2. That the Chairman of the Policy & Resources Scrutiny Committee, in consultation with the Chairman of the Place Scrutiny Committee, be authorised to agree any final minor amendments to the draft report.
3. That in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), to agree that the Chairman of the Project Team present the final report to a future Cabinet meeting.
4. That the Members and Officers involved with the study be thanked for their hard work.

Note: This is a Scrutiny Function.

**954 Industrial Strategy Green Paper**

The Chairman agreed that this item be considered at this meeting as an urgent additional item to enable the comments of the Scrutiny Committee to be included in the Council's response to the Green Paper prior to its submission before the required deadline.

The Committee considered a report of the Deputy Chief Executive (Place) that set out the Council's proposed response to the recently published 'Building our Industrial Strategy Green Paper January 2017'. A copy of the Green Paper was attached to the report at Appendix 1. The report also sought Members' input, comment and endorsement of the proposed consultation response (attached at Appendix 2 to the report) prior to its submission to the Department for Business, Energy and Industrial Strategy by the deadline of 17<sup>th</sup> April 2017.

Resolved:-

1. That the 'Building Our Industrial Strategy Green Paper January 2017', attached to the report at Appendix 1, is noted.

2. That, subject to the inclusion of any comments by Members before Thursday 13<sup>th</sup> April 2017, the proposed consultation response (attached at Appendix 2 to the report) be submitted to the Department for Business, Energy and Industrial Strategy.

Note:- This is an Executive function.  
Executive Councillor:- Holland

**Chairman:** \_\_\_\_\_

This page is intentionally left blank

# **MONTHLY PERFORMANCE REPORT**







**April 2017**

## Contents

<b>Section 1</b>	<b>2017-18 Corporate Performance Indicators</b> Performance Information for all Corporate Priority Indicators
<b>Section 2</b>	<b>Detail of Indicators Rated Red or Amber</b> Performance detail for indicators rated Red or Amber
<b>Section 3</b>	<b>Partnership Indicators</b>  Health Wellbeing Indicators Local Economy Indictors Community Safety Indicators

**Please note there are no finance reports for the April MPR.**

## Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2017/18	Annual target for 2017/18
<u>Outcome</u>	<p>Symbol based on a traffic light system; Red, Amber, Green indicating whether an indicator's performance is on track to achieve the annual target. Symbols used and their meaning are:</p> <p> = at risk of missing target</p> <p> = some slippage against target, but still expected to meet year-end target (31/03/2018)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is <b>better</b> than the same month last year</p> <p> = Latest Month's performance is <b>worse</b> than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: [timmacgregor@southend.gov.uk](mailto:timmacgregor@southend.gov.uk) (01702) 534025 or [Louisabowen@southend.gov.uk](mailto:Louisabowen@southend.gov.uk) (01702) 212039

# Section 1: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators





Generated on: 14 June 2017 10:42









**Performance Data Expected Outcome: At risk of missing target 10 On course to achieve target 19 Some slippage against target 3 No Value 2**

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




MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	April 2017	54.9	55.7	55.7			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	April 2017	75	66	66			John O'Loughlin	People Scrutiny
CP 1.3	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, wounding's, robbery. [Cumulative]	Aim to Minimise	April 2017	673	-	TBC			Carl Robinson	Policy & Resources Scrutiny
CP 1.4	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. [Cumulative]	Aim to Maximise	April 2017	58.9%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month. [Cumulative]	Aim to Maximise	April 2017	83.7%	90%	90%			John O'Loughlin	People Scrutiny










MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	April 2017	369.3	296.6	296.6			John O'Loughlin	People Scrutiny
CP 1.7	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	April 2017	81.6%	74%	74%			Sharon Houlden	People Scrutiny

**Aim: CLEAN: Priorities** • 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.

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	April 2017	44	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	April 2017	93%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	April 2017	N/A	-	TBC			Carl Robinson	Place Scrutiny

**Aim: HEALTHY: Priorities** • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing. • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social deprivation across our communities.

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of adults in contact with secondary mental health services who live independently with or without support. [ASCOF 1H]	Aim to Maximise	April 2017	-	-	TBC	-		Sharon Houlden	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	April 2017	73.1%	88.6%	88.6%			Sharon Houlden	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]	Aim to Minimise	April 2017	2.14	1.43	1.43			Sharon Houlden	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A) [Year to date Snapshot]	Aim to Maximise	April 2017	29.6%	33.5%	33.5%			Sharon Houlden	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	April 2017	10.4%	10%	10%			Sharon Houlden	People Scrutiny
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	April 2017	414,496	362,500	4,350,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	April 2017	5	3	40			Marion Gibbon	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	April 2017	24	70	1,100			Liesel Park	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	April 2017	379	414	5,740			Margaret Gray	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	Aim to Maximise	April 2017	27.3%	90%	90%			John O'Loughlin	People Scrutiny
CP 3.11	The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).	Aim to Maximise	April 2017	83%	-	TBC	-		John O'Loughlin	People Scrutiny

**Aim: PROSPEROUS: Priorities** • Maximise opportunities to enable the planning and development of quality, affordable housing. • Ensure residents have access to high quality education to enable them to be lifelong learners & have fulfilling employment. • Ensure the town is 'open for businesses' and that new, developing and existing is nurtured and supported. • Ensure continued regeneration of the town through a culture led agenda.

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2017/18 collected in year [Cumulative]	Aim to Maximise	April 2017	10.00%	10.00%	97.30%	✓	↓	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	April 2017	10.80%	10.80%	97.90%	✓	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	April 2017	100.00%	79.00%	79.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	April 2017	100.00%	84.00%	84.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	April 2017	98.33%	90.00%	90.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	April 2017	1.38%	1.77%	1.77%	✓	↑	Sharon Houlden	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	April 2017	85.6%	80%	80%	✓	↓	Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	April 2017	96	100	100	✓	↓	Sharon Houlden	People Scrutiny

**Aim: EXCELLENT: Priorities** • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative]	Aim to Maximise	April 2017	4,499	1,583	19,000	✓	↑	Scott Dolling	Place Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	April 2017	84.71%	80.00%	80.00%	✓	↓	Nick Corrigan; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	April 2017	0.51	0.51	7.20	✓	↑	Joanna Ruffle	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 35,000 [Cumulative]	Aim to Maximise	April 2017	26,583	21,250	35,000	✓	↑	Ellen Butler; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]	Aim to Maximise	April 2017	6.3%	56%	56%	●	↓	Brin Martin	People Scrutiny

### Section 3: Detail of indicators rated Red or Amber

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

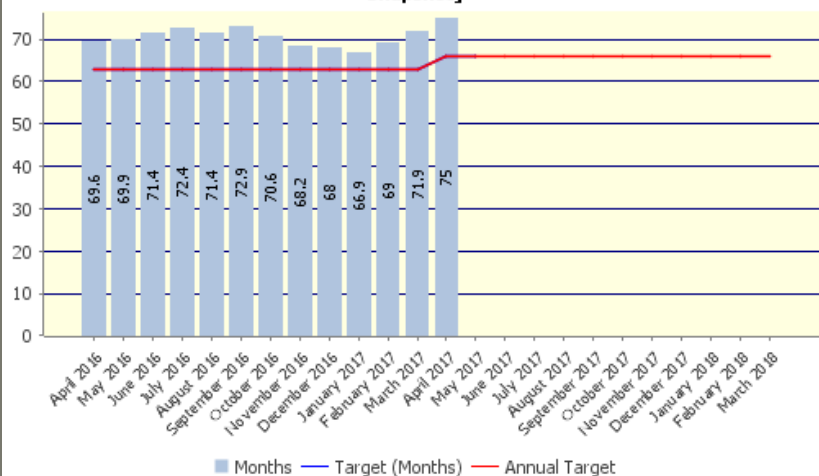
Expected Outcome: At risk of missing target 5

CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]		
Expected Outcome		Format	Aim to Minimise
Managed By	John O'Loughlin		
Year Introduced	2014		




Date Range 1		
	Value	Target
April 2016	69.6	63
May 2016	69.9	63
June 2016	71.4	63
July 2016	72.4	63
August 2016	71.4	63
September 2016	72.9	63
October 2016	70.6	63
November 2016	68.2	63
December 2016	68	63
January 2017	66.9	63
February 2017	69	63
March 2017	71.9	63
April 2017	75	66
May 2017		66
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

C002 Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]

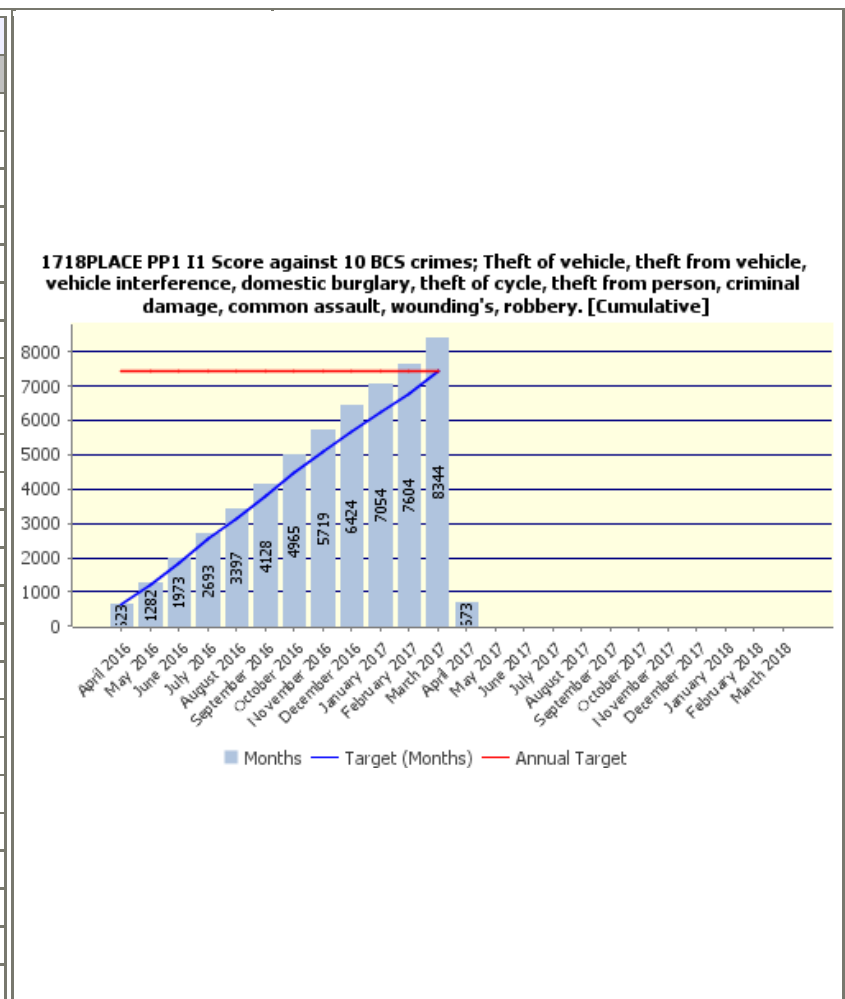


Over the last 6 months the work of the Edge of Care team and the Placement Panel has focused on supporting children to remain living with their families where appropriate. However, this has not yet shown an impact on this performance measure.

Performance has also been impacted by large sibling groups who have become looked after. Due to the nature of funding the stated figure excludes 10 unaccompanied asylum seeking children.

CP 1.3	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, wounding's, robbery. [Cumulative]			April 2017 result N/A
Expected Outcome		Format	Aim to Minimise	
Managed By	Carl Robinson			
Year Introduced	2007			

Date Range 1		
	Value	Target
April 2016	623	626
May 2016	1282	1231
June 2016	1973	1857
July 2016	2693	2532
August 2016	3397	3102
September 2016	4128	3773
October 2016	4965	4478
November 2016	5719	5078
December 2016	6424	5665
January 2017	7054	6235
February 2017	7604	6754
March 2017	8344	7389
April 2017	673	
May 2017		
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



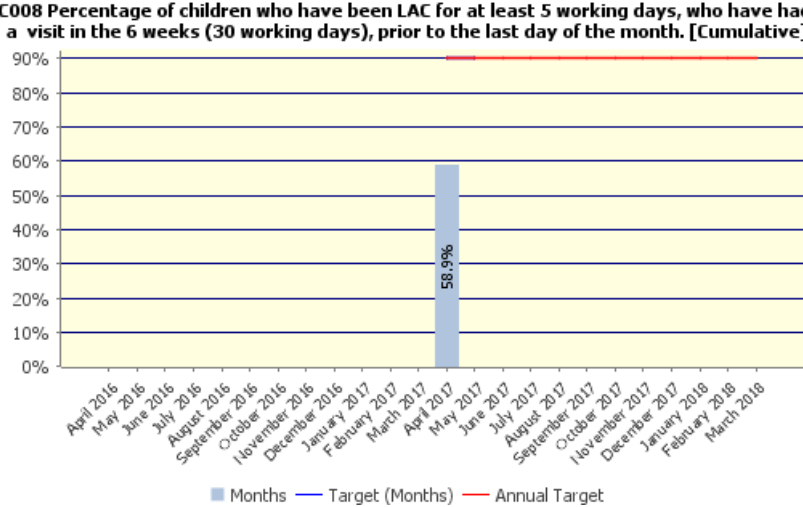
Southend Community Safety partners continues to work together and progressing well with recommendations from the 2016/17 Strategic Intelligence Assessment. Partners are proactively working together to engage with the vulnerable and address community concerns within the High Street. Additionally, prolific offenders of both dwelling burglary and vehicle theft have been apprehended; a significant decrease in both offences has been recorded. Summer plans have been submitted in preparation for potential increase in seasonal crime and disorder. It is to be noted the CSP is undergoing a review, the indicators and targets are also currently being reviewed.

The BCS Crime breakdown for March 2017:  
 Theft of a vehicle - **4%**; Theft from a vehicle - **10%**; Vehicle interference - **2%**; Burglary in a dwelling - **8%**; Bicycle theft - **5%**; Theft from the person - **3%**; Criminal Damage - **19%**; HMIC Violence Without Injury - **30%**; Wounding (Serious and Other) - **17%**; Robbery (Personal Property) - **2%**.

CP 1.4	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. [Cumulative]			<p>April 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			


Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	58.9%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

**C008 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. [Cumulative]**




A bar chart showing monthly performance from April 2016 to March 2018. The y-axis represents the percentage from 0% to 90% in 10% increments. The x-axis lists months from April 2016 to March 2018. A blue bar for April 2017 is highlighted with the value 58.9%. A horizontal red line at 90% represents the annual target. A legend at the bottom indicates: Months (blue bar), Target (Months) (blue line), and Annual Target (red line).

Changes in the team structures within Fieldwork Services during April 2017 have had a negative impact on performance in this area. This has been compounded by a number of unplanned vacancies within the service caused by the implementation of tax changes under IR35. Action has been taken and it is anticipated that performance will be significantly improved in May and onwards.

CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month. [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	John O'Loughlin		
Year Introduced	2017		

April 2017 result



0%	83.7%	90%	100%
----	-------	-----	------

Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	83.7%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		


**C009 Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month. [Cumulative]**

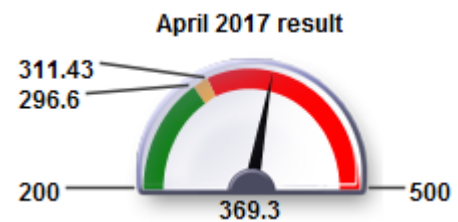
90%  
80%  
70%  
60%  
50%  
40%  
30%  
20%  
10%  
0%

April 2016 May 2016 June 2016 July 2016 August 2016 September 2016 October 2016 November 2016 December 2016 January 2017 February 2017 March 2017 April 2017 May 2017 June 2017 July 2017 August 2017 September 2017 October 2017 November 2017 December 2017 January 2018 February 2018 March 2018

■ Months — Target (Months) — Annual Target

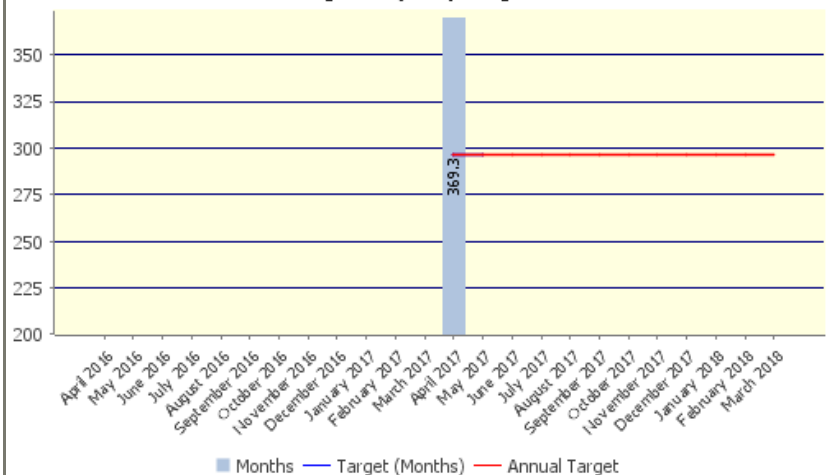
Although we are below target, performance of 83.7% is strong in comparison to historical performance over a prolonged period. Focus remains strong on this priority area of work and it is anticipated that further improvements will be seen throughout the year.

CP 1.6	<b>Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise
<b>Managed By</b>	<b>John O'Loughlin</b>		
<b>Year Introduced</b>	<b>2017</b>		



Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	369.3	296.6
May 2017		296.6
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		


**C113 Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]**

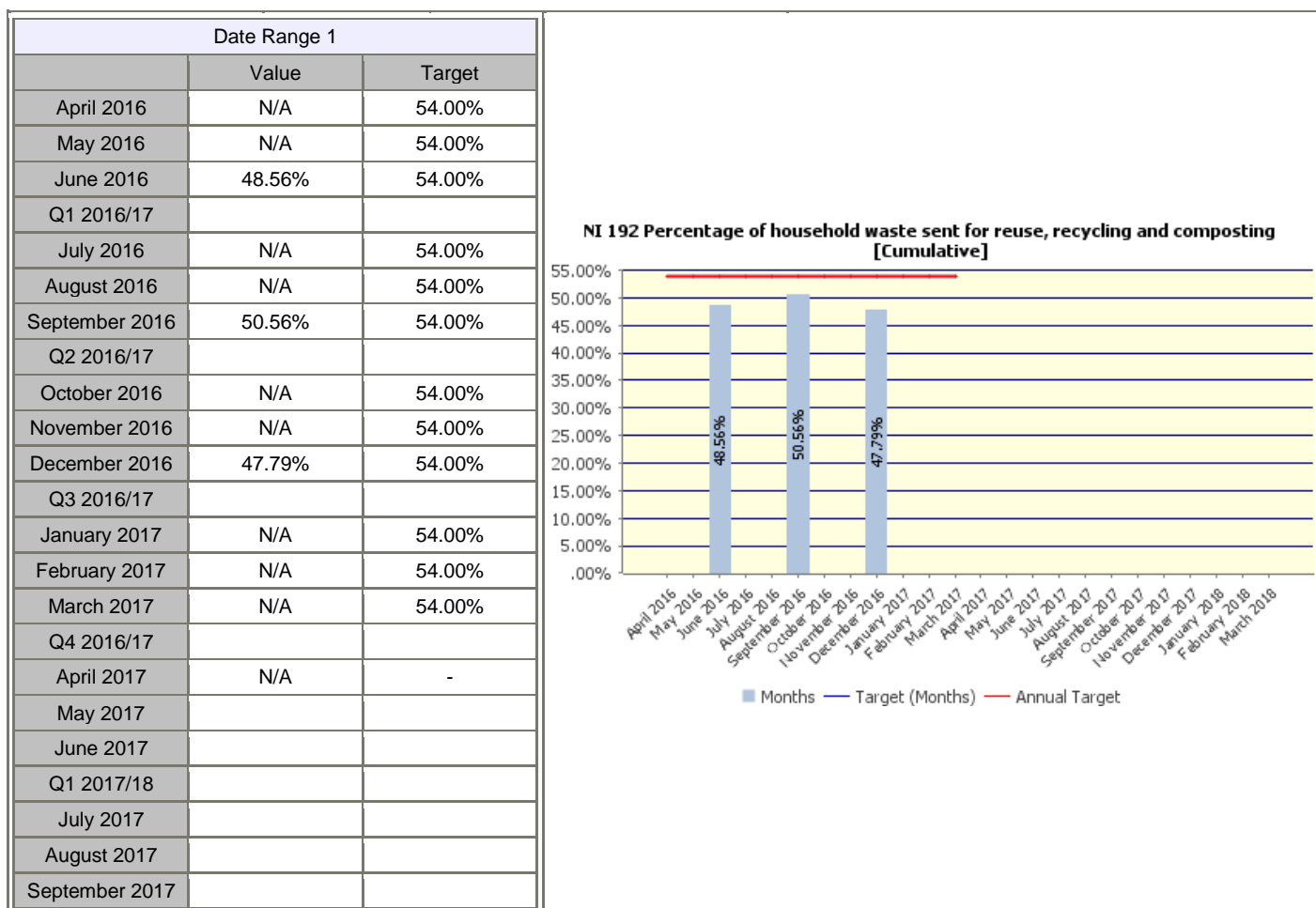


We are above target however we have moved to be closer aligned to the performance of our statistical neighbours. We are currently undertaking a review of how we deliver services to children in need, alternative approaches to Child Protection investigations and alternative approaches to connected persons (LAC). Once complete changes to our service delivery may reduce demand on statutory intervention services which will then result in a reduction in the rate over the medium to longer term

**Aim: CLEAN: Priorities** • 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.

Expected Outcome: At risk of missing target 1


CP 2.3	<b>Percentage of household waste sent for reuse, recycling and composting [Cumulative]</b>		<b>April 2017 result</b> N/A
<b>Expected Outcome</b>		<b>Format</b>	
		Aim to Maximise	
<b>Managed By</b>	<b>Carl Robinson</b>		
<b>Year Introduced</b>	<b>2008</b>		



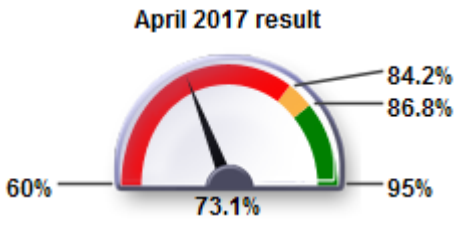
There has been a delay in receiving MBT data from ECC to validate our waste figures – Our end of year DEFRA data return will be submitted on time which will be by mid June.

**Aim: HEALTHY: Priorities** • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing. • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social deprivation across our communities

Expected Outcome: At risk of missing target 3 Some slippage against target 3

CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced	2012		

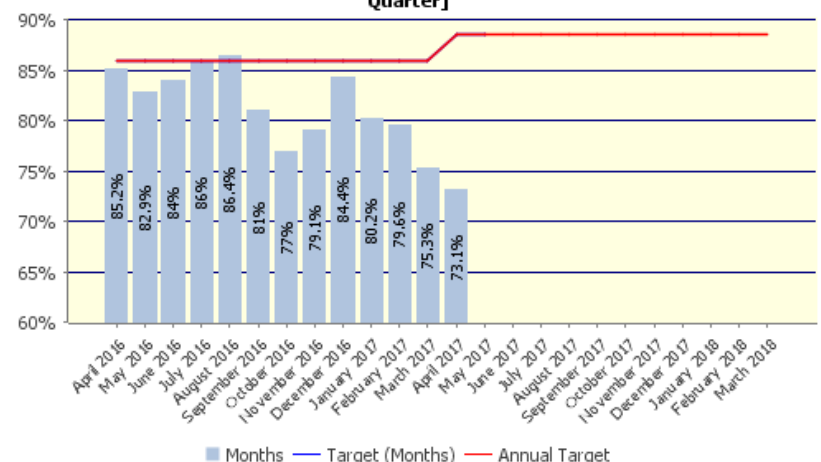
April 2017 result



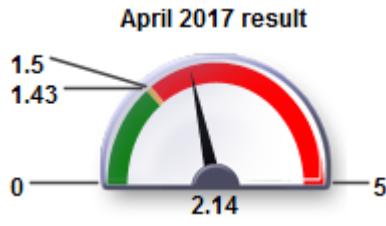

Value
60%
73.1%
84.2%
86.8%
95%

Date Range 1		
	Value	Target
April 2016	85.2%	86%
May 2016	82.9%	86%
June 2016	84%	86%
Q1 2016/17		
July 2016	86%	86%
August 2016	86.4%	86%
September 2016	81%	86%
Q2 2016/17		
October 2016	77%	86%
November 2016	79.1%	86%
December 2016	84.4%	86%
Q3 2016/17		
January 2017	80.2%	86%
February 2017	79.6%	86%
March 2017	75.3%	86%
Q4 2016/17		
April 2017	73.1%	88.6%
May 2017		88.6%
June 2017		
Q1 2017/18		
July 2017		
August 2017		
September 2017		

**A013 Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]**

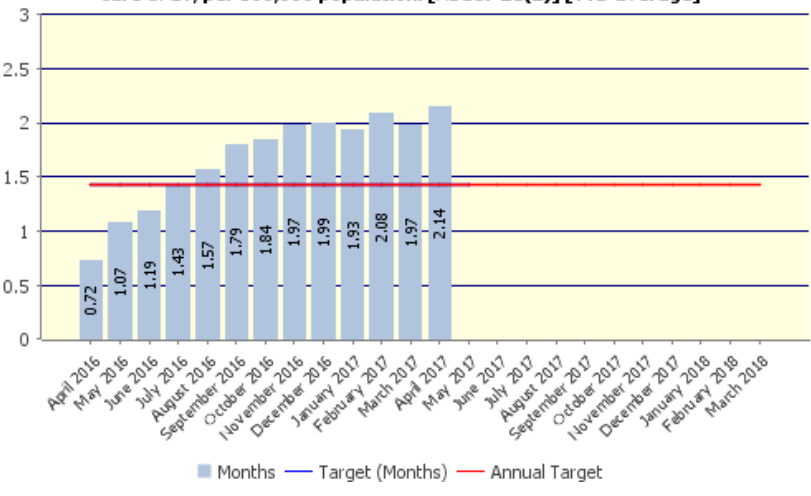


This reporting period shows 93 Adults used the reablement service, 68 were still at home 91 days later, with a continued downward trend since December 2016. The impact of the new domiciliary care contract is yet to be evidenced but is anticipated to show in May 2017 data. In line with the new contract, the method of collecting the data is being scrutinised to ensure that it is as robust as possible.


CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]			
Expected Outcome		Format	Aim to Minimise	
Managed By	Sharon Houlden			
Year Introduced	2015			

Date Range 1		
	Value	Target
April 2016	0.72	1.43
May 2016	1.07	1.43
June 2016	1.19	1.43
July 2016	1.43	1.43
August 2016	1.57	1.43
September 2016	1.79	1.43
October 2016	1.84	1.43
November 2016	1.97	1.43
December 2016	1.99	1.43
January 2017	1.93	1.43
February 2017	2.08	1.43
March 2017	1.97	1.43
April 2017	2.14	1.43
May 2017		1.43
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		


**A041 Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]**



Delays have been stable for the last three weeks. Management structure within the Hospital Team is starting to be embedded, with a focus on supporting adults with two key Service Transformation initiatives. The team have started to refer to the Complex Care Service and the Over Night Support Service, these have enabled adults to leave hospital in a timely supported fashion.

CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A) [Year to date Snapshot]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced	2015		

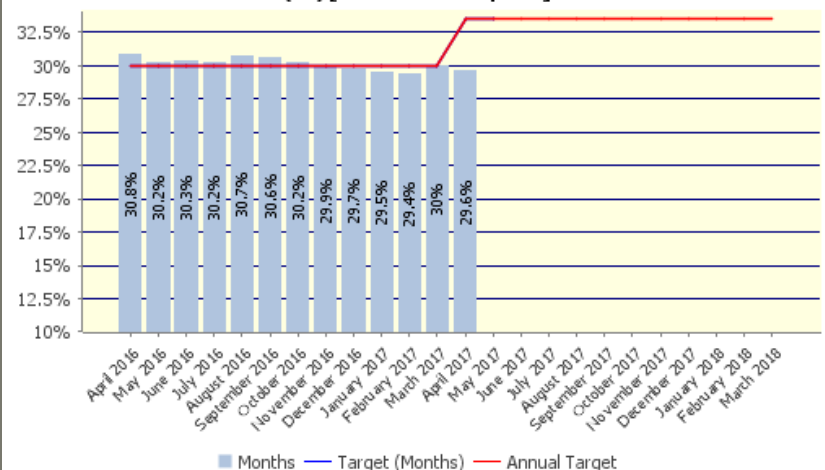
April 2017 result





Range	Color	Value
10% - 28.48%	Red	28.48%
28.48% - 33.5%	Yellow	33.5%
33.5% - 60%	Green	

Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017	29.6%	33.5%
May 2017		33.5%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

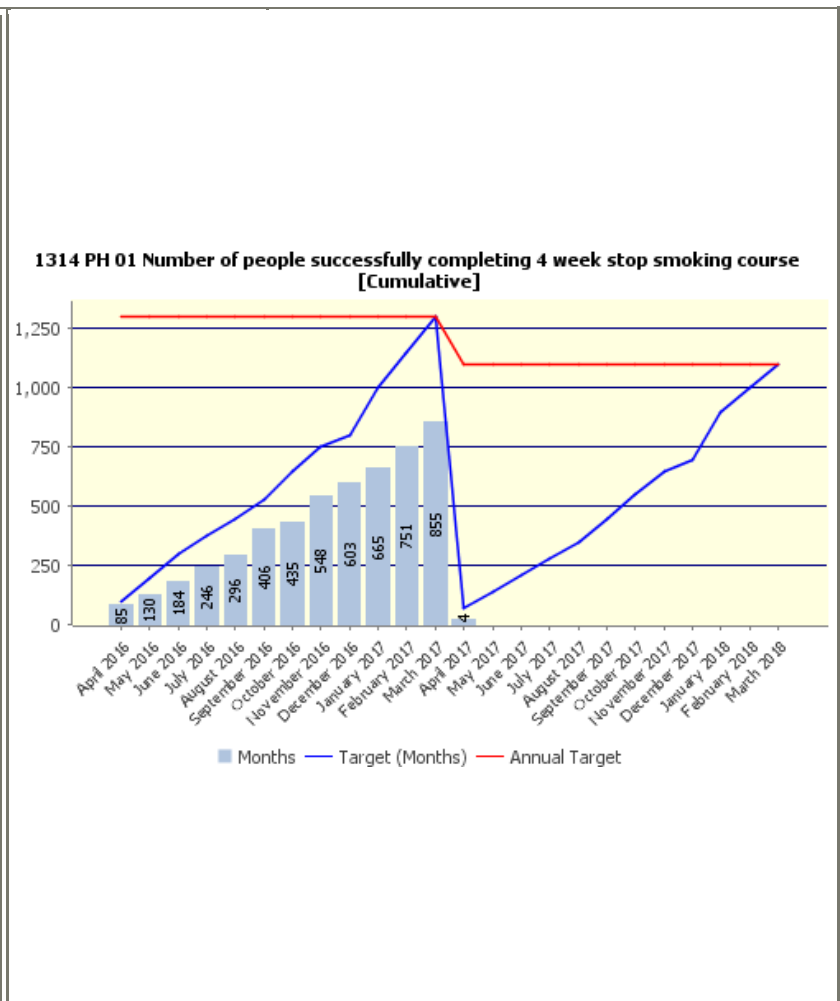
**A045 The proportion of people who use services who receive direct payments (ASCOF 1C (2A) [Year to date Snapshot]**



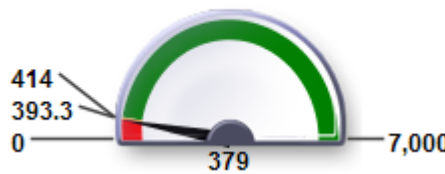

Performance in this area remains stable, the variation is marginal and remains inline with the current national benchmark.

CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]			<p>April 2017 result</p> 
Expected Outcome		Format	Aim to Maximise	
Managed By	Liesel Park			
Year Introduced	2013			

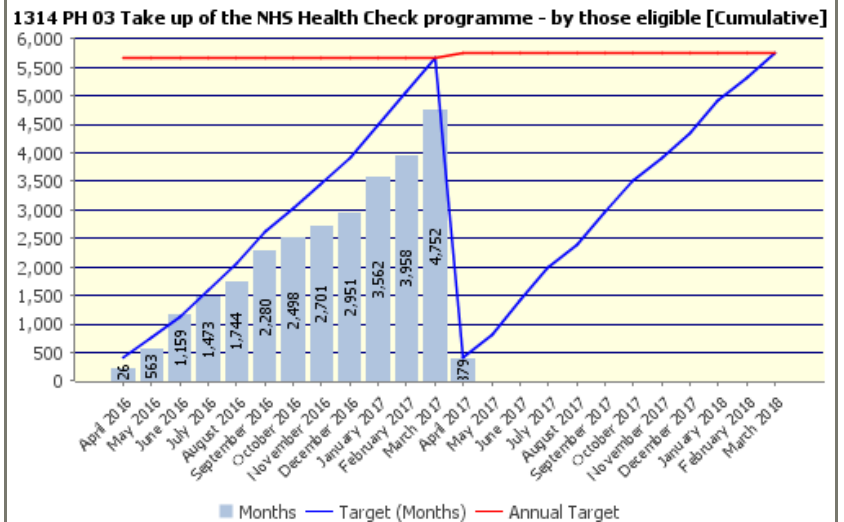
Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	24	70
May 2017		140
June 2017		210
July 2017		280
August 2017		350
September 2017		450
October 2017		550
November 2017		650
December 2017		700
January 2018		900
February 2018		1,000
March 2018		1,100



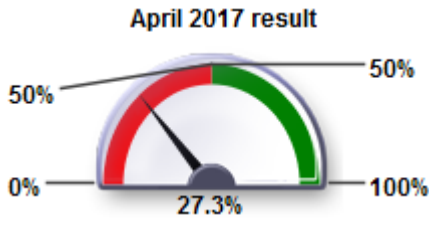

Final quit data April is unlikely to be available until the end of June 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.

CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]			<p>April 2017 result</p> 
Expected Outcome		Format	Aim to Maximise	
Managed By	Margaret Gray			
Year Introduced	2013			

Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017		828
June 2017		1,406
July 2017		1,984
August 2017		2,398
September 2017		2,976
October 2017		3,506
November 2017		3,920
December 2017		4,334
January 2018		4,912
February 2018		5,326
March 2018		5,740

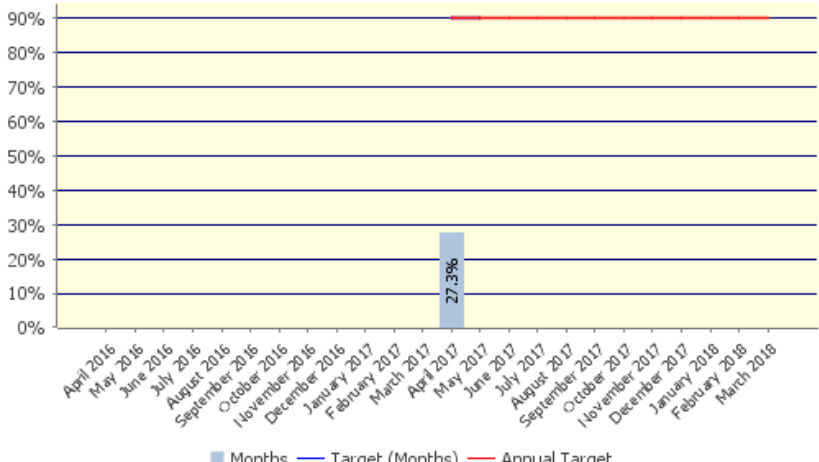


Data from all practices has not been received. So data for April 2017 is incomplete.

CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]			
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	27.3%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

**C006 Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]**



■ Months — Target (Months) — Annual Target

Performance is well below target. Action has been taken during April and May to ensure Section 47 processes, of which this is a measure, have been correctly recorded as being complete. This has contributed to the poor performance, as in closing off the investigations on the system, and the timescales deteriorated. It is also of note that the majority of Section 47 investigations are authorised by team managers where one post became vacant in April and the other post holder is now off sick, which impacts on timeliness. Service Managers within Fieldwork Services have taken responsibility for this area of work as an interim measure to drive forward improvement.

**Aim: EXCELLENT: Priorities** • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.

Expected Outcome: At risk of missing target 1

CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]			<p>April 2017 result</p> <table border="1"><thead><tr><th>Performance Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Red</td><td>0% - 53.2%</td></tr><tr><td>Yellow</td><td>53.2% - 56%</td></tr><tr><td>Green</td><td>56% - 73%</td></tr></tbody></table>	Performance Level	Percentage	Red	0% - 53.2%	Yellow	53.2% - 56%	Green	56% - 73%
Performance Level	Percentage											
Red	0% - 53.2%											
Yellow	53.2% - 56%											
Green	56% - 73%											
Expected Outcome		Format	Aim to Maximise									
Managed By	Brin Martin											
Year Introduced	2016											

Date Range 1		
	Value	Target
April 2016	0%	30%
May 2016	10%	30%
June 2016	10%	30%
July 2016	8.3%	30%
August 2016	6.3%	30%
September 2016	6.4%	30%
October 2016	6.7%	30%
November 2016	8.8%	30%
December 2016	10%	30%
January 2017	10.3%	30%
February 2017	8%	30%
March 2017	7.4%	30%
April 2017	6.3%	56%
May 2017		56%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

L006 Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]		
April 2016	0%	30%
May 2016	10%	30%
June 2016	10%	30%
July 2016	8.3%	30%
August 2016	6.3%	30%
September 2016	6.4%	30%
October 2016	6.7%	30%
November 2016	8.8%	30%
December 2016	10%	30%
January 2017	10.3%	30%
February 2017	8%	30%
March 2017	7.4%	30%
April 2017	6.3%	56%
May 2017		56%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

During the month of April, 16 EHC plans were issued; 1 was within the 20 week threshold. Performance is likely to remain below target for several months due to the backlog of cases that, when completed, will not be within the 20 week timescale.

## SECTION 3 – Partnership Indicators

### 1. Health and Wellbeing Indicators

	[Potential] Performance Measures	Rationale for inclusion	Latest Performance
1.	<b>Referral for treatment</b> - % of patients referred from GP to hospital treatment within 18 weeks  <a href="http://southendccg.nhs.uk/news-events/governing-body-papers/">http://southendccg.nhs.uk/news-events/governing-body-papers/</a>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<b>87.35%</b> (January 2017)
2.	<b>Cancer treatment</b> - % patients treated within 62 days of GP urgent suspected cancer referral  <a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1677-item-10c-acute-commissioning-headline-report-14-03-17-sl/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1677-item-10c-acute-commissioning-headline-report-14-03-17-sl/file</a>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	62 Day Operational Standard <b>89.2%</b>  33 out of 37 patients were treated within 62 days.
3.	<b>A&amp;E</b> - % of patients attending Southend Hospital A&E, seen and discharged in under 4 hours (95% target)  <a href="http://southendccg.nhs.uk/news-events/governing-body-papers/">http://southendccg.nhs.uk/news-events/governing-body-papers/</a>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	April 2016 - March 2017 <b>82.98%</b>
4.	<b>Mental health</b> - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year  <a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<b>11.4%</b> as at the end of month 9 (against the target of <b>11.25%</b> )  NHS England target of <b>15.8%</b>  This suggests that the increase in the numbers entering treatment since the summer is being sustained and it seems likely that this will be on target against the NHS England target.
5.	<b>Dementia</b> - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).  <a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<b>71.4%</b> achieved in February 2017, this is against the <b>66.7%</b> diagnosis ambition target.  For people aged 65+ the prevalence for Dementia in Southend is 1684, and has slightly increased the

			diagnosis rate from <b>71.3%</b> in January 2017. Southend continue to have the highest diagnosis rate in the East area.
6.	<b>Primary Care</b> – GP Patient Survey: - Percentage of patients whose overall experience of the GP surgery was (very/fairly good; fairly/very poor; neither good nor poor)  <a href="http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file">http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file</a>	Provides patients views on the quality of GP service in the borough. Survey is now produced annually.	<b>Overall experience of GP surgery – July 2016</b>  Very good – <b>41%</b> Fairly good – <b>41%</b> Neither good nor poor – <b>12%</b> Fairly poor – <b>5%</b> Very poor – <b>1%</b>
7.	<b>End of life care</b> - Preferred Place of Death (PPoD) – Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *	Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020. Can be produced monthly.	<b>Southend: 88%</b>  The PPoD achievement for Southend in April 2017 is 43 out of 49 patients.

\*although patients make a preference for a place of death, often home, the reality of the last days/hours of life often prompts patients and/or relatives/carers to change their mind and seek what they consider to be a place of safety and support, which is invariably the acute trust. Patients are documented for PPoD as: Home; Hospital; Hospice; Care/Nursing Home; Community Hospital.

## 2. Local Economy Indicators

	Performance Measures	Latest Performance									
1.	Average House Prices	<div>Economic Scorecard Reported Quarterly</div> <table><tr><td></td><td>Feb 2017</td><td>Feb 2016</td></tr><tr><td>Average Price</td><td>£260,686</td><td>£236,911</td></tr><tr><td>% Change</td><td>12.24% (Feb 16-17)</td><td>13.59% (Feb 15-16)</td></tr></table>		Feb 2017	Feb 2016	Average Price	£260,686	£236,911	% Change	12.24% (Feb 16-17)	13.59% (Feb 15-16)
	Feb 2017	Feb 2016									
Average Price	£260,686	£236,911									
% Change	12.24% (Feb 16-17)	13.59% (Feb 15-16)									
2.	Planning Applications	<div>Economic Scorecard Reported Quarterly</div> <table><tr><td>April 2016 - March 2017</td><td>1913</td></tr><tr><td>April 2015 - March 2016</td><td>1624</td></tr></table>	April 2016 - March 2017	1913	April 2015 - March 2016	1624					
April 2016 - March 2017	1913										
April 2015 - March 2016	1624										
3.	Job Seekers Allowance Claimants	<div>Economic Scorecard Reported Quarterly</div> <table><tr><td></td><td>March 2017</td><td>March 2016</td></tr><tr><td>JSA Claimants (Number)</td><td>1,562</td><td>1,702</td></tr><tr><td>JSA Claimants %</td><td>1.4%</td><td>1.5%</td></tr></table>		March 2017	March 2016	JSA Claimants (Number)	1,562	1,702	JSA Claimants %	1.4%	1.5%
	March 2017	March 2016									
JSA Claimants (Number)	1,562	1,702									
JSA Claimants %	1.4%	1.5%									
Source: Office of National Statistics											

### 3. Community Safety Indicator

The basket of community safety indicators outlined below is due to be discussed at a future meeting of the Community Safety Partnership and the content is, therefore, subject to further amendment.

1	Potential Performance Measures	Rationale for inclusion	Latest Performance Available				
			1. Individual Components of 10 BCS Comparator Crime	iQuanta (March 2017)	Essex Police Performance Summary Offences (Cumulative April 2016 – March 2017)	Increase/Decrease (previous years data) %	Cumulative Solved Rates** %
1	10 BCS crimes (including a % breakdown of crime that makes up the total figure).	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	10 BCS Crimes - total	*	7096	↓3.5	*
			Theft of a Vehicle	28	361	↑8.1	↑2.1
			Theft from Vehicle	67	915	↓13.4	↑2.0
			Vehicle Interference	16	184	↑8.2	↑1.3
			Burglary in a dwelling	70	717	↓14.8	↑2.2
			Bicycle Theft	20	467	↑26.9	↓0.1
			Theft from the Person	18	248	↑3.3	↓0.3
			Criminal Damage (exc 59)	173	1787	↓8.2	↑0.3
			Violence Without Injury	276	2755	↑12.5	↑1.6
			Wounding (Serious and Other)	151	*	*	*
			Robbery (Personal Property)	25	189	↑12.5	↑1.8
			* Not recorded.				
			**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.				

	Potential Performance Measures	Rationale for inclusion	Latest Performance		
			Number (April 2016 – March 2017)		Increase/ Decrease (from April 2016 – March 2017) %
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	<b>Total number of Incidents</b> 37434	<b>Total number of crimes</b> 15009	↑5.2
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	7096		↓3.5
4	Number of arrests, (cumulative) April – March.	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.	TBC		-
5	‘Positive disposals’ (outcomes of crimes ‘cleared up’ other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc. ...	TBC		-
6	Number of convictions (cumulative) April - March	Provides an indication of effectiveness of Police, CPS action/processes in securing convictions. However, while the information is available, it is very time consuming to collate.	TBC		-
7	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	1632*		-
8	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	1033**		-

\*This number represents the number of Crime Domestic Abuse Incidents

\*\* This number represents the number of reports received about missing people

This page is intentionally left blank

# Southend-on-Sea Borough Council

## Report of Director of Legal & Democratic Services

to

Cabinet

On

20<sup>th</sup> June 2017

Report prepared by: Tim Row

Agenda  
Item No.

6

### 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, 10<sup>th</sup> October 2016 and Thursday, 13<sup>th</sup> 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 10<sup>th</sup> April and 13<sup>th</sup> 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 19<sup>th</sup> October 2016, 19<sup>th</sup> December 2016, 1<sup>st</sup> February 2017, 7<sup>th</sup> February 2017, 15<sup>th</sup> February 2017, 22<sup>nd</sup> February 2017 and 6<sup>th</sup> March 2017
- Updates to Scrutiny Committees on – 10<sup>th</sup> October 2016, 13<sup>th</sup> October 2016, 28<sup>th</sup> November 2016, 1<sup>st</sup> December 2016, 23<sup>rd</sup> January 2017 and 25<sup>th</sup> 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

	Page
1. Background	3
2. Framework for the Study	3
3. Methodology	4
4. Recommendations	5
5. Key Findings	8
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, 14<sup>th</sup> 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, 10<sup>th</sup> 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, 10<sup>th</sup> October 2016 and Thursday, 13<sup>th</sup> 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:**

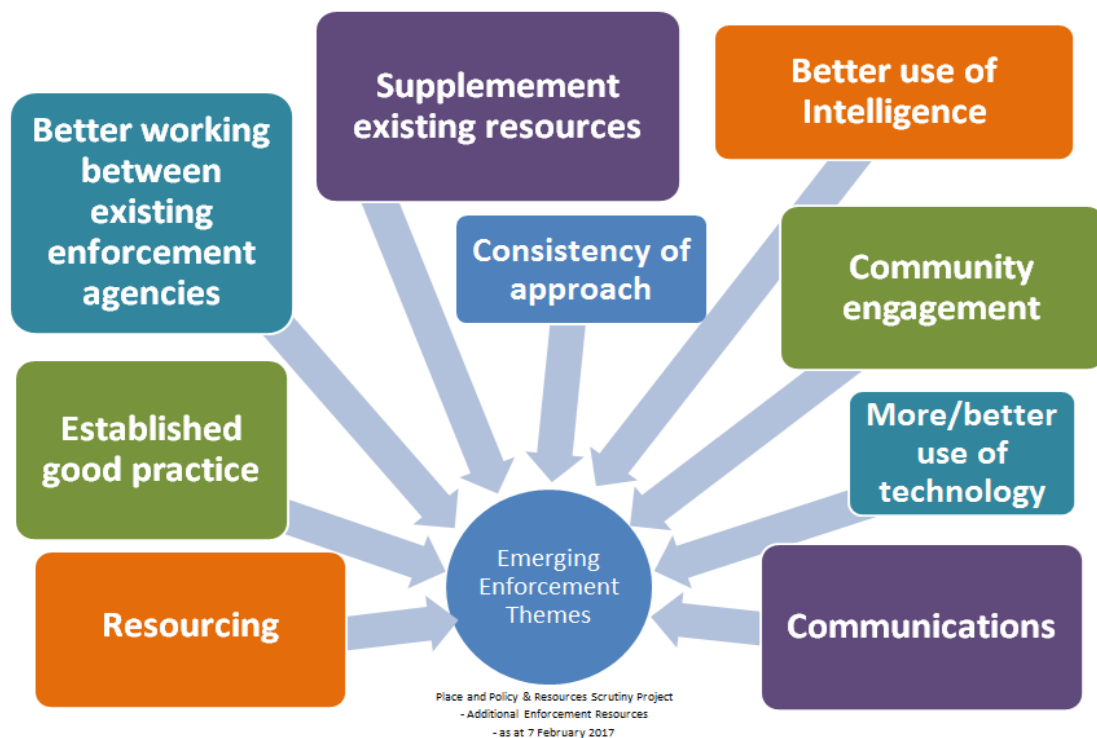
- 3.1. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
- 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 boundaried 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.

DRAFT

## 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.

<b>Name:</b>	<b>Representing:</b>	<b>Table One:</b>
Cllr Bernard Arscott	Leigh Ward	<b>Support Officers: Ade Butteriss &amp; Tim Row</b>
Cllr Alex Bright	Southchurch Ward	
Simon Patterson	Seafront Traders	
Gary Turner	HARP	
Rebecca Venn	BID Ranger	

<b>Name:</b>	<b>Representing:</b>	<b>Table Two:</b>
Cllr Jonathan Garston	Milton Ward	<b>Support Officers: Lysanne Eddy &amp; Rob Walters</b>
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	

<b>Name:</b>	<b>Representing:</b>	<b>Table Three:</b>
Cllr David Garston	Prittlewell Ward	<b>Support Officers: Kelly Clarke &amp; Tim MacGregor</b>
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 7<sup>th</sup> 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 15<sup>th</sup> 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 22<sup>nd</sup> 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 6<sup>th</sup> 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.

DRAFT

# 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**

<b>Enforcement Cases investigated in 2016</b>	<b>275</b>
<b>Formal Notices Issued in 2016</b>	<b>3</b>
<b>Enforcement Cases investigated in 2015</b>	<b>269</b>
<b>Formal Notices Issued in 2015</b>	<b>6</b>

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.

....

**TM**

**27.1.17**

## 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"> <li>- Home/office interviews,</li> <li>- Warning letters,</li> <li>- Acceptable Behaviour Contracts,</li> <li>- Joint patrols</li> <li>- Mediation,</li> <li>- Restorative Justice Referrals,</li> <li>- Community Circles,</li> <li>- Injunctions</li> <li>- Designated Public Spaces Order (replaced by Public Spaces Protection Order)</li> <li>- Community Protection Warnings/Notices (not used by - SMAART at present)</li> </ul>
Children at risk of offending	Youth Offending; Targeted Youth Support; Young People's Drug and Alcohol	Carol Compton	<ul style="list-style-type: none"> <li>Acceptable Behaviour Contracts (ABC).</li> <li>Criminal Behaviour Orders (CBO)</li> <li>Parenting Contracts</li> <li>Parenting Orders</li> <li>Education Supervision Order</li> <li>School Attendance Order</li> <li>Prosecutions</li> </ul>
Regulatory Services	Noise nuisance Licensing Trading standards Environmental Health Filthy & verminous	Carl Robinson	<ul style="list-style-type: none"> <li>- Verbal warnings,</li> <li>- Written warnings,</li> <li>- Formal cautions,</li> <li>- Requirement for corrective action</li> <li>- Prosecution</li> </ul>
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"> <li>- Verbal warning</li> <li>- Written warning</li> <li>- Simple Caution</li> <li>- Fixed Penalty Notice (FPN)</li> <li>- Statutory Notice (requiring action from individuals or organisations)</li> <li>Seizure of items</li> <li>- Prosecutions</li> <li>- Acceptable Behaviour</li> </ul>

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"> <li>- Highway inspections – safety/ condition</li> <li>- Highway licensing</li> <li>- Utility works</li> <li>- Non-compliance - e.g. skips, scaffolding, hoarding, oversail etc.</li> <li>- Obstruction, unauthorised vehicle crossing etc.</li> <li>- Overgrowing trees</li> <li>- Obstruction of highway</li> <li>- Pavement crossings (pvxs)</li> <li>- Abandoned vehicles</li> <li>- Parking enforcement</li> </ul>	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"> <li>- Planning Contravention Notice</li> <li>- Temporary Stop Notice</li> <li>- Enforcement Notice</li> <li>- Stop Notice</li> <li>- Breach of Condition Notice</li> <li>- Powers of entry</li> <li>- Section 215 notices (untidy land)</li> </ul>
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"> <li>- Improvement Notice</li> <li>- Prohibition Order (for hazards)</li> <li>- Emergency Prohibition Order</li> <li>- Slum Clearance Declaration</li> <li>- Revocation of HMO Licence</li> <li>- Management Order (to take over an HMO)</li> <li>- Overcrowding Notice</li> <li>- Nuisance Abatement Notice</li> <li>- Notice of cleansing or destruction of filthy &amp; verminous articles</li> <li>- Enforcement of minimum energy efficiency levels with private rented accommodation</li> </ul>
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"> <li>- Warning letters</li> <li>- Application of ASB related sanctions</li> <li>- ABC's</li> <li>- Mediation</li> </ul>

<b>Service area</b>	<b>Area of enforcement</b>	<b>Lead officer</b>	<b>Sanctions</b>
			<ul style="list-style-type: none"> <li>- Notice of Seeking Possession</li> <li>- Court Undertaking</li> <li>- Injunction</li> <li>- Eviction.</li> </ul>
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).

**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,

## Appendix 3 to Annex 2

### Event Support Team activity since August 2016

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

AB – 14.2.17



#### 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](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

Agenda  
Item No.

7

## Report of Deputy Chief Executive (Place)

To  
Cabinet  
On  
20<sup>th</sup> 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





# Contents

## 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.

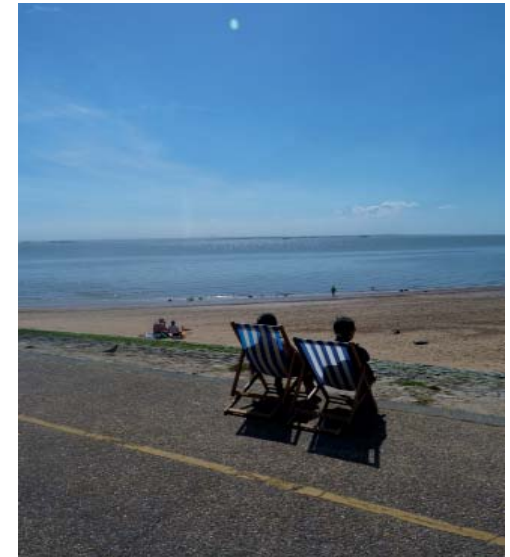
The whole Borough will be alive with cultural experiences and the visitor welcome will be second to none with an offer to support longer stays needing overnight accommodation.

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.

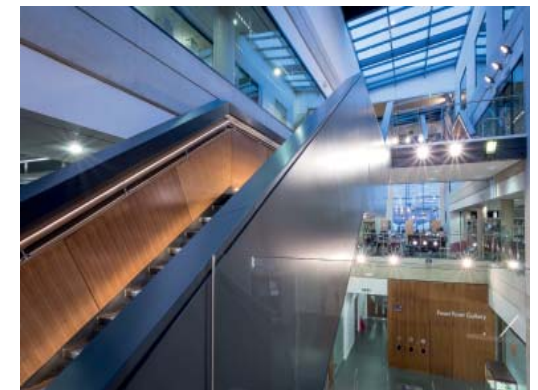
External cultural organisations will recognise the massive benefit of the strong cluster of creative businesses thriving in the area and the support network that they offer.

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.

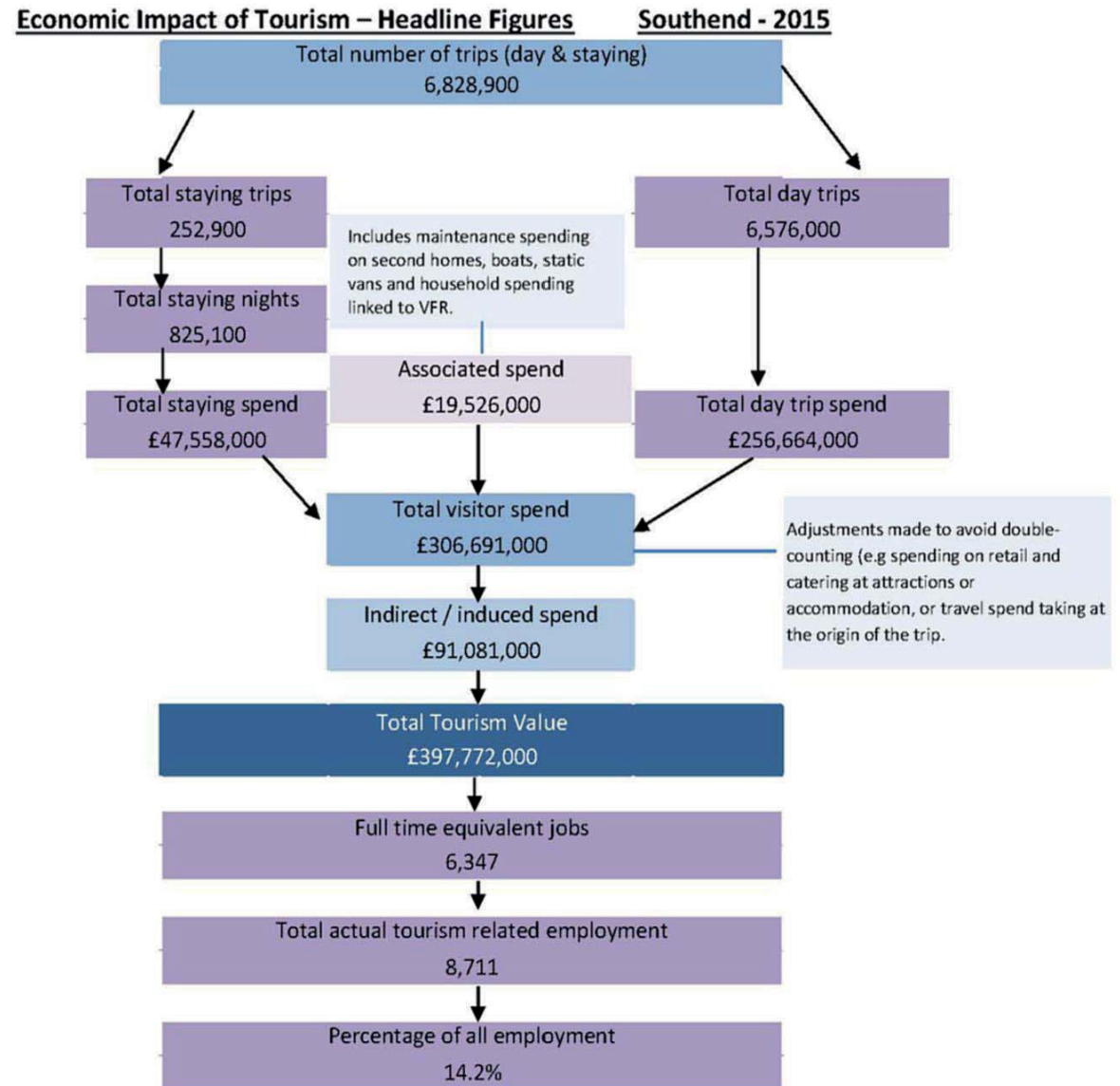
Public Parks and the foreshore will provide venues for visitors to enjoy outdoor activities to enrich their lives. Visiting friends and relatives will be presented with Southend's open spaces by proud residents. The open spaces will be professionally managed, cleaned to a high standard and operate a 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
<b>Total Staying</b>	£14,263,000	£3,394,000	£11,713,000	£4,993,000	£8,194,000	£47,557,000
<b>Total Staying %</b>	30%	18%	25%	10%	17%	100%
<b>Total Day Visitors</b>	£0	£92,738,000	£104,045,000	£25,431,000	£34,449,000	£256,663,000
<b>Total Day Visitors</b>	0%	36%	41%	10%	13%	100%
<b>Total 2015</b>	<b>£14,263,000</b>	<b>£101,132,000</b>	<b>£115,758,000</b>	<b>£30,424,000</b>	<b>£42,643,000</b>	<b>£304,220,000</b>
<b>%</b>	<b>5%</b>	<b>33%</b>	<b>38%</b>	<b>10%</b>	<b>14%</b>	<b>100%</b>
<b>Comparison</b>	<b>£13,823,000</b>	<b>£96,862,000</b>	<b>£110,965,000</b>	<b>£29,096,000</b>	<b>£40,866,000</b>	<b>£291,612,000</b>
<b>Difference</b>	<b>3%</b>	<b>4%</b>	<b>4%</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>

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%
<b>Overall Score</b>	<b>79%</b>	<b>78%</b>

Aspect	Museums
	88%
Arrival	91%
Sold Experience	50%
Facilities	86%
Pre-visit	N/A
<b>Overall Score</b>	<b>79%</b>

## 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
<b>Objective 1:</b> 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
<b>Objective 2:</b> 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
<b>Objective 3:</b> 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
<b>Objective 4:</b> 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
<b>New Products:</b> 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 artport 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)







This page is intentionally left blank

# Southend-on-Sea Borough Council

Report Deputy Chief Executive (Place)

to

Cabinet

On

20 June 2017

Agenda  
Item No.

8

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.

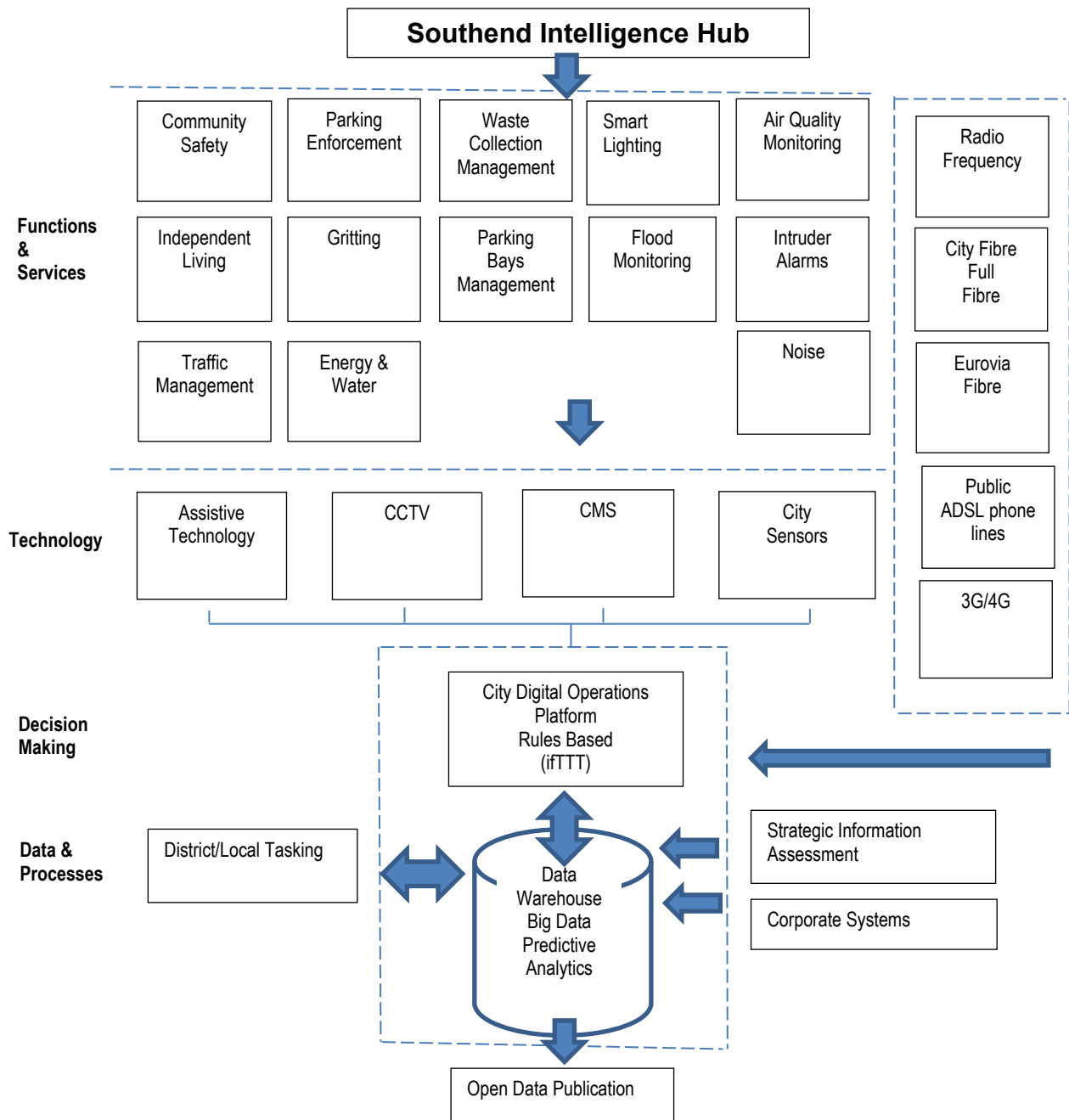
- 3.11 The remote management of events across the Borough will be achieved by the deployment of cameras, sensors or assistive technology with data being relayed back to the 'Intelligence Hub' using 3G/4G or the newly installed borough wide infrastructure; radio frequency canopy, full fibre or the yet 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 Health & 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 are 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 Heath & 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 complement

- 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'.

This page is intentionally left blank



**Digital Strategy  
2017/20**

**Southend-on-Sea  
Borough Council**

# Southend-on-Sea Borough Council

## Contents

1. **The Southend Vision**
2. **Forward**
  - Transformation
  - Digital Citizen / Digital Communities
  - Digital Economy
  - Council Aims & Priorities
3. **A Local Authority's Core Responsibilities**
4. **Towards a Smarter City**
  - Appendix 1**
    - Digital Opportunities & Challenges
    - Planned Outcomes
    - Current and Planned Projects
    - Timeframe for Delivery

### 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

<b>Safe</b>	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
<b>Clean</b>	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
<b>Healthy</b>	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
<b>Prosperous</b>	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
<b>Led by an Excellent Council</b>	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:

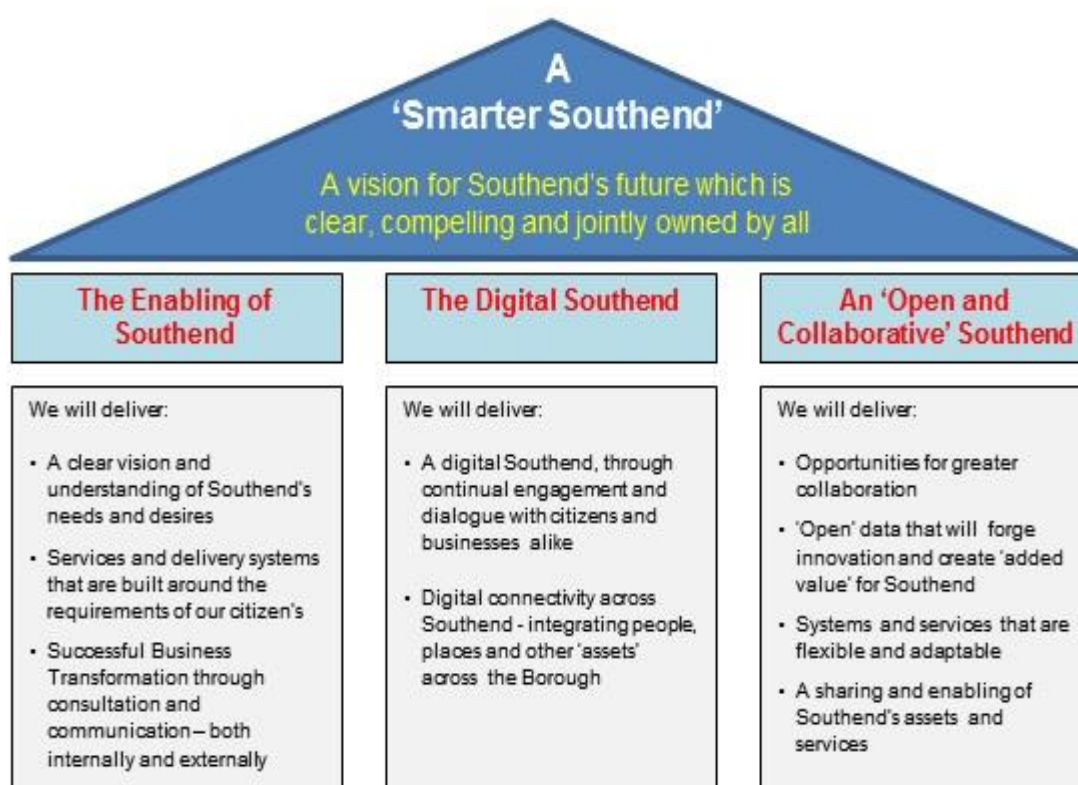
"Quality of Life and the local economy is improved, while reducing the impact on the environment. Systems operated by various organisations are integrated. Intelligence and insight is combined from many sources leading to partnership services being redesigned to meet a shared understanding of need. Citizens 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.

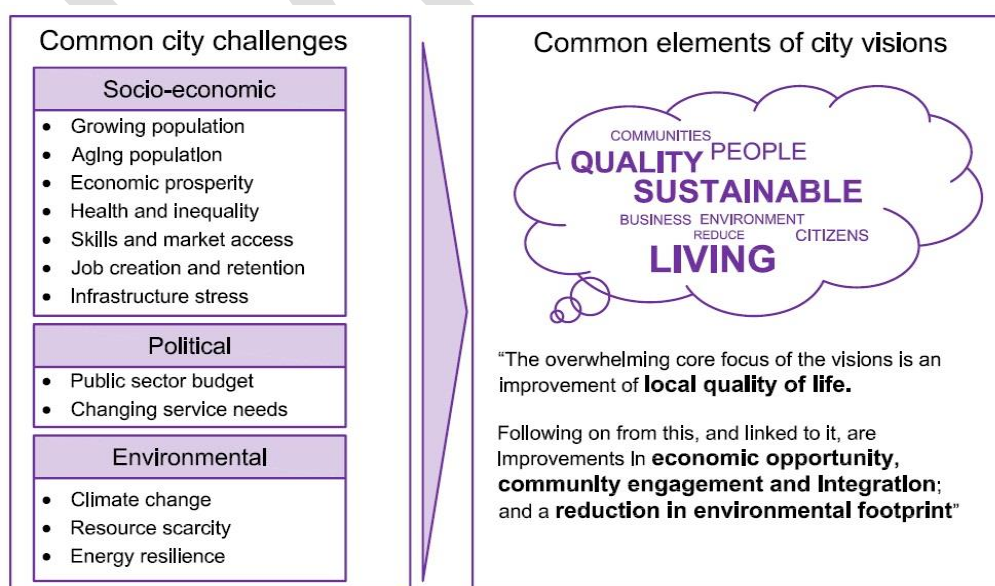
Southend is a member of the European Innovation Partnership on Smart Cities and Communities (EIP-SCC) which brings together cities, industry and citizens to improve urban life through more sustainable integrated solutions. This includes applied innovation, better planning, a more participatory approach, 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.

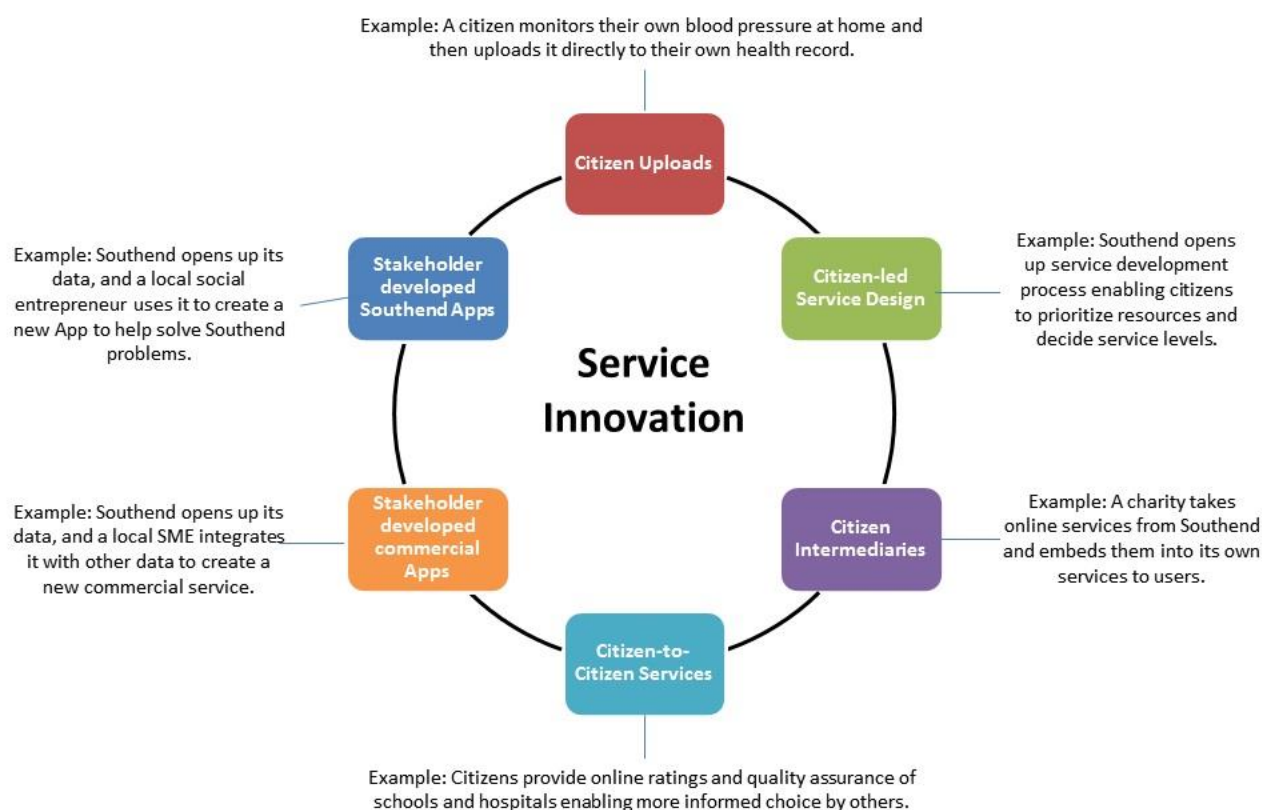
The Southend Digital Strategy seeks to digitally empower citizens, enable sustainable economic growth and the required processes by which innovative use of technology and data coupled with organisational change can help the delivery of more efficient, more effective and more sustainable services. The 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](http://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**





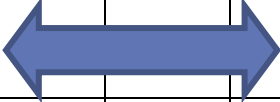


- Enablement of 1 Gbps (speed of data) full fibre network across Southend supporting the Council, its statutory partners, schools and the business community
- Extended utilisation of assets e.g. traffic signal ducting and Wi-Fi access possibilities to extend network
- Ensure the town is 'Open for Business' 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





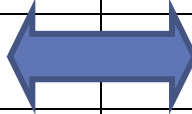

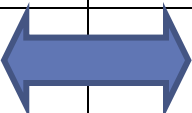
- data accrued from public, private and individual sources are used to develop more targeted public health interventions, reducing the burden on the NHS
- improved street lighting contributes towards reducing night time accidents, crime and fear of crime
- an effective CCTV Service; reducing crime and 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**



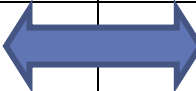
- Replace the children's and adult social care case management system and, through collaboration with Health, set in place the mechanism for sharing data and delivering an integrated patient record across Southend that will better enable the commissioning and delivery of services (Liquid Logic Phase 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 (CO<sub>2</sub>) 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.

Councils 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 <ul style="list-style-type: none"> <li>- the digital citizen / digital communities</li> <li>- the digital economy</li> </ul> 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"> <li>- enhanced community safety (through re-provision of the Council's CCTV estate)</li> <li>- traffic flow and parking management</li> <li>- independent living through prevention, care homes support and support for the STP</li> <li>- environmental monitoring and management</li> <li>- energy management</li> </ul>					
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					

This page is intentionally left blank

# Southend-on-Sea Borough Council

Agenda  
Item No.

9

## Report of Deputy Chief Executive (Place)

to  
Cabinet

on

Date 20<sup>th</sup> 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

This page is intentionally left blank

# 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.

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.

# Contents

---

06

08

10

12

18

## Chapter 1

---

### Foreword

## Chapter 2

---

### A Vision for the Southend Economy

Vision for 2022 08

## Chapter 3

---

### The Council's Approach to Growth

Introduction 10  
Our Approach 10

## Chapter 4

---

### Our Economy

Population, migration and welfare at a glance 12  
Jobs and skills at a glance 14  
Business at a glance 16

## Chapter 5

---

### Growth and strategic sectors

186  
Sector Analysis 18  
Growth Sectors 19  
Strategic Sectors 20

22

Chapter 6

Driving our Priorities

The National Economy	23
Position	23
Communities	23
Space and Connections	23
Investment	23

24

Chapter 7

Key Priorities

Business and Strategic Partnerships	25
Business Support and Accommodation	25
Inward Investment	26
Workforce Development	27
Key Infrastructure Improvement	28
Create Successful Places	29
Support Key Growth Sectors	29

30

Chapter 8

A decision making framework

Future Decision Making	30
------------------------	----

31

Chapter 9

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**

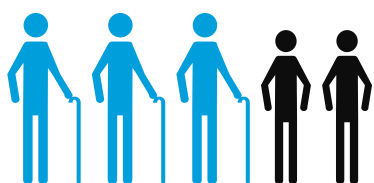
new dwellings need to be  
built each year

**319**

new homes built every year  
(current rate of housing growth)

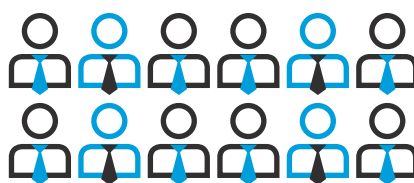
4.2 Southend has an ageing population with the number of people entering the labour market steadily decreasing. However, during the last 10 years, international and domestic migration has supported an increase in the local labour market. This migration has delivered new business formation, growth in 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)



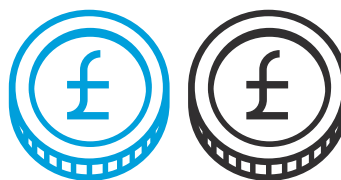
# 7,740

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 report<sup>1</sup>, 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.

## 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.

---

# 300<sup>2</sup>

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)

<sup>2</sup> 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 £42.3Billion<sup>3</sup>, 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 yield<sup>4</sup>. 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.

<sup>3</sup> UK Tourism Alliance – UK Tourism Statistics 2016 –[http://www.tourismalliance.com/downloads/TA\\_390\\_415.pdf](http://www.tourismalliance.com/downloads/TA_390_415.pdf)

<sup>4</sup> 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.

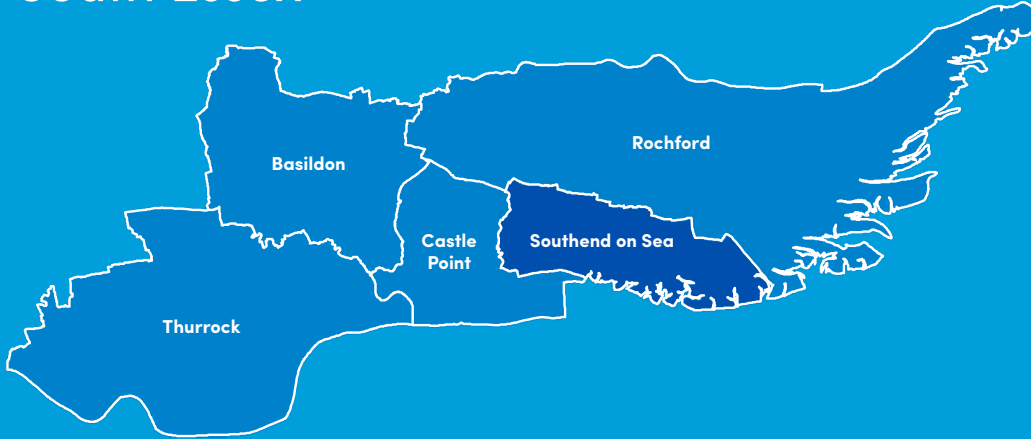
**5.13** Development of this sector and key supporting infrastructure is also key to the development of the tourism sector as well as Southend’s ability to attract commercial inward investment.

**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](http://www.southend.gov.uk/downloads/file/3491/local_transport_plan_3_-_strategy_document_2012-2026_-_revised_january_2015) 205

## 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 times<sup>5</sup>. 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.



## Contact

---

[economicd@southend.gov.uk](mailto:economicd@southend.gov.uk)  
[www.southend.gov.uk](http://www.southend.gov.uk)

## CABINET

Tuesday, 20<sup>th</sup> 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 31<sup>st</sup> 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 17<sup>th</sup> 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 12<sup>th</sup> 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 14<sup>th</sup> 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).

# Southend-on-Sea Borough Council

Agenda

Item No.

11

Report of Deputy Chief Executive (Place)

to

**Place Scrutiny**

on

10<sup>th</sup> July 2017

Report prepared by: Ciara Phipps, Assistant Curator of Social  
History

---

## Southend Museums' Large Object Social History Collection

**Place Scrutiny Item**  
**Executive Councillor: Councillor Ann Holland**  
**Part 1 (Public Agenda Item)**

---

### 1. Purpose of the Report

To acquaint Members with the large object social history collection of Southend Museums Service and set out a future plan for maximising related resources.

### 2. Recommendations

**That Members views are sought in advance of a Cabinet report on the proposals for the future of the Museum Service's large object social history collection.**

### 3. Background

#### 3.1 Southend Museums Service's 'large' object collection

Southend Central Museum is fully accredited by Arts Council England and is curated by a professionally trained team.

The museum service currently holds a varied collection of 'large' objects within the social history collection. Given their relevance and importance to the area, the key items within this collection include a complete C.1875 farming wagon, printing presses and all associated equipment from the Padgett print studio, a prototype television and large floor radios included in our extensive EKCO collection.

Over the years, the museum has acquired a number of fireplaces and surrounds with no context or information, damaged domestic wares with no provenance, and replica furniture that has no connection to either of our historic properties. With little or no relevance to Southend, the community, or to our current collections development policy approved by Cabinet in 2014, these large objects are taking up a significant amount of valuable storage space, which could be used for objects that are more appropriate and for better storage of the large objects we currently have and any future acquisitions to the collection.

It is essential to develop and maintain the large objects that will be vital in telling the stories of the area in an accessible, innovative and exciting way in any future displays within the museum service. Given this, it is essential to the care and storage of these objects, that we can fully access each object and add any other relevant and interesting items to the collection when they become available. This is currently not possible given the overcrowding of our storage space with irrelevant or incomplete large objects.

### **3.2 Proposals**

It is proposed that this collection of large objects is considerably rationalised in order to prepare for and focus our collections, in order to adhere to standards of best practice within the museum, in which rationalisation is an essential activity. The museum plans to dispose of objects that are badly damaged, have no relevance to the local area, no research value or significance, and will not be displayed within the new museum. This process will be undertaken according to guidelines set forth by the Museums Association Code of Ethics and the Museums Association Disposals Toolkit. The objects in question will go through the ethical disposal process, which involves using the Collections Trust scoring system to assess each object, formally offering the objects to other museums for acquisition, after which objects can be put up for sale to generate income for the museum stores, and finally if no alternative option is found, disposed of.

This rationalisation would be the first phase of a larger rationalisation project undertaken on the social history collection as a whole, however to begin the process it is essential to start with the largest and most difficult objects to store. If this collection is not reduced in volume, other more relevant and important objects will suffer given the lack of access and space within our current storage facilities to sufficiently care for and interpret them. This rationalisation would provide us with much needed space in order to collect and accept donations of relevant, interesting and important objects into the collection.

### 3.3 The Future of the Large Objects collection

In the short term, the assistant curator of Social History and the conservator of the museum service are assessing the large objects collection for its condition, relevance, storage needs and for potential future display.

- First action will be to rationalise the collection by judicious disposal. A significant proportion of the large objects collection appears to be unaccessioned and therefore never officially entered into the museum collection. With the original donors consent, where possible, transfer to other registered museums (always the first choice); sale, or in the case of those in particularly poor condition, disposed of.
- In the event of sold items, all funds go towards the conservation and packaging of those that remain and ring-fenced for the on-going work of Southend Museums. They would not be part of any Council budget savings.
- A number of accessioned objects have been identified which are damaged and or irrelevant to the Museum Service's requirements and it is proposed that these too are disposed of. Many of the objects are duplicates and once again have no relevance to the area or the community.
- The Museums Service intends to place notices in the Museums Journal (the museums professional publication) inviting other registered museums to express an interest.
- The medium term plan is for the remaining material to be reorganised and stored in its current offsite store in Tickfield. Here the material will be accessed and engaged with during store tours, curatorial talks, future museum display, and interpretation planning.
- Having the space to move around the objects, care and conserve them more appropriately, and for the public to interact with them, is something this project will facilitate.

### 3.4 Suggested timetable for the large objects rationalisation project

An indicative timetable would be:

September-October 2017	Sorting and listing the large objects. Separation of the objects into accessioned and unaccessioned groups. Moving them all to assess each one.
November 2017-January 2018	Identification of unwanted large objects based on their condition, relevance and their potential for future display. Offer the unwanted objects to other registered museums via the Museums Journal disposals section.

March 2018	Agree next steps of remaining objects.
April-June 2018	Disposal of unwanted and damaged large objects that have not been allocated to different museums or ethically sold.
June-August 2018	Reorganisation of the large objects store to ensure each of the remaining objects can be accessed, condition checked and located.
September 2018	New store tour to the public to encourage visitors to see our newly accessible large objects and 'stars' of the new museum.

#### **4. Other Options**

The only alternative option would be to not undertake this project. This would mean we would continue to have overcrowded, inaccessible and inappropriate storage conditions. This option is not suitable given the responsibility the Museums Service has to care for the collections and potentially risks museum accreditation

The success and development of the service will be determined by the large rationalisation project as a whole, which this smaller pilot project falls into. Rationalisation is standard practice within the museum sector and ensures best practice in collections care. In order to build audiences, care for collections appropriately, and to develop interpretation, it is essential to have organised, high quality and relevant collections, which can be cared for correctly and are accessible.

#### **Reasons for Recommendations**

The recommendation is essential to the maintenance and development of the Museums Service and our collections. According to accreditation standards and ethical best practice set out in the Museums Associations Code of Ethics, it is vital to maintain collections for future generations by incorporating responsible disposal into the museums long-term collection development policy.

#### **5. Corporate Implications**

##### **5.1 Contribution to Council's Vision and Critical Priorities**

Part of the council's vision for a 'better Southend' is to be achieved by having a museum service that is efficiently run and organised, and itself has a clear vision of what it wishes to achieve. These proposals do exactly that. This section of the collections will be more coherently and efficiently organised, focused on the heritage of Southend, more economical to maintain and far more accessible to both our staff and customers. These proposals strongly conform to the Council's Critical Priority 6 'Become a high performing organisation'.

## **5.2 Resource Implications (Finance, People, Property)**

At present, the work on the large objects collection is being conducted as part of normal museum activities.

## **5.3 Legal Implications**

There are no significant legal issues raised by these proposals.

## **5.4 People Implications**

There are no significant issues concerning people raised by these proposals.

## **5.5 Property Implications**

There are no significant property issues raised by these proposals.

## **5.6 Consultation**

We have consulted with SHARE Museums East ChangeMakers network, the head of which was the Convenor of the Museums Association's Ethics Committee and was instrumental in developing new guidelines on the ethical disposal of collections. It was agreed rationalisation is a fundamental aspect of good collections care and management, which would hugely benefit the Social History collection at Southend Museums Service.

After discussions with the then Director of Museums for Arts Council England, it was agreed, the importance and value of responsible disposal is vital in improving museum storage, care and interpretation of collections. To care for relevant and important collections, it is imperative we re-home, sell or dispose of any damaged or irrelevant objects that do not fit within our collections development policy.

We have also consulted with the Social History Curators Group network who agreed that rationalisation of large social history collections benefits museums by ensuring current collections are sufficiently accessible, and for the future of social history collecting where relevant.

## **5.7 Equalities Impact Assessment**

There are no significant equalities issues raised by these proposals.

## **5.8 Risk Assessment**

The main risk is that if we were not to deal with this large collection, the logistics of inevitably having to deal with it in the future, perhaps in a hurry, could seriously affect our capacity to deliver any future content within the service in a controlled way.

On a minor level there are handling risks associated with carrying many large and heavy objects. Staff are aware of these dangers and care is taken to avoid injury.

## **5.9 Value for Money**

Storage is expensive, even if the costs are subsumed in normal revenue expenditure. The potential of paying for external storage in future, for objects that we may want to take in, would be unnecessary if we can clear space in our current stores. Objects that could not be stored due to lack of space would require funding for external storage, if their need for the collections was great enough. This could be negated if this rationalisation project is undertaken.

## **5.10 Community Safety Implications**

There are no significant safety issues raised by these proposals.

## **5.11 Environmental Impact**

There is a small environmental impact if a number of varied objects are disposed of. This can be reduced by taking the trouble to explore other avenues of disposal (gift, transfer, sale) before physically discarding items. The environmental impact can also be reduced by following council procedures for the disposal of, for example, cathode ray tubes and electronic waste.

## **6. Background papers**

The Following papers were consulted:

SBC Corporate Plan and Annual Report 2015

SBC Corporate Priorities 2016-2017

Southend Museums Service Collections Development Policy 2014 - 2019

Museums Association Code of Ethics

Museums Association Disposals Toolkit

Collections Trust, Collections Management: A guide to selecting a review methodology for collections rationalisation.

## **Appendix**

Appendix 1 - Images of objects for disposal



This page is intentionally left blank

**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Meeting of Chairmen's Scrutiny Forum**

**Date: Tuesday, 20th June, 2017**

**Place: Committee Room, Civic Centre, Southend-on-Sea**

**12**

Present: Councillors B Ayling, C Nevin and P Wexham

In Attendance: J K Williams, F Abbott and T Row

Start/End Time: 5.00 - 5.45 pm

**1 Appointment of Chairman for Municipal Year**

Resolved:-

That Councillor Ayling be appointed Chairman of the Forum for the current Municipal Year.

**2 Apologies for Absence**

Apologies for absence were received from Councillors Davies and Kenyon.

**3 Declarations of Interest**

No declarations of interest were made at the meeting.

**4 Role of Forum - extract from Constitution**

The Director of Legal & Democratic Services outlined the role and constitution of the Forum.

**5 Minutes of the Meeting held on Tuesday, 28th June, 2016**

The Forum noted that the meeting scheduled for January 2017 had been postponed due to the weather conditions and the apologies received.

Resolved:-

That the Minutes of the Meeting held on Tuesday, 28<sup>th</sup> June 2016 be confirmed as a correct record.

**6 Discussion on potential In depth scrutiny projects for 2017/18 for Place, People & Policy & Resources Scrutiny Committees**

The Forum discussed potential in depth scrutiny projects for 2017/18 for each of the three Scrutiny Committees. Each Committee is due to agree its in depth

project at the July meetings. The list of projects undertaken by the Council since 2010 was noted.

It was agreed that the Scrutiny Chairmen and Vice Chairmen should consider the suggestions further.

## **7 Scrutiny training**

The Scrutiny Officer said that she would be happy to arrange some training for Scrutiny members as and when required during the Municipal Year. The Director confirmed that he is happy to provide advice to individual Members on procedural issues.

## **8 Any Items from Forum Members**

Working relationships between Councillors and Officers – item raised by Cllr Ayling who was concerned that in certain service areas Members queries were not responded to promptly and in some cases the issues were not dealt with properly. The Director of Legal & Democratic Services said that this was not a scrutiny matter as such and that it could be something the respective Group Leaders could take forward as part of their regular meetings with the Chief Executive.

The Forum also noted the *Protocol on Member / Officer Relations*, in Part 5(d) of the Constitution.

## **9 Date of next meeting**

The next meeting of the Forum will be arranged for late November 2017 (date to be confirmed).

# Southend-on-Sea Borough Council

## Report of Chief Executive to Place, People and Policy & Resources Scrutiny Committees

On 10<sup>th</sup>, 11<sup>th</sup> and 13<sup>th</sup> July 2017

Report prepared by:  
Fiona Abbott

Agenda  
Item No.

13

---

### In depth Scrutiny projects – 2017/ 18 A Part 1 Agenda Item

---

#### 1. Purpose of Report

- 1.1 For each Scrutiny Committee to agree the in depth scrutiny project to be undertaken in the 2017 / 18 Municipal Year.
- 1.2 The report also attaches some information about the work carried out by each of the Scrutiny Committees in the 2016 / 17 Municipal Year.

#### 2. Recommendations

- 2.1 That each Scrutiny Committee select the topic it wishes to undertake for in-depth study in 2017/18.
- 2.2 To note the information attached at **Appendix 3**, the summary of work of the 3 Scrutiny Committees during 2016 / 2017.

#### 3. In depth scrutiny projects

- 3.1 Involvement with in-depth studies enables Members to 'get their teeth into' a particular topic and also to influence and shape proposals before they are implemented.
- 3.2 Each of the studies are led by a Member project team / programme working party and the appointments were agreed at Council on 18<sup>th</sup> May 2017 (refer to **Appendix 1**).
- 3.3 Members should always aim to select a topic which can identify real service improvements and results in benefits / outcomes. To assist the Committees in selected a topic for this Municipal Year, a list of previous topics undertaken for in depth study since 2010 is attached at **Appendix 2**. In 2016/17, the Place & Policy & Resources Scrutiny Committees undertook a project jointly.
- 3.4 Each Scrutiny Committee is now requested to select the topic it wishes to undertake for in depth study in 2017/18.
- 3.5 Work undertaken by each of the Scrutiny Committees in the 2016 / 17 - attached at **Appendix 3** is a summary of the work undertaken by each of the Scrutiny Committees in the 16/17 Municipal Year.

#### **4. Corporate Implications**

- 4.1 Contribution to Council's Vision and Critical Priorities – Becoming an excellent and high performing organisation.
- 4.2 Financial Implications – there are costs associated with organising in depth projects relating to officer time but this will all be contained within existing resources.
- 4.3 Legal Implications – none.
- 4.4 People Implications – none.
- 4.5 Property Implications – none.
- 4.6 Consultation – as described in report.
- 4.7 Equalities Impact Assessment – none.
- 4.8 Risk Assessment – none.

#### **5. Background Papers**

None

#### **6. Appendices**

**Appendix 1 – membership of project teams / programme working parties**

**Appendix 2 – list of previous in depth topics since 2010**

**Appendix 3 – summary of work of the 3 Scrutiny Cttees 2016 / 2017**

## APPENDIX 1

### Membership of project teams (Programme Working Parties)

#### PEOPLE SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Helen Boyd Steve Buckley Maureen Butler David Garston Chris Walker	5	All
LAB	Margaret Borton Cheryl Nevin	2	All
IND	Caroline Endersby Lawrence Davies	2	All

#### PLACE SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Alex Bright Jonathan Garston Nigel Folkard James Moyies David McGlone	5	All
LAB	Kevin Robinson Helen McDonald	2	All
IND	Derek Kenyon Tino Callaghan	2	All

#### POLICY & RESOURCES SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Bernard Arscott David Burzotta Meg Davidson David Garston Roger Hadley	5	All
LAB	Ian Gilbert Charles Willis	2	All
IND	Mike Stafford Brian Ayling	2	All

This page is intentionally left blank

## APPENDIX 2

### Scrutiny project list

Members should always aim to select a topic which can identify real service improvements.

The Council has undertaken a number of in depth scrutiny projects and since 2010 has looked at the following areas:

- Alternative provision – off site education provision for children & young people – 2016/17 (People Scrutiny Committee)
- To investigate the case for additional enforcement resources for Southend – 2016/17 (Joint Place / Policy & Resources Scrutiny)
- 20mph speed limits in residential streets – 2015/16 (Place Scrutiny Committee)
- Transition arrangements from children's to adult life – 2015/16 (People Scrutiny Committee)
- Control of personal debt and the advantages of employment – 2015/16 (Policy & Resources Scrutiny Committee)
- How the Council assists and excites individuals and community groups to achieve healthier lifestyles – 2014/15 (People Scrutiny Committee)
- The Council's Community Leadership role in promoting safer communities – 2014/15 (Policy & Resources Scrutiny Committee)
- Understanding erosion taking place on the Foreshore – 2014/15 (Place Scrutiny Committee)
- Southend primary schools' falling grammar school entry figures - 2013/14 (People Scrutiny Committee)
- Impact of welfare changes - 2013/14 (Policy & Resources Scrutiny Committee)
- Promoting a positive image for the town - 2013/14 (Place Scrutiny Committee)
- Housing – how we plan to meet the growing demand for social rented housing in the current poor national economic climate – 2012 /13 (Economic & Environmental Scrutiny Committee)
- To identify improvements so that looked after children are given the best chances in life and that they do not become NEET statistics (not in education, employment or training – 2012 / 13 (Children & Lifelong Learning Scrutiny Committee)
- Developing strong partnership links to encourage investment in the town & the supply of employment opportunity 2012/13 (Economic & Environmental Scrutiny Committee)
- Child poverty – 2011/12 (Children & Lifelong Learning Scrutiny Committee)
- Volunteering in Cultural Services – 2011/12 (Community Services & Culture Scrutiny Committee)
- Youth anti social behaviour – perception & reality – 2011/12 (Economic & Environmental Scrutiny Committee)
- Young Carers – 2010/11 (Children & Lifelong Learning Scrutiny Committee)

This page is intentionally left blank

## PLACE SCRUTINY COMMITTEE

### Work programme 2016/2017 - evaluation

During the 2016/17 Municipal Year, the **Place Scrutiny Committee** held **5** meetings and met on the following dates – 11<sup>th</sup> July 2016, 10<sup>th</sup> October 2016, 28<sup>th</sup> November 2016, 23<sup>rd</sup> January 2017, 12<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet and Cabinet Committee – the Scrutiny Committee considered **14 call-in items** from Cabinet and **3 call-in items** from Cabinet Committee. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were **referred direct** to scrutiny meeting in July - **13 items**. All the items from the Cabinet Committee meeting in June 2016 were also **referred direct** to the Scrutiny meeting in July - **4 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting in January 2017 (**4 budget items & 7 referred direct**). All the items from the January Cabinet Committee meeting were **referred direct** to the Scrutiny Committee and considered at the meeting in January 2017 – **12 items**. **2** items from special Cabinet meeting held on 28<sup>th</sup> March were **referred direct** to the scrutiny meeting in April.

The following items were **referred up** by the Scrutiny Committee to Council for decision:

- Petition – Alcohol Free Zone Westcliff Library – 11<sup>th</sup> July 2016 (Minute 93 refers)
- SCAAP – 10<sup>th</sup> October 2016 (Minute 329 refers)
- General Market Provision – 23<sup>rd</sup> January 2017 (Minute 661 refers)
- Better Queensway – Process to Appoint a Preferred Project Partner – 12<sup>th</sup> April 2017 (Minute 951 refers)
- Revocation of Pier Cycling Bylaw – 12<sup>th</sup> April 2017 (Minute 952 refers)

Pre Cabinet items – the following items were considered by way of pre Cabinet Scrutiny in 2016/2017:

- Skills Development – 10<sup>th</sup> October 2016
- Growth Strategy – 28<sup>th</sup> November 2016

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 152 refers).
- **12** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project: *To investigate the case for additional enforcement resources for Southend* - Joint project with Policy & Resources Scrutiny Committee. Topic agreed at meeting on 11<sup>th</sup> July 2016 (Minute 110 refers). Project plan agreed by project team and then the full Committee on 10<sup>th</sup> October 2016 (Minute 340 refers). Updates to meeting on 28<sup>th</sup> November 2016 (Minute 488 refers) and 23<sup>rd</sup> January 2017 (Minute 677 refers). Final report agreed at meeting on 10<sup>th</sup> April 2017 (Minute 953 refers).

Presentations & other matters considered:

- ◆ In depth scrutiny project 2015/16 – '20mph Speed Restrictions in Residential Streets' – final report agreed at meeting on 10<sup>th</sup> October 2016 (Minute 339 refers).
- ◆ Industrial Strategy Green Paper – consideration of the Council's proposed response to the 'Building our Industrial Strategy Green Paper - January 2017' at its meeting on 12<sup>th</sup> April 2017 (Minute 954 refers)

#### **Member briefing sessions**

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*

This page is intentionally left blank

## PEOPLE SCRUTINY COMMITTEE

### Work programme 2016/2017 - evaluation

During the 2016/17 Municipal Year, the **People Scrutiny Committee** held **7** meetings and met on the following dates – 12<sup>th</sup> July 2016, 11<sup>th</sup> October 2016, 29<sup>th</sup> November 2016, 20<sup>th</sup> December 2016 (special meeting), 24<sup>th</sup> January 2017, 6<sup>th</sup> April 2017 (special meeting) and 11<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **15 call-in items** from Cabinet. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were referred direct to the meeting on 12<sup>th</sup> July 2016 **9 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting on 24<sup>th</sup> January 2017 (**3 budget items & 5 referred direct**).

The following item was referred back to Cabinet by the Scrutiny Committee to reconsider:

- Capital Redevelopment of Delaware, Priory and Viking – 11<sup>th</sup> October 2016 (Minute 353 refers).

Pre Cabinet items – the Scrutiny Committee considered **2** pre Cabinet items:

- 11<sup>th</sup> October 2016 – (a) Local Account of ASC 2016/17.
- 29<sup>th</sup> November 2016 - (a) Mental Health Strategy.

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Schools Progress report.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 133 refers).
- **12** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project *Alternative provision – off site education provision for children and young people* - topic agreed at meeting on 12<sup>th</sup> July 2016 (Minute 132 refers). Project plan agreed at meeting on 11<sup>th</sup> October 2016 (Minute 356 refers). Updates to meeting on 29<sup>th</sup> November 2016 (Minute 501 refers) and 24<sup>th</sup> January 2017 (Minute 700 refers). Final report agreed at meeting on 11<sup>th</sup> April 2017 (Minute 967 refers).

Agenda items considered:

- 12<sup>th</sup> July 2016 – (a) presentation on Success Regime; (b) update on Ofsted Inspection outcome; (c) work programme evaluation 2015/16.
- 11<sup>th</sup> October 2016 – (a) presentation on Success Regime (SR) / Sustainability & Transformation Plans (STP); (b) School organisation data; (c) unaccompanied children in Calais.
- 20<sup>th</sup> December 2016 – special meeting – (a) Mid & south Essex STP & Success Regime.
- 6<sup>th</sup> April 2017 – special meeting - (a) Mid & south Essex STP & Success Regime; (b) Hospital Trust.

## Chairman's Update Report:

- 12<sup>th</sup> July 2016 – (a) information on health scrutiny role (briefing circulated); (b) Joint Cttee to review specialised urological cancer surgery proposals - membership; (c) Joint Cttee PET-CT scanner in south Essex - membership; (d) information on prescribing gluten free foods; (e) Success Regime; (f) draft Quality Accounts; (g) info on specialised commissioning.
- 11<sup>th</sup> October 2016 – (a) agreed terms of reference of Joint Cttee PET-CT scanner in south Essex & outcomes from Joint Cttee reported; (b) agreed setting up & membership of Children's Services Improvement Plan Scrutiny Panel; (c) appointed 2 cllr's to sit on Essex task & finish group looking into mental health services for children & young people; (d) health profile; (e) NEP / SEPT merger; (f) Ambulance Trust inspection; (g) Valkyrie branch surgery change; (h) consultation on orthopaedic surgery change; (i) update on Shoeburyness & St Lukes primary care centres; (j) Southend Hospital A&E redirection service; (k) community dental service; (l) overview of dental out of hours services procurement; (m) alternative medical scheme services.
- 29<sup>th</sup> November 2016 – (a) update on location of PETCT scanner (inc referral by Thurrock to Secretary of State); update on SR / STP; regional specialist commissioning; update on Shoeburyness & St Lukes primary care centres; update on task & finish group & scoping document.
- 24<sup>th</sup> January 2017 – (a) agreement to update protocols – CCG, Healthwatch Southend, HWB; (b) update on SR / STP; (c) alternative medical scheme; (d) update on Scrutiny Panel; advice on proposed CCG consultation; (e) agreement for Chair & Vice Chair to attend workshop session on STP's.
- 11<sup>th</sup> April 2017 – (a) consultation on 3 proposed service restriction policy changes; (b) Quality Account process; (c) mental health services for children & young people – outcomes report; (d) GP practice change, Luker Rd, Southend; (e) update and SEPT / NEP merger; (f) request for update on St Lukes primary care centre.

## Member presentations

- Merger between SEPT & NEP – 3<sup>rd</sup> October 2016.
- Journey of child – 1<sup>st</sup> February 2017.
- School Achievement data – 21<sup>st</sup> March 2017

## Items for 2017/18

- STP / Success Regime
- Children's Services Improvement Plan Scrutiny Panel

## ***\*Member briefing sessions***

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*

## POLICY & RESOURCES SCRUTINY COMMITTEE

### Work programme 2016/2017 - evaluation

During the 2016/17 Municipal Year, the **Policy & Resources Scrutiny Committee** held **5** meetings and met on the following dates – 14<sup>th</sup> July 2016, 13<sup>th</sup> October 2016, 1<sup>st</sup> December 2016, 25<sup>th</sup> January 2017, 12<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **10 call-in items** from Cabinet. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were referred direct to scrutiny meeting on 14<sup>th</sup> July 2016 - **11 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting on 25<sup>th</sup> January 2017 (**4 budget items & 4 referred direct**). **2** items from special Cabinet meeting held on 28<sup>th</sup> March were referred direct to scrutiny meeting on 12<sup>th</sup> April 2017.

Pre Cabinet items – there were no pre Cabinet items for this Scrutiny Cttee in 2016/2017.

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 152 refers).
- **9** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project: *To investigate the case for additional enforcement resources for Southend* - Joint project with Place Scrutiny Committee. Topic agreed at meeting on 14<sup>th</sup> July 2016 (Minute 153 refers). Project plan agreed by project team and then the full Committee on 13<sup>th</sup> October 2016 (Minute 373 refers). Updates to meeting on 1<sup>st</sup> December 2016 (Minute 513 refers) and 25<sup>th</sup> January 2017 (Minute 720 refers). Final report agreed at meeting on 12<sup>th</sup> April 2017 (Minute 979 refers).

Presentations & other matters considered:

- ♦ Work programme evaluation 2015/16 – 14<sup>th</sup> July 2016 (Minute 153 refers).
- ♦ In depth scrutiny project 2015/16 – '*Control of personal debt and the advantages of employment*' – final report agreed at meeting on 13<sup>th</sup> October 2016 (Minute 371 refers).
- ♦ Reports from Council nominee(s) from 4 specific outside bodies – Essex Police & Crime Panel; Essex Fire Authority, Kent & Essex Inshore Fisheries & Conservation Authority, Southend University Hospital NHS Foundation Trust – 13<sup>th</sup> October 2016 (Minute 370) and 25<sup>th</sup> January 2017 (Minute 719 refers).
- ♦ Response to events in York Road – item requested by Cllr Gilbert – 1<sup>st</sup> December 2016 (Minute 513 refers).
- ♦ Paul Wells (LPA Commander), Scott Cannon (District Commander), Glen Pavelin and Bill Potter - briefing sessions on 23<sup>rd</sup> November 2016 and 13<sup>th</sup> March 2017 to answer questions on crime stats
- ♦ Consultation - Police & Fire & Rescue Collaboration Local Business Case – meeting on 12<sup>th</sup> April 2017. This was referred to Council for decision (Minute 973 refers).

Items for 2017/18

- Summary Reports
- Further quarterly briefings from Police on issues.

#### **Member briefing sessions**

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank