

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Monday, 9th October, 2017

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Committee Officer

Email: committeesection@southend.gov.uk

A G E N D A

**** **Part I**

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

**** **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET -
Tuesday, 19th September, 2017**

- 5 **Fire Safety Measures following Grenfell Tower Tragedy**
Minute 307 (Cabinet Book 1, Agenda Item No. 4 refers)
Called in by Councillors Gilbert, Terry, Ware-Lane and Woodley
- 6 **Monthly Performance Report**
Referred direct to Scrutiny and called-in by Councillors Terry and Woodley.

Members are asked to bring with them the most recent MPR for period ending July 2017. Comments / questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.
- 7 **Skills Strategy**
Minute 317 (Cabinet Book 1, Agenda Item No. 14 refers)
Called in by Councillors Gilbert and Jones
- 8 **Energy Opportunities**
Minute 318 (Cabinet Book 1, Agenda Item No. 15 refers)
Called in by Councillors Borton, Terry, Ware-Lane and Woodley.
- 9 **S-CATS (London Road Projects)**
Minute 319 (Cabinet Book 2, Agenda Item No. 16 refers)
Called-in by Councillors Gilbert, Terry, Ware-Lane and Woodley
- 10 **Museums Service – Large Objects Collection**
Minute 320 (Cabinet Book 2, Agenda Item No. 17 refers)
Called-in by Councillors Gilbert, Terry, Ware-Lane and Woodley

11 Highway Infrastructure Asset Management Plan
Minute 321 (Cabinet Book 2, Agenda Item No. 18refers)
Called-in by Councillors Gilbert, Terry, Ware-Lane and Ware-Lane

12 Council Procedure Rule 46
Minute 323 (Items 1.1 (Request to Implement an Experimental Traffic Regulation order in Lifstan Way near to the Railway Bridge) and 2.1 (Request to Implement an Experimental Traffic Regulation order in Lifstan Way near to the Railway Bridge and other potential locations) only (Cabinet Book 2, Agenda Item No. 20 refers)
Called-in by Councillors Gilbert and Ware-Lane

****** ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE - Thursday 14th September 2017**

None

****** PRE-CABINET SCRUTINY ITEMS**

None

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

None

****** OTHER SCRUTINY MATTERS**

13 In-Depth Scrutiny Project - Maximising the Use of Technology

TO: The Chairman &Members of Place Scrutiny Committee:

Councillors K Robinson (Chairman),
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 July, 2017
Place: Committee Room 1 - Civic Suite

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Present: Councillor K Robinson (Chair)
Councillors P Wexham (Vice-Chair), M Borton*, 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 and N Ward
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors T Byford, T Cox, A Holland and J Lamb (Executive
Councillors)
Councillors I Gilbert, J McMahon and C Nevin
A Lewis, J K Williams, E Cooney, N Corrigan, S Crowther, S Dolling,
S May and T Row

Start/End Time: 6.30 p.m. - 9.10 p.m.

139 Apologies for Absence

Apologies for absence were received from Councillor Ware-Lane (Substitute:
Councillor Borton).

140 Declarations of Interest

The following interests were declared at the meeting:

- (a) Councillors Byford, Cox, Holland and Lamb (Executive Councillors) – Disqualifying non-pecuniary 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 Borton – Agenda Item No. 9 (Growth Strategy) – Non-pecuniary interest: Works for the DWP and the Job Centre was mentioned in the debate;
- (c) Councillor Burzotta – Agenda Item No. 7 (Tourism Strategy) – Non-pecuniary interest: Family business in the Town Centre;
- (d) Councillors Cox and Jarvis – Agenda Item No. 7 (Tourism Strategy) – Non-pecuniary interest: Member of Shoeburyness Coastal Community Team;
- (e) Councillor Holland – Agenda Item No. 6 (In-depth Scrutiny Final Report – To investigate the case for additional enforcement resources for Southend – Non-pecuniary interest: Son is a Police Officer;
- (f) Councillor Holland – Agenda Item No. 7 (Tourism Strategy) – Non-pecuniary interest: Proposed Council appointee to the North Thames Fisheries Local Action Group Board;

(g) Councillor Jarvis – Agenda Item No. 11 (Museums Disposal Policy) – Non-pecuniary interest: Director of Pier Museum Trust;

(h) Councillor Lamb – Agenda Item No. 7 (Tourism Strategy) – Non-pecuniary interest: Director of Leigh Port Partnership; and

(i) Councillor Wexham – Agenda Item No. 7 (Tourism Strategy) – Non-pecuniary interest: Member of the North Thames Fisheries Local Action Group and Leigh Coastal Community Team.

141 Questions from Members of the Public

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

142 Minutes of the Meeting held on Monday, 10th April, 2017

Resolved:-

That the Minutes of the Meeting held on Monday, 10th April, 2017 be received, confirmed as a correct record and signed.

143 Monthly Performance Report (MPR)

The Committee considered the Monthly Performance Report (MPR) covering the period to end April 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.

144 In-depth Scrutiny Final Report - To investigate the case for additional enforcement resources for Southend

The Committee considered Minute 65 of the meeting of Cabinet held on 20th June 2017, which had been called-in to Scrutiny, together with the report of the Director of Legal & Democratic Services which presented the final report of the in depth scrutiny project – ‘To investigate the case for additional enforcement resources for Southend.’

Resolved:

1. That the following decision of Cabinet be noted:

“1. That the submitted report be noted.

2. That the proposals in the report be reviewed in the light of the cost implications.”

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

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

145 Tourism Strategy

The Committee considered Minute 21 of the meeting of Cabinet held on 20th June 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) detailing progress with the development of Southend-on-Sea's Tourism.

Resolved:

That the following recommendation of Cabinet be noted:

“That the Destination Southend – 2017 Tourism Strategy, be adopted.” ||

Note: This is a Council function
Executive Councillor: Holland

146 Digital Strategy

The Committee considered Minute 22 of the meeting of Cabinet held on 20th June 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place), detailing the Council's strategic digital intentions for the next three years set out in the 'Digital Strategy 2017/20.'

Resolved:

That the following recommendations of Cabinet be noted:

“1. That the strategic direction contained within the 'Digital Strategy 2017/20', be approved. ||

2. That SMART proof of concept pilots be progressed across 2017/18.

3. That 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.” ||

Note:- This is a Council Function
Executive Councillor: Byford

147 Growth Strategy

The Committee considered Minute 23 of the meeting of Cabinet held on 20th June 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) on the development of an Economic Growth Strategy 2017-22.

In response to a question regarding the scale of the fishing industry in Leigh on Sea, the Director of Regeneration and Business Development undertook to circulate the information to Members of the Committee after the meeting.

Resolved:

That the following decision of Cabinet be noted:

“That, subject to the inclusion of Shoebury High Street and Ness Road in the list of retail/commercial areas (page 22 of the Strategy), the Economic Growth Strategy, be approved.”

Note: This is an Executive Function
Executive Councillor: Holland

148 Council Procedure Rule 46

The Committee considered Minute 27 of the meeting of Cabinet held on 20th June 2017, together with the report which summarised the actions taken in accordance with Council Procedure Rule 46.

Resolved:

That the submitted report be noted. ||

Note:- This is an Executive Function save that item no. 1.3 of the report requires a Council decision.

Executive Councillor:- As appropriate to the item.

149 Museums Disposal Policy

(This is a Pre-Cabinet Scrutiny item)

The Committee received a report by the Deputy Chief Executive (Place) by way of pre-Cabinet scrutiny.

Resolved:

That, subject to the inclusion of the following comments, the report be noted and endorsed for submission to Cabinet:

- a full itinerary of the items to be disposed of should be prepared and circulated to Members prior to disposal;
- any items to be disposed of should be offered to be returned to the donator in the first instance.

Note:- This is an Executive Function
Executive Councillor:- Holland

150 Minutes of the Meeting of Chairmen's Scrutiny Forum held on Tuesday, 20th June 2017

Resolved:

That the Minutes of the meeting of Chairmen's Scrutiny Forum held on Tuesday, 20th June, 2017 be received and noted.

Note: This is a Scrutiny Function.

151 In depth Scrutiny projects - 2017/ 18

The Committee considered a report of the Chief Executive concerning the possible in depth scrutiny project to be undertaken by the Scrutiny Committee in 2017/18. The report also included some information about the work carried out by the Scrutiny Committee in the 2016/17 Municipal Year.

Resolved:

1. That the in-depth scrutiny project for 2017/18 be "Maximising the use of technology through the Smart Cities and Digital Futures agendas".

2. That it be noted that the following Members have been appointed to the Panel, which will manage the in-depth project – Councillors Bright, Callaghan, Folkard, J Garston, Kenyon, McDonald, McGlone, Moyies, and Robinson.

3. That the information attached at Appendix 3 to the Report, the summary of work of the 3 Scrutiny Committees during 2015/2016, be noted.

Note:- This is a Scrutiny Function

152 Exclusion of the Public

On the basis that the following confidential report of the Deputy Chief Executive (Place) entitled Gasworks Site had been withdrawn from the Agenda for this meeting, the Committee was not required to pass a resolution to exclude the public and press from the meeting.

153 Gasworks Site

The Committee was informed that this item was a matter for the Policy & Resources Scrutiny Committee not the Place Scrutiny Committee and on this basis the report had been withdrawn from the Agenda for this meeting. It had however, been added to the Agenda for the Policy and Resources Committee for consideration.

Chairman: _____

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Southend-on-Sea Borough Council

Report of Deputy Chief Executive (Place)

to
Cabinet

on

19th September 2017

Report prepared by: Andrew Lewis, Deputy Chief Executive
(Place)

Agenda
Item No.

5

Fire Safety Measures following the Grenfell Tower Tragedy

Place Scrutiny Committee
Executive Councillor: Councillor Flewitt
Part 1

1. Purpose of Report

- 1.1 To advise Members of the action the Council has taken following the Grenfell Tower fire tragedy.

2. Recommendations

- 2.1. **That Members note the action taken to date.**
- 2.2. **To note that a further report will be submitted to Cabinet detailing the outcomes of the first phase of the Fire Safety review being undertaken by the Council, South Essex Homes and Essex Fire & Rescue Service**
- 2.3. **Agree that there is consideration in the Capital Budget proposals for 2018/19 to fund any necessary remedial work or fire safety improvements that are identified by the review in recommendation 2.2 above.**

3. Background

- 3.1. The Grenfell Tower fire tragedy occurred on 14th June 2017: Grenfell Tower is a twenty four storey block of public sector flats in the Royal Borough of Kensington & Chelsea.
- 3.2. The fire, which is under investigation and the subject of a Public Inquiry, is known to have caused at least eighty deaths. An independent review of Building Regulations and fire safety measures has also been established.
- 3.3. The rapid acceleration in the spread of the fire and its intensity is thought to have been caused by the building's external cladding which was constructed from Aluminium Composite Material (ACM) which is commonly used to clad the exterior of buildings.

- 3.4. In the immediate aftermath of the Grenfell Tower tragedy the Leader of Southend-on-Sea Borough Council said that the Council would be reviewing fire safety measures across its estate – in order to progress this the Acting Chief Executive established an internal working group, including senior representation from South Essex Homes (SEH), to oversee and co-ordinate this work.
- 3.5. At the meeting of the Full Council on 15th June the Council stood for a one minute silence as a mark of respect for all those affected by the Grenfell Tower tragedy as well as the recent terror attacks in Manchester and London.
- 3.6. At their meeting on 20th June, Cabinet considered a report of the Director of Finance & Resources outlining the capital programme outturn for 2016/17. On consideration of the report and in light of the Grenfell Tower tragedy, the Leader of the Council proposed the re-profiling of £2M from the 2018/19 HRA Future Programme into the current 2017/18 financial year. This would enable the existing on-going programme of fire installation works to the Council's tower blocks to be accelerated and completed earlier than planned and within this financial year.

4. Discussion & Proposals

- 4.1 Members and particularly residents will be reassured to know that none of the Council's tower blocks have external cladding fitted.
- 4.2 In addition to this every Council owned high rise block and sheltered housing scheme across the borough has an annual fire risk assessment carried out by a qualified assessor. Essex Fire and Rescue Service (EFRS) also carry out their own annual audits and the results are recorded.
- 4.3 Actions recommended as a result of these assessments are carried out by South Essex Homes as a matter of urgency. This comprehensive approach ensures buildings remain compliant with the most up to date regulatory and legislative requirements and also good practice as advised by EFRS.
- 4.4 SEH's compliance officer carries out interim visits to inspect the blocks during the year in order to ensure compliance is maintained. Caretaking and estate staff attend all high rise blocks seven days a week and part of that attendance is to ensure all lifts, stairs and communal areas are clean and clear of any dumped objects or materials. Any dumped item is removed as promptly as possible so as to avoid any risk of fire in communal areas.
- 4.5 With regard to specific fire safety installations in high rise blocks SEH have been carrying out a programme of replacing all front entrance doors and frames, along with all communal doors and panels, with the highest specification products available on the market. These have proved to be completely effective in preventing the transmission of smoke and fire where fire has occurred. They enable the fire service recommended policy, for tenants to remain in their home in the event of a fire outside, to be fully effective in protecting residents.
- 4.6 Of the 13 high rise blocks in Southend, 10 have had these works completed, one block is currently in the process of having this work carried out and the remaining two blocks are planned to have the work carried out in this financial

year following Cabinet's approval on 20th June to bring forward £2m of capital funding as set out earlier in this report.

- 4.7 In addition each high rise block has a sprinkler system installed in the ground floor refuse chamber, as these are areas where low level fires have occurred in the past, and which have proved to be very effective.
- 4.8 Every Council tenanted property also has an individual hard wired smoke detector which is checked and serviced on an annual basis and SEH are currently in the process of installing individual reminder signs to the back of each tenanted property's entrance door to further remind residents of fire safety action in the event of a fire.
- 4.9 At national level the Department for Communities & Local Government (DCLG) wrote to all Local Authorities to establish the numbers of high rise / tall buildings in their management that had ACM cladding attached to them. They also provided Local Authorities with access to the Building Research Establishment at Garston in Hertfordshire where they were able to send samples of cladding that could be tested for combustibility – the Council has not needed to use this facility.
- 4.10 The Council has responded fully to all information requests from Government and no issues have been raised by Government as a result of the Council's returns.
- 4.11 As a result of the Grenfell Tower fire the Council has initiated a number of actions which are set out below:
- Assessments have been undertaken by SEH on all their residential tower blocks.
 - Fire safety measures are being reviewed across the Council's property estate – this includes all properties managed by SEH, as well as the Civic Centre, leisure and cultural buildings and schools.
 - The Council has been in direct contact with other public sector partners (including the NHS, the University of Essex and South Essex College) who have high rise / tall buildings in their stock to request that they reassure themselves about fire safety measures and external cladding. No safety issues have arisen from this that the Council is aware of.
 - The Council has written to Housing Associations with high rise / tall buildings in the borough to reassure themselves that there are no external cladding issues that would be a cause for concern and that they are reviewing fire safety measures in place in light of the Grenfell Tower fire.
 - The Council has contacted all schools to provide support and assistance should they require it. The Department for Education has written to schools in respect of risk assessment policies – the Council is assisting the schools it

is directly responsible to support them reviewing their own fire safety arrangements.

- In addition to this the Council has researched its planning and building control records to establish a list of high rise / tall buildings that have external cladding attached to them. This list has been shared with the Fire Service and cross referenced with the records that they hold – a total of forty eight buildings have been identified as a result 12 of these are clad. The Council has written to DCLG to seek their advice to establish Government's expectations of Local Authorities liaising with private sector property owners. As a result of this dialogue with DCLG the Council is in the process of writing to all private sector property owners identified by its review to encourage them to reassure themselves that they have appropriate fire safety measure in place – this relates to both external cladding and internal measures and procedures to manage fire safety matters.
- A Tri – partite Fire Safety review has been commissioned by the Council, SEH and EFRS. It is proposed that this will review the current fire safety practices, procedures and policies in place in relation to the Council's property portfolio including the housing stock and make recommendations for updates in the light of the emerging lessons from the Grenfell Tower tragedy and the independent review of Building Regulations and Public Inquiry referred to earlier in this report. The outcome of this review will be reported back to Cabinet in due course. The review will also consider the Council's own emergency response plans and its ability to manage an incident of this magnitude in the future.

5. Other Options

- 5.1 Realistically there are no practical alternatives to the measures the Council has put in place following the Grenfell Tower fire – in situations such as these it is important for the Council to take on and exercise its community leadership role and do its best to ensure that appropriate fire safety measures are in place for all buildings in the borough and reassure residents that their safety is of paramount importance.

6. Reasons for Recommendations

- 6.1 To reassure Members that the Council has reviewed fire safety management measures across its own property portfolio as well as discharge its community leadership role and seek assurance from other public and private sector building owners that they are also reviewing safety measures.
It is also important that the Council puts in place appropriate levels of capital funding to ensure that any necessary improvement measures that result from the review can be addressed.

7. Corporate implications

7.1 Contribution to Council's vision & corporate priorities

7.2 Financial implications

Once the results of the fire safety review are known then it will be clearer on the level of capital funding required to carry out the resultant action plan.

As part of the budget setting process for 2018/19 Members will need to consider the level of funding required as part of any capital budget proposal. If there is a need for any urgent action prior to the next financial year this will need to be met from existing Health & Safety budgets and if necessary the Council's contingency and/or reserves depending on the amount required.

7.3 Legal implications

There are legal responsibilities on building owners to ensure that their buildings comply with fire safety legislation, building regulations and health and safety legislation. It is also highly likely that additional legislative responsibilities will result from the Public Inquiry and from the Independent Review of Building Regulations and Fire Safety

7.4 People implications

The most important implication is to provide reassurance to people who live, or indeed work, in high rise / tall buildings across the borough that fire safety measures in those buildings are appropriate.

7.5 Property implications

The review will consider fire safety measures across the Council's property portfolio – as a result there are likely to be improvement measures that will need to be undertaken and which will be subject to a future report to Cabinet.

7.6 Consultation

The measures set out in this report have not been subject to consultation but the Council has liaised closely with Essex Fire & Rescue Service, other public sector partners and is writing to private sector building owners in respect of external cladding materials and fire safety measures.

7.7 Equality & Diversity implications

There are equality and diversity implications particularly in relation to fire safety measures in tower blocks and these will be fully considered as part of the tri partite review of the Council's property portfolio – it includes things like fire evacuation procedures for people with mobility difficulties, warning measures for people with visual and / or hearing impairments, and the location and storage of mobility scooters for example.

7.8 Risk Assessment

The measures set out in this report are designed to ensure that appropriate risk assessments are in place and that they are subject to review as a result of the Grenfell Road fire.

7.9 **Value for Money**

It is important that all fire safety measures are carried out in the best interest of residents, Council staff and the public and that any works undertaken will be through the appropriate procurement process to ensure value for money. In addition, it will be important for any necessary works to be undertaken for insurance purposes to ensure that the Council is protected financially.

7.10 **Community Safety implications**

The measures set out in this report are entirely consistent with the Council's community safety responsibilities and priorities.

7.11 **Environmental implications**

There are no additional environmental implications as a result of this report.

8. **Background Papers**

8.1 None

9. **Appendices**

9.1 None

MONTHLY PERFORMANCE REPORT **6**

July 2017

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Published by the Policy, Engagement & Communication Team

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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 better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

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Section 1: 2017-2018 Exceptions - Current Month Performance

Comments on Indicators rated Red or Amber



Generated on: 12 September 2017 09:00







Expected Outcome At risk of missing target



Responsible OUs Department for People

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
15 CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	July 2017	75.7	66	66			<p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly since over the last 3 months.</p> <p>It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made.</p> <p>Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. This has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary.</p> <p>Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest.</p>	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had	Aim to Maximise	July 2017	74.6%	90%	90%			<p>Whilst it is acknowledged that this indicator is below target the trend is improving and for the fourth successive month performance has</p>	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
16	a visit in the 6 weeks (30 working days), prior to the last day of the month.								<p>improved. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:</p> <ul style="list-style-type: none"> - as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and - performance continues to improve month on month however it is recognised that the rate of change is too slow. <p>Robust action has been taken in this regard and further improvements will be seen during Aug-17. Between the end of Jun-17 and Jul-17 improvement can be seen with performance being 5.2% higher than at the end of Jun-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 30 working days (process introduced on 22-Apr-17) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.</p>	
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.	Aim to Maximise	July 2017	81.7%	90%	90%			<p>As previously reported; an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.</p> <p>It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.</p> <p>The details of that plan is as follows:</p> <ul style="list-style-type: none"> - visiting being included in all social worker PMR, assurance reporting from team managers 	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and - proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.	
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	July 2017	54.5%	90%	90%			Performance has improved by 21% during July. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure.	People Scrutiny
17 CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	July 2017	28.9%	56%	56%			As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Between Apr-17 and Jul-17, 26 out of 90 EHC plans were issued within the 20 week timescale, an improvement of 10.6% over last month. 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. Additional resources are being identified to clear the backlog. The GM for SEND is currently working with the data team to implement a robust improvement plan that will see an incremental month by month improvement in the timeliness of EHCPs.	People Scrutiny

Expected Outcome At risk of missing target
Responsible OUs Department for Place

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	July 2017	54	45	45			It has been noted that there has been an increase in reporting this through the new My Southend App which is now another means to report missed waste collections. We will be addressing this issue with Veolia management requesting that they look to see if there are any operational reasons for the higher number	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									of reports.	
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A					Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny

Expected Outcome At risk of missing target
Responsible OUs Public Health


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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.8 18	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	July 2017	203	280	1,100			Department of Health Guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan developed and being implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking services continues to decline.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for People



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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	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	July 2017	42.9	55.7	55.7			Performance of this indicator continues to track towards the national benchmark. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area	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	July 2017	86.3%	88.6%	88.6%			Performance has improved significantly this month, seeing a near 10% improvement on last month. This reporting period shows that out of 73 Adults using the reablement service, 63 were still at home 91 days later. Of the 10 not at home, 2 had passed away, 1 moved into nursing care, 5 into residential care and 2 were admitted into hospital.	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Business Process Mapping has commenced with the service and will incorporate how the new Social Care recording system (due in Jan-18) can distinguish between reablement and enablement, allowing for more accurate reporting of this indicator. Service Transformation continues to support the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data. The benefits of all recent changes and ongoing work will take time to embed in the service but early indications show a positive progression in this indicator.	
19 CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	July 2017	29.4%	33.5%	33.5%			At the end of Jun-17, 520 of 1769 long term service clients were receiving a Direct Payment. Although the performance in this area remains just below the target, it remains stable month on month. Work is due to commence with our partner agency, Vibrance, who manage a large proportion of the Direct Payments with the aim of providing robust application and monitoring of Direct Payments and an increased confidence in their delivery. A new Direct Payment policy is being written, this is also aimed at raising awareness, increasing confidence and ensuring the operational teams are supporting Adults to access this service. The outcomes of the action plan should start to show in the performance over the coming quarter.	People Scrutiny



Expected Outcome Some slippage against target
Responsible OUs Public Health

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	July 2017	1,444	1,984	5,740			Under trajectory. Recovery plan being developed with outreach provider & local GP practices. Public Health team offering support to all practices to improve uptake	People Scrutiny

Expected Outcome Some slippage against target
Cannot group these rows by Responsible OUs

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.6 20	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	July 2017	341.6	296.6	296.6			<p>Performance improved during July, against target, for the 4th consecutive month. This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.</p> <p>The comment from July 2017 remains appropriate, namely that;</p> <p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.</p>	People Scrutiny



Expected Outcome On course to achieve target
Responsible OUs Corporate Services; Department of the Chief Executive

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	July 2017	85.03%	80.00%	80.00%			The Govmetric Measurement of Satisfaction (3 Channels) has maintained a green RAG status during 2017. Whilst the "Face to Face" and "Web" performance have constantly failed to meet target, the "Telephony" results have exceeded target for the year to date.	Policy & Resources 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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
21									<p>Where there is a drop in the percentage, procedures are changed to ensure targets are met. Feedback, from customers, received is acted on where appropriate.</p> <p>Telephony staff are required to put 100% of calls through to the satisfaction survey and achieving a 20% take up from customers. This forms part of their appraisal and quality monitoring and where targets are not met follow up action is taken.</p> <p>There was no clear cause for dissatisfaction in respect of the website, however, many comments in practice relate to service provision, rather than the website itself (these are forwarded to the relevant departments). July comments regarding the website related either to customers misreading a page or being in the wrong place on the website.</p> <p>All comments regarding the website are considered by the Web Team and improvements made, where possible. It is intended to undertake a survey of web users in the coming months to help identify further improvements for customers.</p>	

Expected Outcome On course to achieve target
Responsible OUs Department for People

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	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	July 2017	0.71	1.43	1.43			Due to the submission of erroneous data by EPUT to NHS England this indicator shows as missing target. EPUT have now agreed that the data that they submitted was incorrect and are making attempts to resolve the errors with NHS England. If the official publication is amended the performance of this indicator would be 0.89. EPUT and SBC are working on amending the sign off processes to ensure that the risk of erroneous data submission is mitigated in the future.	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									The improvement in this indicator since April has been dramatic. This has been as a result of a significant amount of work by the service to address business process issues but more importantly to find solutions in time limited, high pressure environments for our clients. Many of these clients that would have otherwise been delayed in hospital often have complex needs but the service have worked improve the speed and flow of these clients out of hospital by working with partners and building relationships as well as putting in place innovative approaches to improving the services that are offered after an admission to hospital.	
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	July 2017	85.6%	80%	80%			There were no new inspections this month and performance remains above target.	People Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Department for Place

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
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	July 2017	1,567,369	1,450,000	4,350,000			Attendance and participation at cultural events and activities continues to thrive – Pier visits continue to be increasing compared to previous years; largely due to the improved signage, increased offer and better promotion of activities. Southend Choirs participated in 2 concerts at the Royal Albert Hall. Music Events; Lunchtime Recital: , Evening Concert: , Choirs: =10,310 Bandstand; 1,780 Theatre; 36,321 Forum; 54,689 Library; Shoebury: 3,527, Southchurch; 1,494, Westcliff; 14,077 (will monitor as excessively high), Kent Elms; 4,137 , Leigh; 6,245, Total =29,480 Libraries; children events; 2,096 Southend Museum (physical visits); 19,009 Southend Museums Website Total: 3,790 Southend Museums Blog Total: 315	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Golf; 3,090 Leisure Centre; 50 + 173,568 Pier admissions; 48,277 Total = 382,775	

Expected Outcome On course to achieve target
Cannot group these rows by Responsible OUs

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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
NS 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	July 2017	90.3%	74%	74%			Performance in relation to removing or reducing risk during an adult safeguarding investigation remains very high and significantly above national and regional benchmarks. The performance of this indicator continues to be very strong month on month. It is being maintained at a level which is significantly higher than the national and regional benchmarks. This is a reflection of how well the service are able to assess and put in place appropriate plans and actions for clients who have encountered safeguarding concerns. The actions of the service are resulting in the removal or reduction of risk at a greater level than in other areas.	People Scrutiny

Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 12 September 2017 09:00



Performance Data Expected Outcome: At risk of missing target 8 On course to achieve target 19 Some slippage against target 5 No Value 1

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	July 2017	42.9	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	July 2017	75.7	66	66			John O'Loughlin	People 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.	Aim to Maximise	July 2017	74.6%	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.	Aim to Maximise	July 2017	81.7%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	July 2017	341.6	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	July 2017	90.3%	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	July 2017	54	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	July 2017	96%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A	-	-			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) [Monthly Snapshot]	Aim to Maximise	July 2017	76.6%	70%	70%			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	July 2017	86.3%	88.6%	88.6%			Sharon Houlden	People Scrutiny
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	July 2017	0.71	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)) [YTD Snapshot]	Aim to Maximise	July 2017	29.4%	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	July 2017	10.8%	10%	10%			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 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	July 2017	1,567,369	1,450,000	4,350,000	✔	↑	Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	July 2017	15	13	40	✔	↓	Marion Gibbon	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	July 2017	203	280	1,100	⊘	↓	Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	July 2017	1,444	1,984	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 YTD]	Aim to Maximise	July 2017	54.5%	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	July 2017	113				↓	John O'Loughlin	People Scrutiny

8. Aim: PROPEROUS: 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 enterprise 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	July 2017	35.70%	35.50%	97.30%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	July 2017	39.30%	37.10%	97.90%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	July 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	July 2017	95.04%	84.00%	84.00%	✔	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	July 2017	93.64%	90.00%	90.00%	✔	↓	Peter Geraghty	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 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	July 2017	1.29%	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	July 2017	85.6%	80%	80%			Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	July 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	July 2017	11,143	6,333	19,000			Scott Dolling	Place Scrutiny
27 CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	July 2017	85.03%	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	July 2017	2.15	2.21	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	July 2017	29,614	25,000	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 YTD]	Aim to Maximise	July 2017	28.9%	56%	56%			Brin Martin	People Scrutiny

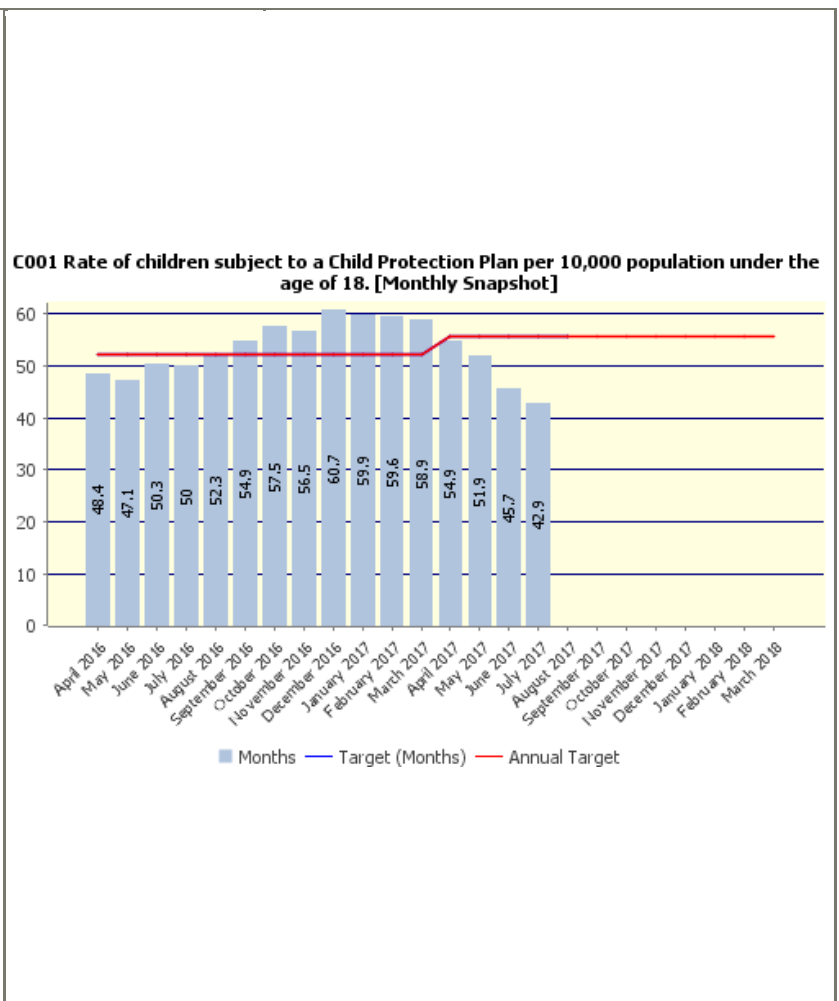
Section 3: Detail of indicators rated Red or Amber

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 3 Some slippage against target 2

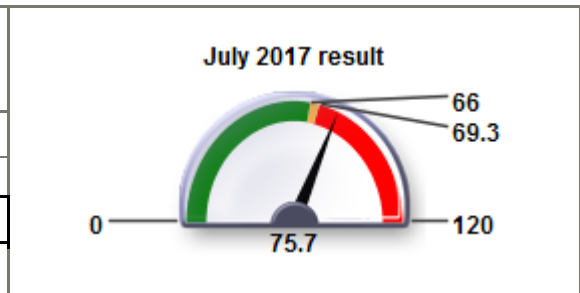
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]			<p>July 2017 result</p>
Expected Outcome		Format	Goldilocks	
Managed By	John O'Loughlin			
Year Introduced	2014			

Date Range 1		
	Value	Target
April 2016	48.4	52.3
May 2016	47.1	52.3
June 2016	50.3	52.3
July 2016	50	52.3
August 2016	52.3	52.3
September 2016	54.9	52.3
October 2016	57.5	52.3
November 2016	56.5	52.3
December 2016	60.7	52.3
January 2017	59.9	52.3
February 2017	59.6	52.3
March 2017	58.9	52.3
April 2017	54.9	55.7
May 2017	51.9	55.7
June 2017	45.7	55.7
July 2017	42.9	55.7
August 2017		55.7
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

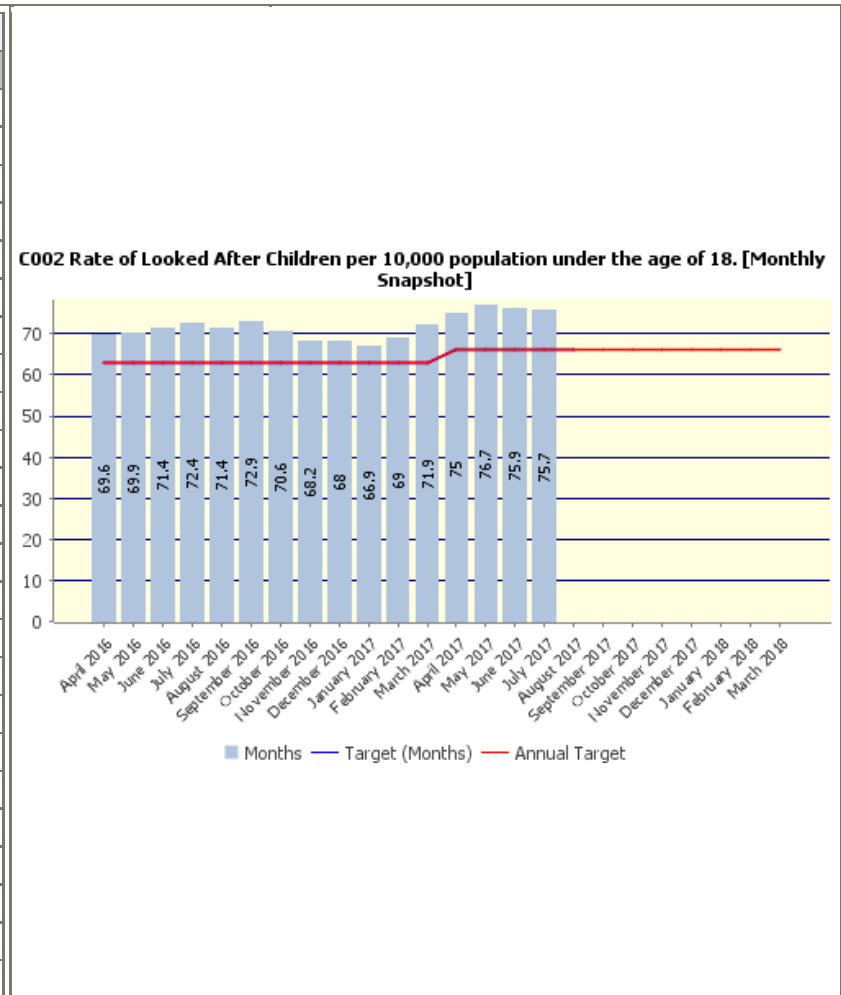


Performance of this indicator continues to track towards the national benchmark. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area

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	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017		66
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly since over the last 3 months.

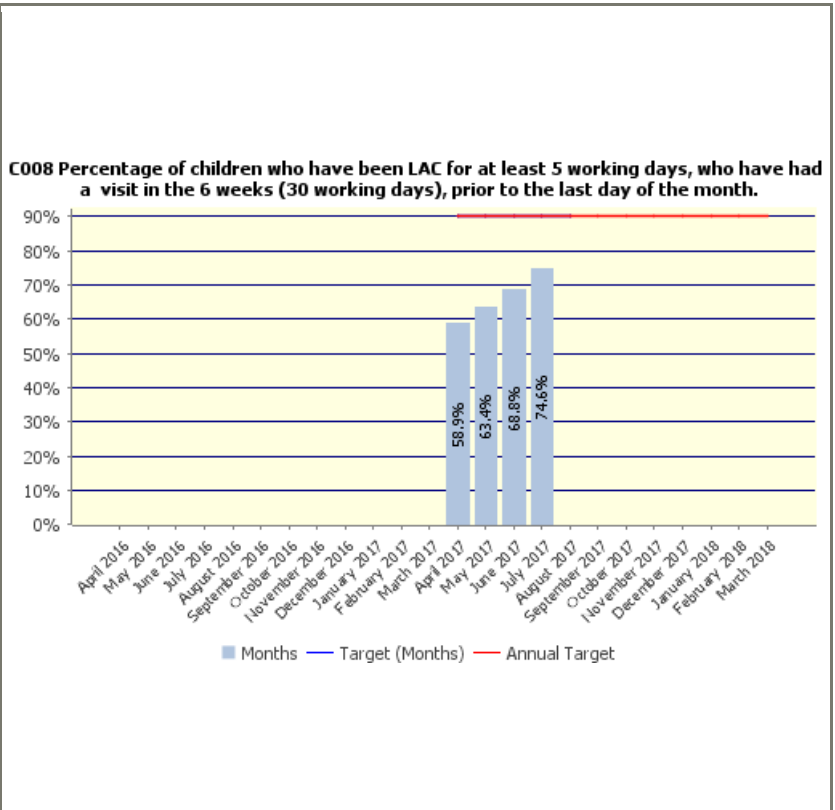
It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made.

Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. This has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary.

Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest.

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.			<p style="text-align: center;">July 2017 result</p> <p style="text-align: right;">74.6%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			


Date Range 1		
	Value	Target
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	58.9%	90%
May 2017	63.4%	90%
June 2017	68.8%	90%
July 2017	74.6%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

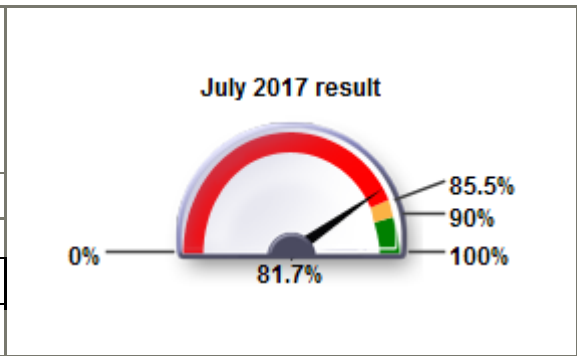


Whilst it is acknowledged that this indicator is below target the trend is improving and for the fourth successive month performance has improved. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:

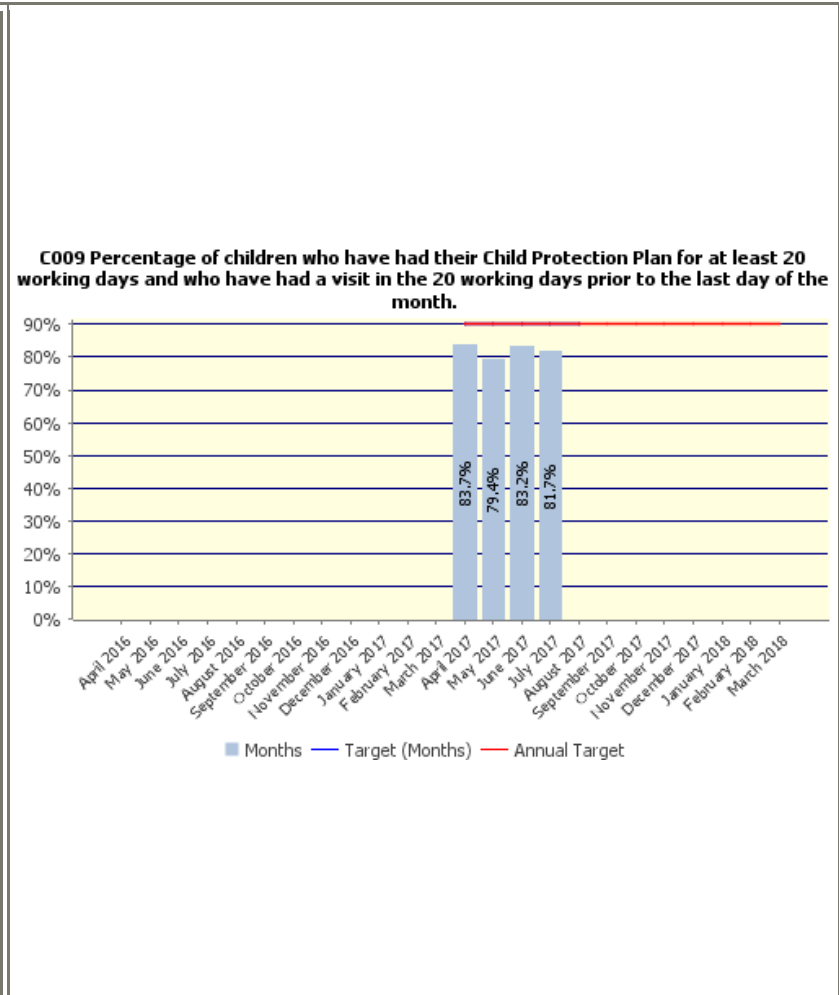
- as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and
- performance continues to improve month on month however it is recognised that the rate of change is too slow.

Robust action has been taken in this regard and further improvements will be seen during Aug-17. Between the end of Jun-17 and Jul-17 improvement can be seen with performance being 5.2% higher than at the end of Jun-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 30 working days (process introduced on 22-Apr-17) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.

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.		
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	83.7%	90%
May 2017	79.4%	90%
June 2017	83.2%	90%
July 2017	81.7%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		




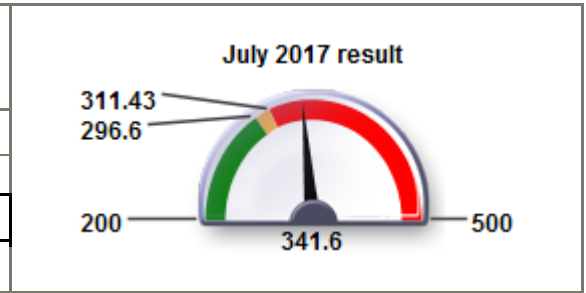
As previously reported; an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.

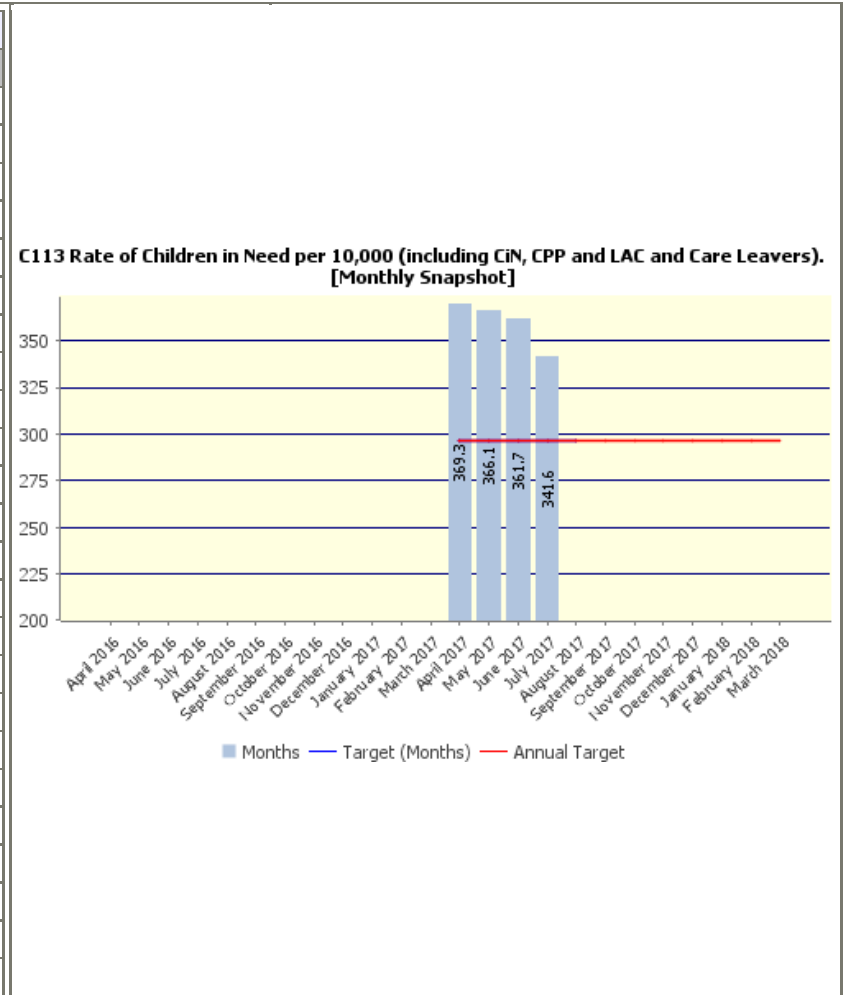
The details of that plan is as follows:

- visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and
- proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.

CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]		
Expected Outcome		Format	Aim to Minimise
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	369.3	296.6
May 2017	366.1	296.6
June 2017	361.7	296.6
July 2017	341.6	296.6
August 2017		296.6
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



Performance improved during July, against target, for the 4th consecutive month. This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.

The comment from July 2017 remains appropriate, namely that;

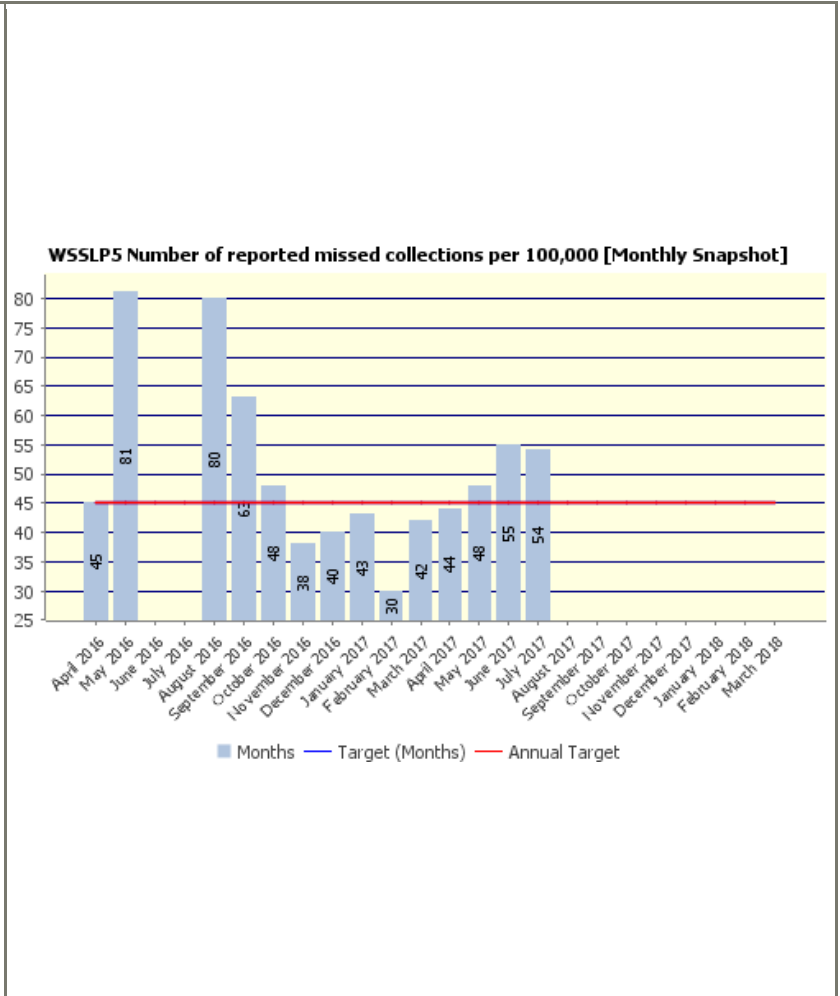
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.

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 2

CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]			<p style="text-align: center;">July 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Carl Robinson			
Year Introduced				

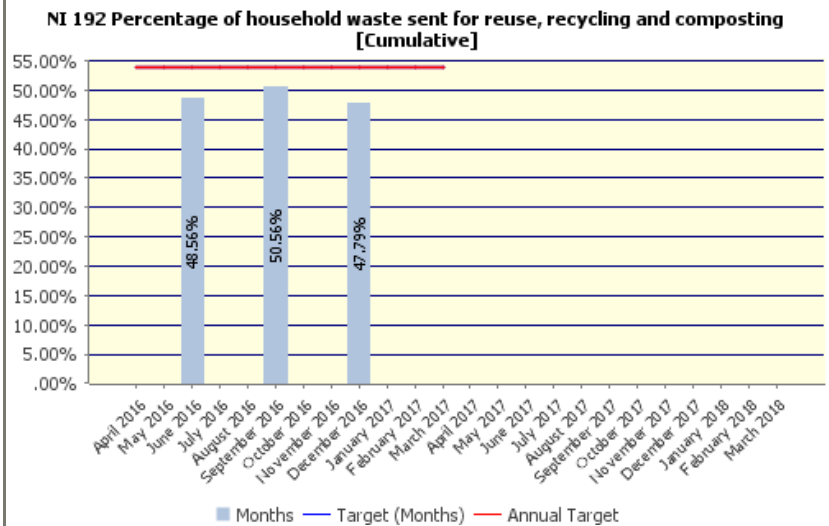
Date Range 1		
	Value	Target
April 2016	45	45
May 2016	81	45
June 2016	N/A	45
July 2016	N/A	45
August 2016	80	45
September 2016	63	45
October 2016	48	45
November 2016	38	45
December 2016	40	45
January 2017	43	45
February 2017	30	45
March 2017	42	45
April 2017	44	45
May 2017	48	45
June 2017	55	45
July 2017	54	45
August 2017		45
September 2017		45
October 2017		45
November 2017		45
December 2017		45
January 2018		45
February 2018		45
March 2018		45



It has been noted that there has been an increase in reporting this through the new My Southend App which is now another means to report missed waste collections. We will be addressing this issue with Veolia management requesting that they look to see if there are any operational reasons for the higher number of reports.

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

Date Range 1		
	Value	Target
April 2016	N/A	54.00%
May 2016	N/A	54.00%
June 2016	48.56%	54.00%
Q1 2016/17		
July 2016	N/A	54.00%
August 2016	N/A	54.00%
September 2016	50.56%	54.00%
Q2 2016/17		
October 2016	N/A	54.00%
November 2016	N/A	54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017	N/A	54.00%
February 2017	N/A	54.00%
March 2017	N/A	54.00%
Q4 2016/17		
April 2017	N/A	
May 2017	N/A	
June 2017	N/A	
Q1 2017/18		
July 2017		
August 2017		
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		



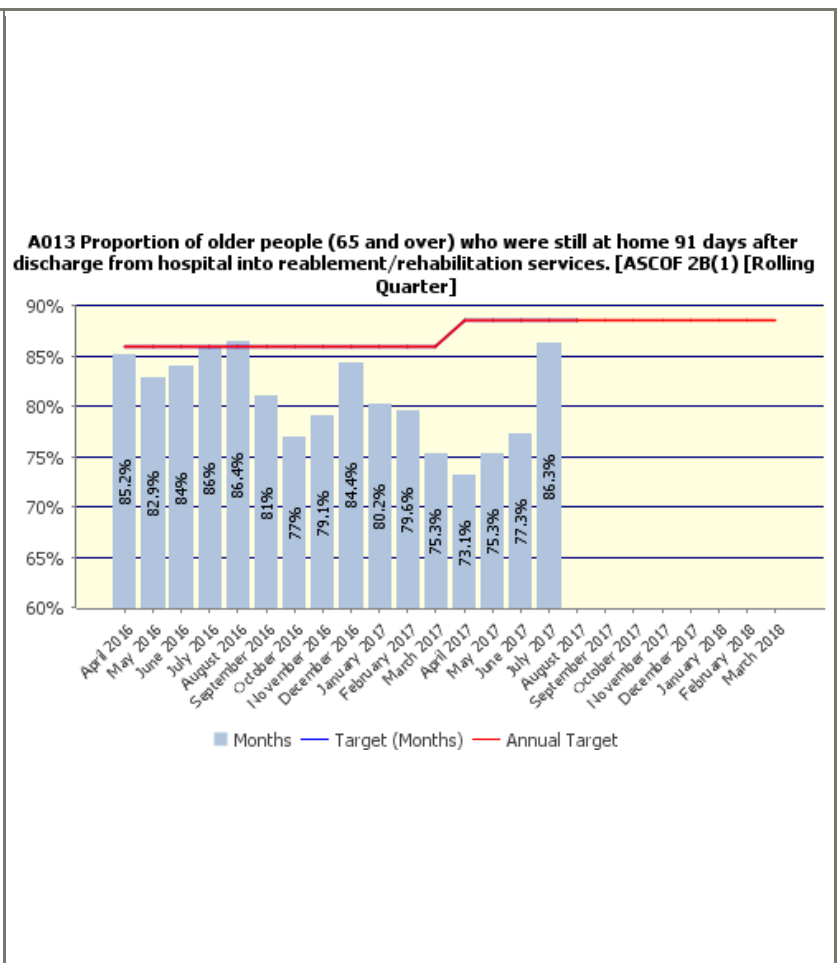
Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.

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 2 Some slippage against target 3

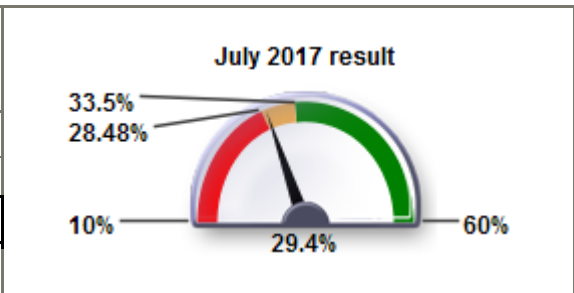
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]			<p>July 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Sharon Houlden			
Year Introduced	2012			

Date Range 1		
	Value	Target
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	75.3%	88.6%
June 2017	77.3%	88.6%
Q1 2017/18		
July 2017	86.3%	88.6%
August 2017		88.6%
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		

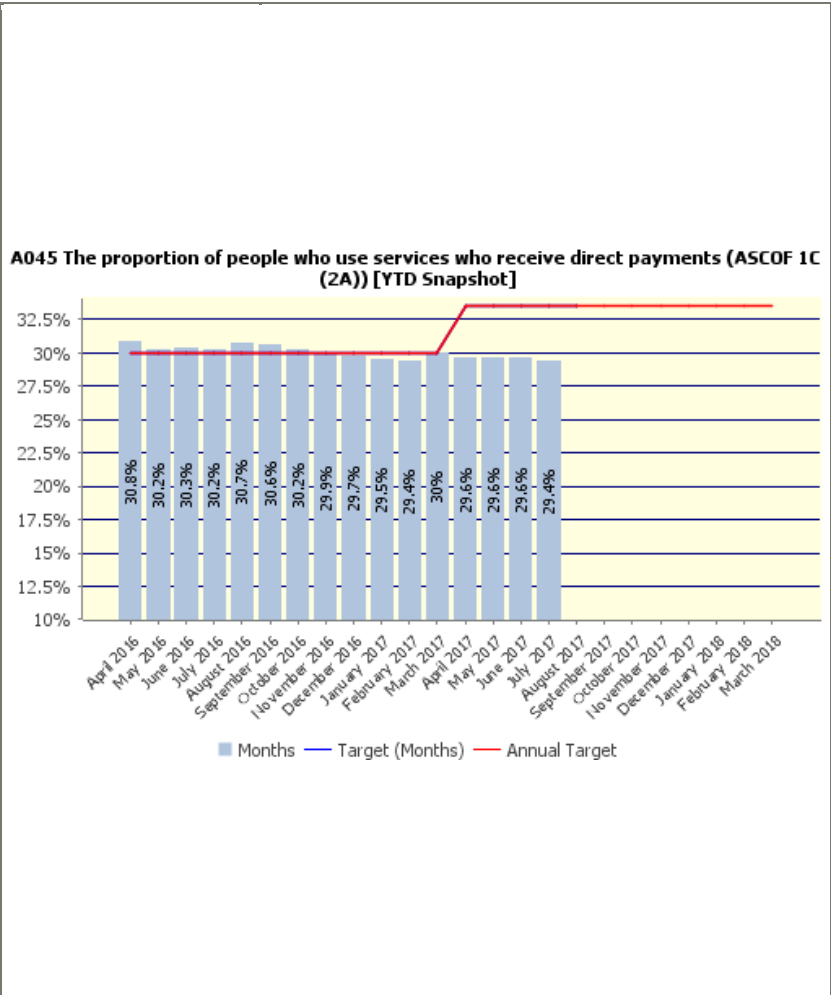


Performance has improved significantly this month, seeing a near 10% improvement on last month. This reporting period shows that out of 73 Adults using the reablement service, 63 were still at home 91 days later. Of the 10 not at home, 2 had passed away, 1 moved into nursing care, 5 into residential care and 2 were admitted into hospital. Business Process Mapping has commenced with the service and will incorporate how the new Social Care recording system (due in Jan-18) can distinguish between reablement and enablement, allowing for more accurate reporting of this indicator. Service Transformation continues to support the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data. The benefits of all recent changes and ongoing work will take time to embed in the service but early indications show a positive progression in this indicator.


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

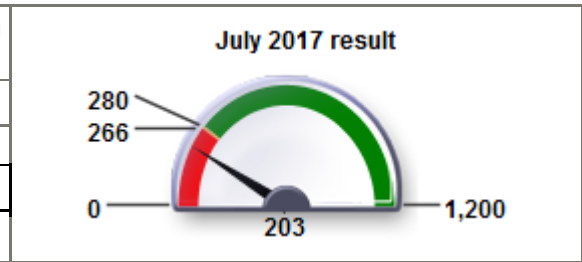


Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017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

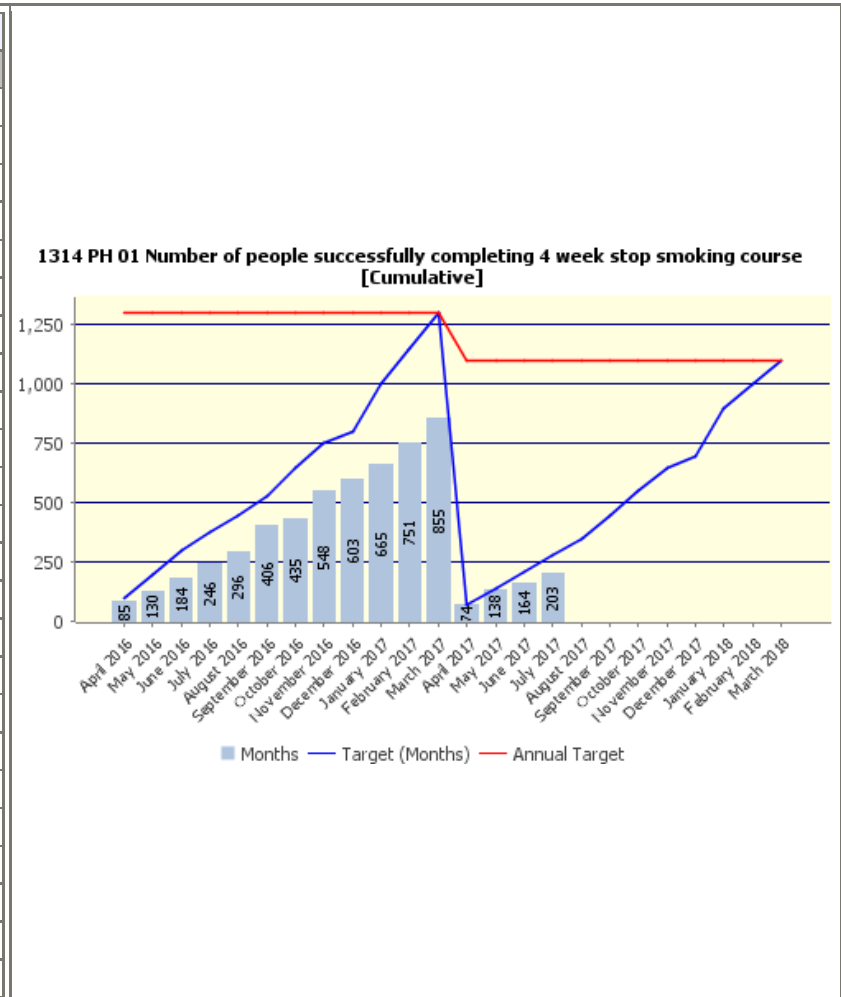


At the end of Jun-17, 520 of 1769 long term service clients were receiving a Direct Payment. Although the performance in this area remains just below the target, it remains stable month on month. Work is due to commence with our partner agency, Vibrance, who manage a large proportion of the Direct Payments with the aim of providing robust application and monitoring of Direct Payments and an increased confidence in their delivery. A new Direct Payment policy is being written, this is also aimed at raising awareness, increasing confidence and ensuring the operational teams are supporting Adults to access this service. The outcomes of the action plan should start to show in the performance over the coming quarter.


CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Lee Watson		
Year Introduced	2013		

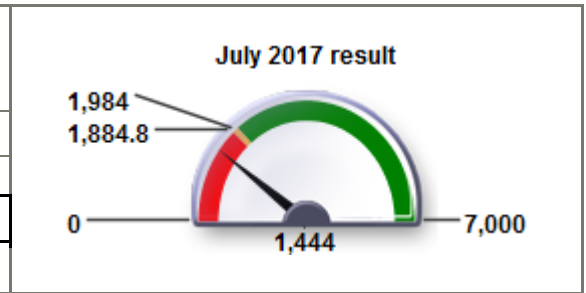


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017	138	140
June 2017	164	210
July 2017	203	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

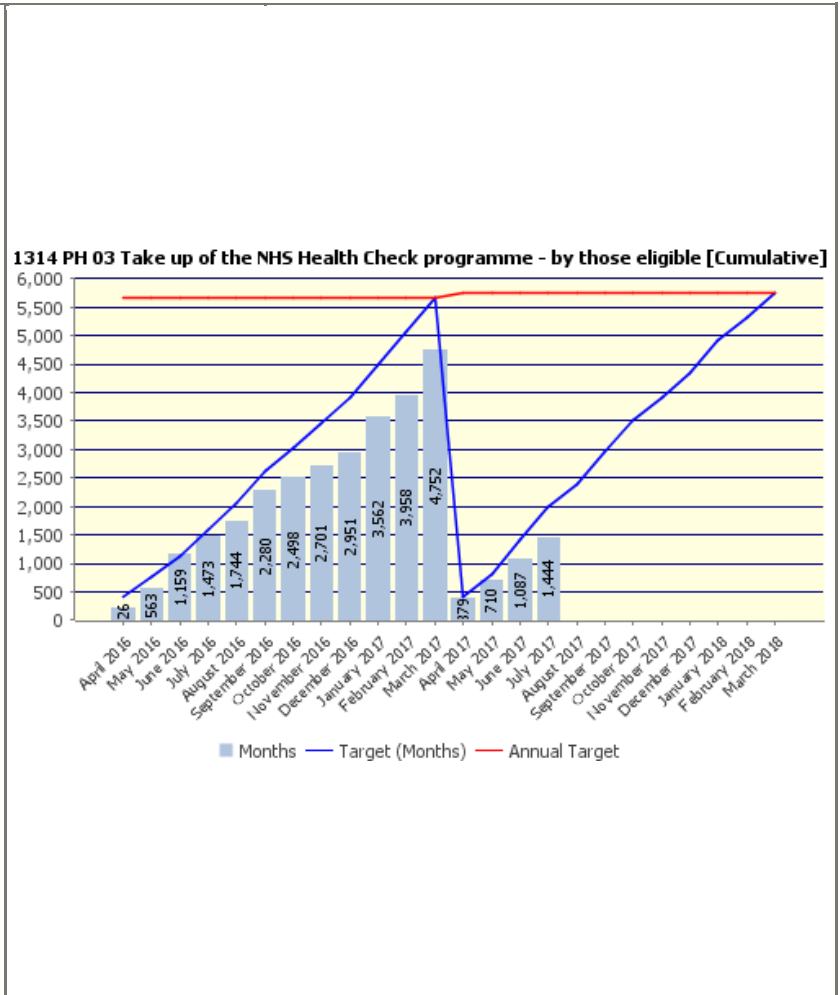


Department of Health Guidelines state that quit attempts can be registered up to 42 days after a “quit date” is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan developed and being implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking services continues to decline.

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



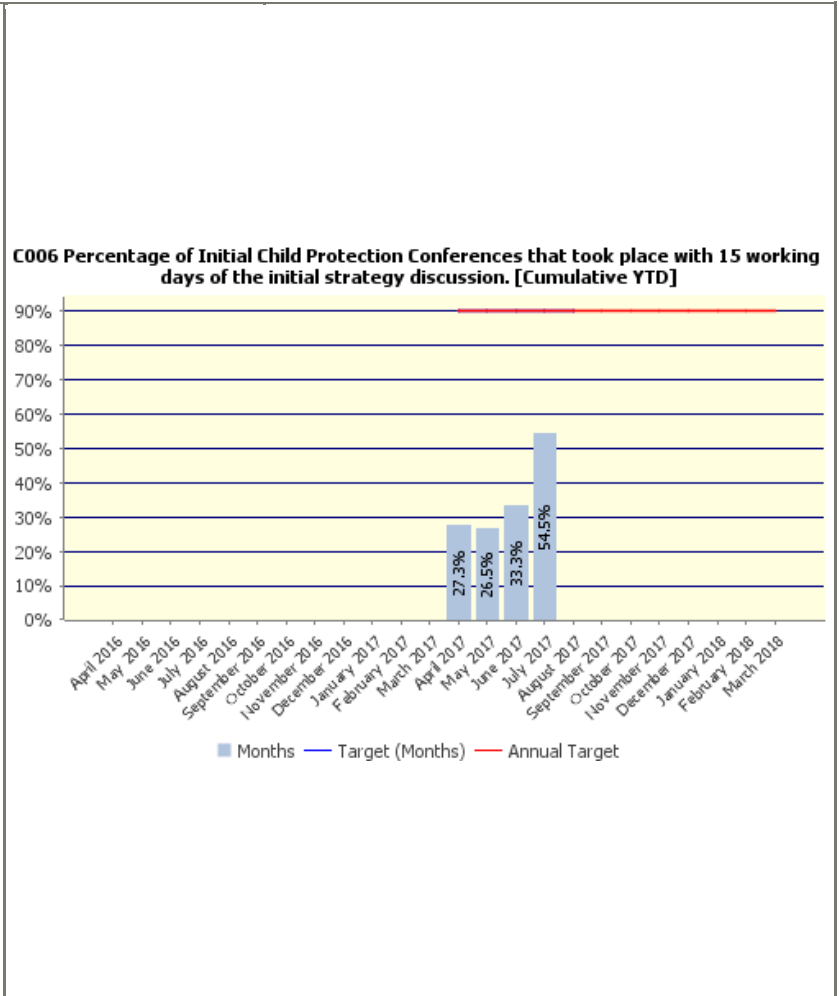
Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	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



Under trajectory. Recovery plan being developed with outreach provider & local GP practices. Public Health team offering support to all practices to improve uptake


CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]			<p style="text-align: center;">July 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

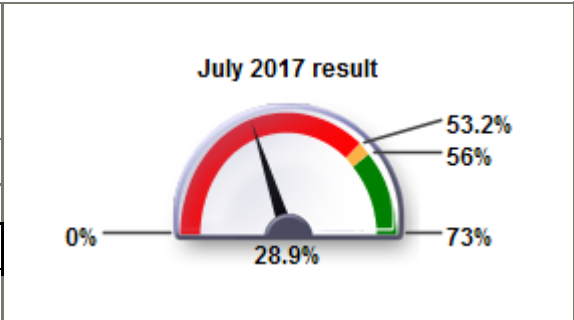
Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



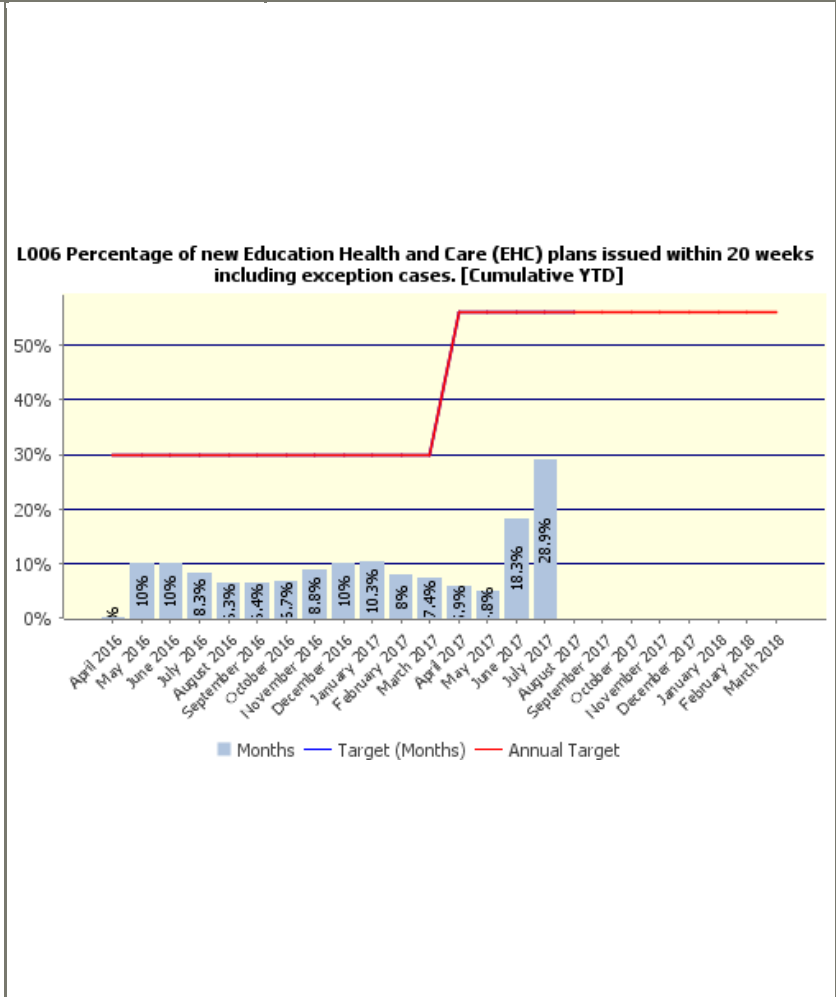
Performance has improved by 21% during July. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure.

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 YTD]		
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	5.9%	56%
May 2017	4.8%	56%
June 2017	18.3%	56%
July 2017	28.9%	56%
August 2017		56%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Between Apr-17 and Jul-17, 26 out of 90 EHC plans were issued within the 20 week timescale, an improvement of 10.6% over last month. 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. Additional resources are being identified to clear the backlog. The GM for SEND is currently working with the data team to implement a robust improvement plan that will see an incremental month by month improvement in the timeliness of EHCPs.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

	[Potential] Performance Measures	Rationale for inclusion	Latest Performance
1.	<p>Referral for treatment - % of patients referred from GP to hospital treatment within 18 weeks</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</p>	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.	<p style="text-align: center;">87.6% (May 2017)</p> <p>Against national target of 85%</p>
2.	<p>Cancer treatment - % patients treated within 62 days of GP urgent suspected cancer referral</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</p>	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.	<p>62 Day Operational Standard 83% (May 2017)</p> <p>Against national average of 82.4%</p> <p>30 out of 36 patients were treated within 62 days.</p>
3.	<p>A&E - % of patients attending Southend Hospital A&E, seen and discharged in under 4 hours (95% target)</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/</p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">95.3% (April 2017)</p> <p style="text-align: center;">92.42% (Year to date)</p>
4.	<p>Mental health - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</p>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<p>15.8% as at 31st March 2017 (against the target of 15.54%)</p> <p>Based on performance over the rest of the year to date, it seems likely that the target will be close to the national NHS England target for 2017/18 of 16.8%.</p>
5.	<p>Dementia - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p>56.54% achieved in April 2017, this is against the 66.7% diagnosis ambition target.</p> <p>This is a 0.6% increase from the February figure. Southend remains the only CCG in the East of England that is compliant with the national target.</p>

6.	<p>Primary Care – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p>https://gp-patient.co.uk/surveys-and-reports</p>	<p>Provides residents views on the quality of GP service in the borough. Survey is now produced annually.</p>	<p>Overall experience of GP surgery – July 2017</p> <p>Very good – 42% Fairly good – 41% Neither good nor poor – 11% Fairly poor – 4% Very poor – 3%</p> <p>National Average of patients rating ‘Good’ is 85%</p>
7.	<p>End of life care - 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. *</p>	<p>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.</p>	<p>Southend: 90.9%</p> <p>The PPoD achievement for Southend in July 2017 is 30 out of 33.</p> <p>(no national target at present)</p>

*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.

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">April 2016</th> <th style="text-align: center;">April 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #cccccc;">Average Price</td> <td style="text-align: center;">£242,109</td> <td style="text-align: center;">£261,827</td> </tr> <tr> <td style="background-color: #cccccc;">% Change</td> <td style="text-align: center;">14.51% (Apr 15-16)</td> <td style="text-align: center;">8.14% (Apr 16-17)</td> </tr> </tbody> </table>			April 2016	April 2017	Average Price	£242,109	£261,827	% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)
	April 2016	April 2017										
Average Price	£242,109	£261,827										
% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)										
2.	Planning Applications	<p style="text-align: center;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;">July 2015 - June 2016</td> <td style="text-align: center;">1734</td> </tr> <tr> <td style="text-align: center;">July 2016 - June 2017</td> <td style="text-align: center;">1913</td> </tr> </tbody> </table>		July 2015 - June 2016	1734	July 2016 - June 2017	1913					
July 2015 - June 2016	1734											
July 2016 - June 2017	1913											
3.	Job Seekers Allowance Claimants	<p style="text-align: center;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">June 2016</th> <th style="text-align: center;">June 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #cccccc;">JSA Claimants (Number)</td> <td style="text-align: center;">1,498</td> <td style="text-align: center;">1,517</td> </tr> <tr> <td style="background-color: #cccccc;">JSA Claimants %</td> <td style="text-align: center;">1.4%</td> <td style="text-align: center;">1.4%</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 5px;">Source: Office of National Statistics</p>			June 2016	June 2017	JSA Claimants (Number)	1,498	1,517	JSA Claimants %	1.4%	1.4%
	June 2016	June 2017										
JSA Claimants (Number)	1,498	1,517										
JSA Claimants %	1.4%	1.4%										

Community Safety Indicators

Short name	Month's value (April-July cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																													
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]	2656	<p>There was a significant increase in footfall in June with the warm weather and missing children was a re-occurring challenge. The promotion and use of free child safety wristbands was utilised. Multi-agency high street patrols continued to engage with the homeless, whilst active patrols dealt with persistent street drinkers by issuing formal warnings. An operation was undertaken to tackle antisocial behaviour (ASB) in identified hotspots and a criminal behaviour order was issued to a serious and persistent offender of ASB.</p> <p>June also saw another large unauthorised car cruise (only 11 days after the previous one), Community safety responded to this, with the aid of Safer Roads Team, Fire and Rescue, Essex Police and Active Citizens.</p> <p>Reviews of the Southend CSP and Community Safety Hub are on-going.</p> <p>June BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 7% ; Vehicle interference – 1%; Burglary in a dwelling – 0%; Bicycle Theft – 4%; Theft from the person - 2%; Criminal damage (exc 59) - 19%; HMIC Violence without injury – 39%; Wounding (Serious or Other) – 22%; Personal Robbery – 3%.</p>																																													
Performance Measures	Rationale for inclusion	Latest Performance Available																																													
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> <th style="text-align: center;">Cumulative Solved Rates Difference ** %</th> </tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">7029</td> <td style="text-align: center;">↓1.5</td> <td style="text-align: center;">*</td> </tr> <tr> <td>Theft of a vehicle</td> <td style="text-align: center;">36</td> <td style="text-align: center;">369</td> <td style="text-align: center;">↑8.5</td> <td style="text-align: center;">↓0.6</td> </tr> <tr> <td>Theft from Vehicle</td> <td style="text-align: center;">67</td> <td style="text-align: center;">879</td> <td style="text-align: center;">↓11.6</td> <td style="text-align: center;">↓1.3</td> </tr> <tr> <td>Vehicle Interference</td> <td style="text-align: center;">8</td> <td style="text-align: center;">168</td> <td style="text-align: center;">↓4.0</td> <td style="text-align: center;">↓2.8</td> </tr> <tr> <td>Burglary in a dwelling</td> <td style="text-align: center;">0</td> <td style="text-align: center;">641</td> <td style="text-align: center;">↑19.4</td> <td style="text-align: center;">↓2.2</td> </tr> <tr> <td>Bicycle theft</td> <td style="text-align: center;">32</td> <td style="text-align: center;">467</td> <td style="text-align: center;">↑15.9</td> <td style="text-align: center;">↓0.4</td> </tr> <tr> <td>Theft from the person</td> <td style="text-align: center;">18</td> <td style="text-align: center;">222</td> <td style="text-align: center;">↓18.4</td> <td style="text-align: center;">↓0.5</td> </tr> <tr> <td>Criminal Damage (exc 59)</td> <td style="text-align: center;">138</td> <td style="text-align: center;">1784</td> <td style="text-align: center;">↓7.7</td> <td style="text-align: center;">↓2.4</td> </tr> </tbody> </table>	Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %	10 BCS Crimes - total	*	7029	↓1.5	*	Theft of a vehicle	36	369	↑8.5	↓0.6	Theft from Vehicle	67	879	↓11.6	↓1.3	Vehicle Interference	8	168	↓4.0	↓2.8	Burglary in a dwelling	0	641	↑19.4	↓2.2	Bicycle theft	32	467	↑15.9	↓0.4	Theft from the person	18	222	↓18.4	↓0.5	Criminal Damage (exc 59)	138	1784	↓7.7	↓2.4
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			Violence Without Injury	404	2924	↑13.4	↓4.3
			Wounding (Serious or Other)	165	*	*	*
			Robbery (Personal Property)	23	206	↑14.4	↓0.3
		<p>*Not recorded.</p> <p>**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.</p>					
Potential Performance Measures		Rationale for inclusion		Latest Performance			
				Number (Rolling 12 months to June)		Increase/Decrease %	
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes		Total number of Incidents	Total number of Crimes	Crimes - ↓3.17%	
				4071 (June)	15118	Incidents ↑9.03%	
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.		7029		↓1.5%	
4	Number of arrests (cumulative)	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.		368		↑6.6%	
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...		189 (14.4%)		↓27.03%	
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.		3749		↑2.27%	
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.		129		↑46.6%	



Revenue Budget Monitoring 2017/18

Period 4

**as at 31 July 2017
Portfolio Summary**

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1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2017/18, based on the views of the Directors and their Management Teams, in light of expenditure and income to 31 July 2017.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2017.

2. Overall Budget Performance – General Fund

As at the end of July, an underspend to the overall Council budget of £2,026,000 is currently being forecast for the year-end. This position reflects a projected overspend of £278,000 in Council departmental spending offset by a £2,304,000 underspend on financing costs. The variances which services are reporting are detailed in section 3. The forecast net underspend of £2,026,000 is currently expected to be transferred to earmarked reserves to ensure the General Fund balance remains at £11 million.

General Fund Portfolio Forecast Comparison 2017/18 at 31 July 2017 - Period 4

Portfolio	Latest Budget 2017/18 £000	Projected Outturn 2017/18 £000	July Forecast Variance £000	June Forecast Variance £000
Leader	2,371	2,312	(59)	0
Culture, Tourism & the Economy	12,538	12,613	75	55
Corporate and Community Support Services	11,954	11,877	(77)	110
Housing, Planning & Sustainability	5,122	5,122	0	0
Children & Learning	26,709	27,621	912	809
Health & Adult Social Care	39,090	39,317	227	213
Transport, Waste & Regulatory Services	22,617	21,817	(800)	(800)
Technology	4,390	4,390	0	100
Total Portfolio	124,791	125,069	278	487
Non-Service Areas	15,436	13,132	(2,304)	(165)
Earmarked Reserves	(17,074)	(15,048)	2,026	(322)
Net Expenditure / (Income)	123,153	123,153	0	0

Where Portfolios are forecasting an overspend by the end of the year, the relevant Director has been advised that appropriate action plans must be in place to address any projected overspend position so that a balanced budget for the Council is produced by the year end.

3. Service Variances - £278,000 forecast overspend

The key variances are as shown in the following table:-

Portfolio	Unfavourable £'000	Favourable £'000	Net £'000	Previous period £'000
Leader				
Part year vacancy for Chief Executive post		(50)		0
Treasury Management costs		(9)		0
	0	(59)	(59)	0
Culture, Tourism & the Economy				
Theatre contract negotiations ongoing	75			75
Grounds Maintenance income shortfall	50			50
Pier admission income		(50)		(50)
Pier repairs and maintenance due to capital scheme				(20)
	125	(50)	75	55
Corporate and Community Support				
Underspend on PA costs for Director of Legal and Democratic Services		(10)		0
Vacant posts in the Financial Planning and Control team		(60)		0
Vacant post in Asset Management team		(33)		0
Additional rents (including Backrent) for SBC Properties		(50)		0
Income relating to Council Tax Court Costs		(25)		0
Benefits Admin Team Staffing	41			60
Civic Centre contract cleaning	60			0
Income in the Registrations team		(5)		0
Vacant hours in the Voluntary Organisations team		(10)		0
Members internet costs		(20)		0
Overtime costs for Mayor's Chauffeur	10			0
Legal Services Court Costs and Barristers' Fees	25			50
	136	(213)	(77)	110
Housing, Planning & Sustainability				
	0	0	0	0
Children and Learning				
Children with disabilities and associated cost of direct payments	20			4
Children's Placements - forecast for current cohort of PVI looked after children	356			356
Leaving Care accommodation costs and support costs	193			164
Staffing pressure costs in children services	120			61
Support costs for Children under Sect 17 and Sect 20		(76)		(44)
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	82			88
Forecast on current in-house fostering placements and impact of adoption referral income	217			180
	988	(76)	912	809

...Continued			
Health and Adult Social Care			
People with a Learning Disability - Lower than estimated residential care placements and direct payments		(120)	(131)
People with Mental Health Needs - Higher than estimated residential care placements, direct payments and supported living	110		106
Older People - residential care packages and complex packages	292		279
Physical and Sensory Impairment - Higher than estimated residential care placements	28		29
Health contribution towards Integrated commissioning		(70)	(70)
Underspend on service contracts		(13)	0
	430	(203)	227
Transport, Waste & Regulatory Services			
Flood Defences pump station servicing	60		60
Flood Defences land licence	40		40
Waste MBT still in commissioning phase		(900)	(900)
	100	(900)	(800)
Technology			
ICT capitalisation of temporary staff not completed in full			100
	0	0	0
Total	1,779	(1,501)	278

Non Service Variances (£2,304,000 forecast underspend)

Financing Costs – (£2,304K)

This provision is forecast to be underspent against budget at the year-end as; revised Minimum Revenue Provision Policy (£1,924K); PWLB interest is lower (£470K) due to reduced borrowing; HRA interest (£4K); interest on short term borrowing £69K; reduced interest to be received on energy efficiency schemes £25K.

4. Appropriations to / from Earmarked Reserves

Net appropriations from Earmarked Reserves totalling £12,282,000 were agreed by Council when setting the 2017/18 budget in February 2017. The current outturn position allows for further in-year net appropriations from reserves totalling £2,765,760. Total net appropriations from/(to) reserves for 2017/18 will therefore equal £15,047,760.

- £4,086,000 from the Capital Reserve as agreed at Cabinet in June 2017
- £90,550 from the Business Transformation Reserve to enable the progression of projects
- £75,000 from the Public Health Reserve Grant Reserve
- £644,710 from the General Grants Reserve
- £20,500 from the Public Health DAAT Reserve
- £125,000 to the Election Reserve (2017-18 is a fallow year)
- £2,026,000 appropriation to Reserves at the year end for projected year end underspend

£2,765,760 Total from Reserves

5. Revenue Contributions to Capital Outlay (RCCO)

The original budget for 2017/18 included planned revenue contributions for capital investments, via the use of Earmarked Reserves, of £3,804,000. Due to additions to the capital programme agreed at Cabinet in June 2017, this budget has now increased to £7,988,000. Earmarked Reserves will fund £7,890,000 of this, with the remaining £98,000 funded from energy savings generated from energy efficiency projects.

6. Performance against Budget savings targets for 2017/18

As part of setting the Council budget for 2017/18, a schedule of Departmental and Corporate savings was approved totalling £7.502 million. These are required to achieve a balanced budget.

A monthly exercise is in place to monitor the progress of the delivery of these savings. A breakdown, by RAG status, of the Departmental Savings is shown below:

	Red £000	Amber £000	Green £000	Original Savings Total £000	Projected Outturn £000	Forecast Variance £000
Department						
Chief Executive	0	785	205	990	990	0
People	671	751	3,119	4,541	3,428	(1,113)
Place	20	247	1,704	1,971	1,956	(15)
Total	691	1,783	5,028	7,502	6,374	(1,128)

Although the current forecast is showing a shortfall of £1,128,000 against the required savings total of £7.502 million, it is currently expected that the total savings will be delivered in full as part of each Department's overall budget total by the end of the financial year either by finding alternative savings or ensuring amber and red savings are delivered in full.

7. Overall Budget Performance – Housing Revenue Account (HRA)

The HRA budget was approved by Council on 23rd February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

The closing HRA balance as at 31st March 2017 was £3,502,000.

The current forecast is projecting higher than anticipated rental income of £250,000 due to a lower number of void properties than estimated in the budget. There is also a £29,000 pressure due to resident patrol services in Victoria Ward and a £4,000 pressure on capital financing charges because the interest payable on the HRA's internal borrowing is higher than expected.

8. Budget Virements

In line with the approved financial procedure rules all virements over £50,000 between portfolio services or between pay and non-pay budgets are to be approved by Cabinet.

Below is a table showing the virements which fall within these parameters:-

	DR	CR
	£	£
Virements over £50,000 in reported period	1,148	(1,148)
Virements over £50,000 previously reported	2,101	(2,101)
Virements approved under delegated authority	456	(456)
Total virements	3,705	(3,705)

The virements for Cabinet approval this period are:

- £ 102,900 Align MARAT funding with Children Social Care
 - £ 408,310 Transfer Access Team budget to create a Single Point of Access Team in Adult Services
 - £ 65,100 Create 2 Occupational Therapist roles in Adult Services
 - £ 250,000 Transfer budget from Learning Disability Residential to Mental Health Residential
 - £ 126,600 Transfer 3 posts from Broker Team to Single Point of Access Team
 - £ 137,650 Transfer 2 Mobile Trusted Assessors & van costs from Occupational Therapists Team to Single Point of Access Team
 - £ 58,000 Movement of funding to correct Legal & Democratic and Non-Domestic Rates budgets
- £1,148,560 Total**

Due to the changes made at Appointments Council, amendments have been made to the hierarchy structure within this report which has adjusted the opening budget shown in the original budget book. An additional exercise has been undertaken to ensure that all costs are allocated to the correct portfolio service within the Children & Learning Portfolio in line with CIPFA guidance.

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Portfolio Holder Summary

Portfolio	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Leader	2,567	(180)	2,387	(16)	2,371	2,312	(59)	3,201	3,136	(65)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	(55)	12,538	12,613	75	4,251	4,464	213
Corporate and Community Support Services	121,679	(109,623)	12,056	(102)	11,954	11,877	(77)	4,604	4,372	(232)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,122	0	1,681	1,852	171
Children & Learning	105,228	(78,991)	26,237	472	26,709	27,621	912	8,891	9,592	701
Health & Adult Social Care	67,470	(28,522)	38,948	142	39,090	39,317	227	11,425	11,569	144
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	223	22,617	21,817	(800)	7,718	7,413	(305)
Technology	5,354	(971)	4,383	7	4,390	4,390	0	1,467	1,523	56
Portfolio Net Expenditure	360,369	(236,249)	124,120	671	124,791	125,069	278	43,238	43,921	683
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(6,277)	(6,278)	(1)
Levies	590	0	590	0	590	590	0	187	187	0
Financing Costs	16,594	0	16,594	0	16,594	14,290	(2,304)	3,376	2,291	(1,085)
Contingency	5,228	0	5,228	(63)	5,165	5,165	0	1,180	0	(1,180)
Pensions Upfront Funding	7,467	0	7,467	0	7,467	7,467	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	221	221
Sub Total	6,419	4,629	11,048	(63)	10,985	8,681	(2,304)	(1,534)	(3,579)	(2,045)
Net Operating Expenditure	366,788	(231,620)	135,168	608	135,776	133,750	(2,026)	41,704	40,342	(1,362)
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,064)	(1,434)	(370)
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,268	0	(1,268)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(4,792)	(17,074)	(15,048)	2,026	(6,185)	(16,894)	(10,709)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	358,310	(235,157)	123,153	0	123,153	123,153	0	35,723	22,014	(13,709)

Use of General Reserves						
Balance as at 1 April 2017		11,000		11,000	11,000	0
Use in Year		0	0	0	0	0
Balance as at 31 March 2018		11,000	0	11,000	11,000	0

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Leader
Portfolio Holder - Cllr J Lamb

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Corporate Subscriptions	73	0	73	0	73	73	0	24	17	(7)
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(16)	1,568	1,509	(59)	2,935	2,831	(104)
c Emergency Planning	85	0	85	0	85	85	0	28	25	(3)
d Strategy & Performance	645	0	645	0	645	645	0	214	263	49
Total Net Budget for Portfolio	2,567	(180)	2,387	(16)	2,371	2,312	(59)	3,201	3,136	(65)

Virements

£000

Transfer from earmarked reserves	0
Allocation from Contingency	0
In year virements	(16)
	<u>(16)</u>

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Leader
Portfolio Holder - Cllr J Lamb**

Forecast Outturn Variance	Year to Date Variance
a.	
b. The Chief Executive post was vacant for the first three months of the year, resulting in an expected underspend of £50k against budget. A forecast underspend of £9k on Debt Management Expenses (enhanced cash fees being deducted at source rather than by invoice).	Year to date budgets for Corporate Initiatives and Pension Costs are currently underspent however due to the ad-hoc and high value nature it is not possible to forecast outturn with any degree of confidence. Any underspend against the Carbon Reduction budget will be used to repay the investment in the Energy/Climate change team.
c.	
d.	Salary mismatch with the Partnership team which will be resolved once further information is received

**General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Culture, Tourism & the Economy
Portfolio Holder - Cllr A Holland**

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Arts Development	554	(305)	249	5	254	254	0	145	178	33
b Amenity Services Organisation	3,615	(670)	2,945	0	2,945	2,995	50	1,107	1,223	116
c Culture Management	67	(6)	61	0	61	61	0	20	19	(1)
d Library Service	3,394	(394)	3,000	0	3,000	3,000	0	1,208	1,188	(20)
e Museums and Art Gallery	1,135	(68)	1,067	0	1,067	1,067	0	373	362	(11)
f Parks And Amenities Management	1,693	(665)	1,028	0	1,028	1,028	0	281	236	(45)
g Sports Development	53	0	53	0	53	53	0	18	18	0
h Sport and Leisure Facilities	615	(304)	311	0	311	311	0	53	51	(2)
i Southend Theatres	849	(27)	822	0	822	897	75	279	302	23
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	2,689	(884)	1,805	0	1,805	1,755	(50)	363	335	(28)
k/z Tourism	136	(18)	118	0	118	118	0	39	43	4
l Economic Development	571	(250)	321	0	321	321	0	65	104	39
m Town Centre	210	(59)	151	0	151	151	0	67	46	(21)
n Better Queensway	0	0	0	0	0	0	0	0	24	24
o Climate Change	106	(43)	63	(60)	3	3	0	37	146	109
p Closed Circuit Television	450	(32)	418	0	418	418	0	140	146	6
q Community Safety	213	(32)	181	0	181	181	0	56	43	(13)
Total Net Budget for Portfolio	16,350	(3,757)	12,593	(55)	12,538	12,613	75	4,251	4,464	213

Virements

£000

Transfer from earmarked reserves

38

Allocation from Contingency

0

In year virements

(93)

(55)

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Culture, Tourism & the Economy
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a.	
b. There has been a reduction in the income anticipated, based on the current position and compared against income received in 16/17.	Bulk of supplies purchased at the start of the year for use throughout.
c.	
d.	
e.	
f.	Due to vacant post and annual income being received at the start of the year.
g.	
h.	
i. Commercial negotiations in relation to the Theatres contract remain on-going.	
j. Pier admission figures are higher than anticipated so far resulting in increased income to date.	
k.	
l.	
m.	
n.	
o.	Carbon Reduction Credits purchased in advance at a lower price.
p.	
q.	

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Corporate and Community Support
Portfolio Holder - Cllr A Moring

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Departmental Support for the Chief Executive	771	0	771	0	771	761	(10)	234	143	(91)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	594	552	(42)
c Accounts Payable	126	(5)	121	0	121	121	0	42	33	(9)
d Accounts Receivable	185	(75)	110	0	110	110	0	37	37	0
e Insurance	155	(245)	(90)	0	(90)	(90)	0	51	55	4
f Asset Management	383	(5)	378	0	378	345	(33)	127	112	(15)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	31	29	(2)
h Corporate and Industrial Estates	430	(2,611)	(2,181)	0	(2,181)	(2,231)	(50)	(720)	(845)	(125)
i Council Tax Admin	854	(595)	259	0	259	234	(25)	90	(46)	(136)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(110)	0	44	34	(10)
gk Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	0	795	836	41	264	165	(99)
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	(135)	141	276
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	217	141	(76)
n Buildings Management	2,645	(113)	2,532	64	2,596	2,656	60	1,164	1,199	35
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	0	(1,262)	(1,262)	0	(351)	(282)	69
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,695	0	563	554	(9)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	29	20	(9)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(47)	(5)	(14)	(43)	(29)
s Transport Management	160	0	160	7	167	167	0	56	53	(3)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	57	71	14
u Partnership Team	277	0	277	0	277	277	0	92	43	(49)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	259	255	(4)
w Human Resources	1,745	(497)	1,248	0	1,248	1,248	0	416	409	(7)
x People & Organisational Development	406	(91)	315	0	315	315	0	106	96	(10)
y Tickfield Training Centre	290	(97)	193	0	193	193	0	85	88	3
z Democratic Services Support	354	0	354	9	363	363	0	122	116	(6)
aa Mayoralty	185	0	185	0	185	195	10	76	79	3
ab Member Support	705	0	705	25	730	710	(20)	237	231	(6)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	135	98	(37)

ad Local Land Charges	192	(297)	(105)	0	(105)	(105)	0	2	(13)	(15)
ae Legal Services	1,170	(243)	927	(58)	869	894	25	289	286	(3)
af Corporate Procurement	610	0	610	0	610	610	0	203	242	39
ag Property Management and Maintenance	567	(109)	458	(38)	420	420	0	202	319	117
Total Net Budget for Portfolio	121,679	(109,623)	12,056	(102)	11,954	11,877	(77)	4,604	4,372	(232)

Virements

£000

Transfer from earmarked reserves	(125)
Allocation from Contingency	10
In year virements	13
	<u>(102)</u>

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Corporate and Community Support
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a. The full budget for the post of PA to the Director of Legal & Democratic Services will not be required.	An underspend relating to the salary budget for the former Director of Corporate Services will be used to fund the Level 4 Management Review
b. An underspend due to vacant posts in the Accounts Payable and Financial Planning and Control team. A post in the Financial Planning and Control team has been vacant for over a year due to problems recruiting at the Level advertised. This has now been job evaluated and interviews will be held imminently.	
c.	
d.	
e.	
f. Underspend resulting from a vacancy where due to market forces, the post continues to remain unfilled	
g.	
h. Income for rentals is higher than forecast due to back-rent for the café at the Forum, the Cockle Sheds at Leigh, and Borough Combination Ground. There is also a forecast increase in the on-going rental streams due to the impending acquisition of the Range site and rent reviews of the properties detailed above for back rents.	
i. Higher than budgeted Court Costs income will be partially offset by a corresponding increase to the Bad Debt Provision	
j.	
k. The DWP imposes targets to avoid Administration Delay and Errors to Housing Benefit claims. It is more cost effective for the service to incur agency and overtime costs than breach the targets. The service manager is actively working to reduce the overspend and the reliance on contractors.	Income received from ECC and Thurrock for the Social Fund is offsetting an overspend on Housing Benefit Administration
l.	Period 4 monitored position
m.	Vacant posts are offsetting the overspend on contractors

Forecast Outturn Variance	Year to Date Variance
n. Contract cleaning is forecast to over spend against budget. A review is currently underway to reduce this.	
o.	Income for the service is currently below the profiled budget although it is expected to increase during the winter period.
p.	
q.	
r. A small underspend of £5k is currently forecast by year end.	Due to the seasonal nature of weddings, income is currently higher than budget.
s.	
t.	
u.	Salary mismatch with the Partnership team which will be resolved once further information is received
v. Vacant hours in the Voluntary Organisation team are expected to result in an underspend.	
w.	
x.	
y.	
z.	
aa. Overtime for the mayor's chauffeur	
ab. An expected £20k underspend relating to internet costs. These are category managed meaning that any underspend will offset the anticipated overspend across the organisation for ICT spend.	
ac.	2017-18 is a fallow year for local elections with the exception of one by-election. As part of the budget process it was agreed that the underspend will be transferred to the Election Reserve
ad.	
ae. An underspend on the employees' budget due to vacancies is offsetting a pressure on court costs and legal fees. Further work is being undertaken to ensure that all relevant costs (outside of day to day business) are being recharged to the correct department. The income budget was increased in the previous financial year, however to date the service has been unable to meet this target due to the reduced uptake by schools as they become Academies.	

Forecast Outturn Variance**Year to Date Variance**

af.

ag.

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Housing, Planning & Sustainability
Portfolio Holder - Cllr M Flewitt

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Housing										
a Strategy & Planning for Housing	164	0	164	0	164	164	0	0	0	0
b Private Sector Housing	2,734	(1,056)	1,678	0	1,678	1,678	0	550	551	1
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	95	135	40
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	836	1,156	320
Planning										
e Building Control	400	(410)	(10)	0	(10)	(10)	0	(4)	(1)	3
f Development Control	862	(603)	259	0	259	259	0	126	(36)	(162)
g Regional and Local Town Plan	235	0	235	0	235	235	0	78	47	(31)
Total Net Budget for Portfolio	7,725	(2,603)	5,122	0	5,122	5,122	0	1,681	1,852	171

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

0
0
0
0

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Housing, Planning & Sustainability
Portfolio Holder - Cllr M Flewitt**

Forecast Outturn Variance	Year to date Variance
a.	
b.	
c.	
d.	
e.	
f.	Development Control income received for a large scale application.
g.	

**General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Retained										
a Childrens Commissioning	935	(316)	619	82	701	701	0	241	211	(30)
b Children with Special Needs	1,149	(169)	980	0	980	1,000	20	326	338	12
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	390	391	1
d Children Fieldwork Services	5,562	(135)	5,427	27	5,454	5,744	290	2,143	2,312	169
e Children Fostering and Adoption	4,546	(191)	4,355	(15)	4,340	4,557	217	1,446	1,621	175
f Youth Service	2,602	(1,483)	1,119	320	1,439	1,439	0	485	503	18
g Other Education	940	(754)	186	0	186	186	0	61	55	(6)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,711	356	1,118	1,454	336
i Children Specialist Commissioning	1,751	(60)	1,691	102	1,793	1,822	29	259	282	23
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	2,021	2,042	21
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	401	383	(18)
Delegated										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	105,228	(78,991)	26,237	472	26,709	27,621	912	8,891	9,592	701

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

431

31

10

472

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Forecast	Outturn	Variance	Year to Date	Variance
a.				
b.	Small overspend variance on Children with Disabilities			
c.				
d.	Overspend pressure on leaving care accommodation and support costs and staffing pressures in relation to teams running at full establishment, with agency cover.		Reflecting Year to date pressures on leaving care accommodation and support costs	
e.	Over spend pressures within Inhouse fostering care provision due to the increased numbers of children looked after and service running at increased capacity. Early forecasts also indicate continued pressure on transport costs at the Marigold Assessment centre, and a marginal overspend on Adoption services.		Reflecting Year to date pressures on Inhouse fostering care provision, marigold assessment centre	
f.				
g.				
h.	Overspend pressure due to increased Looked after children numbers during 2016/17. Additional financial pressures are also included due to 2 high cost secured placements. The service is taking undertaking measures which will reduce further financial pressures through the work of the Edge of Care team.		Year to date overspend on PVI reflecting current financial pressures.	
i.				
j.	Note – whilst this report presents the Council’s financial position. It needs to be noted there are significant financial pressures in the High Needs DSG block funding. This position has been highlighted to the Education Board throughout 2016/17, and the Education Board on the 6 th July have agreed the high needs budget allocation for 2017/18 including the required savings targets. There is considerable risk on the delivery of these savings targets within 2017/18. The main financial pressures have risen through increased demand on Education Health And Care plan top up funding to mainstream schools including out of borough top up funding, as well as increased Southend Occupancy attending Southend’s Special school with higher funding needs awarded to pupils. Council Officers and the Education Board are working towards a revised and consistent top up funding approach across all school settings for intended implementation from April 2018.			

k.

l.

**General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Health and Adult Social Care
Portfolio Holder - Cllr L Salter**

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Adult Social Care										
a Adult Support Services and Management	224	0	224	0	224	154	(70)	74	85	11
b Commissioning Team	2,120	(346)	1,774	(188)	1,586	1,573	(13)	528	531	3
c Strategy & Development	1,797	(215)	1,582	22	1,604	1,604	0	587	584	(3)
d People with a Learning Disability	14,383	(1,421)	12,962	(250)	12,712	12,592	(120)	4,228	4,175	(53)
e People with Mental Health Needs	3,350	(167)	3,183	250	3,433	3,543	110	1,142	1,206	64
f Older People	28,807	(14,592)	14,215	210	14,425	14,717	292	4,803	4,914	111
g Other Community Services	2,522	(865)	1,657	66	1,723	1,723	0	574	572	(2)
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	32	3,393	3,421	28	1,119	1,131	12
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	18	29	11
Health										
j Public Health	6,991	(7,141)	(150)	(21)	(171)	(171)	0	(1,266)	(1,276)	(10)
k Drug and Alcohol Action Team	2,313	(2,230)	83	21	104	104	0	(338)	(338)	0
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	(44)	(44)	0
Total Net Budget for Portfolio	67,470	(28,522)	38,948	142	39,090	39,317	227	11,425	11,569	144

Virements

Transfer from earmarked reserves	£000
Allocation from Contingency	131
In year virements	22
	(11)
	<u>142</u>

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Health and Adult Social Care
Portfolio Holder - Cllr L Salter**

Forecast Outturn Variance	Year to Date Variance
a. Health contribution towards Integrated Commissioning.	
b.	
c.	
d. Early outturn forecasts are predicting the full 2017/18 PE1 Learning Disability saving delivery of £500k. The £120k under spend is in relation to daycare services.	
e. Initial outturn on Mental Health is showing a year end pressure of £110K. This is mainly due to opening budget pressures on care package costs, particularly in residential care.	Year to date overspending largely because of higher than anticipated residential care packages.
f. Early outturn forecasts are predicting the full 2017/18 PE1 Older People savings delivery of £1mil. The £279K forecast overspend is reflecting the budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	Pressures on homecare, direct payments and residential care packages.
g.	
h. Early outturn forecasts are predicting budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	
i.	
j.	
k.	
l.	

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Transport, Waste & Regulatory Services
Portfolio Holder - Cllr T Cox

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Transport										
a Highways Maintenance	9,830	(2,048)	7,782	151	7,933	7,933	0	2,638	2,785	147
b Bridges and Structural Engineering	412	0	412	0	412	412	0	137	137	0
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(509)	0	(165)	(131)	34
d Car Parking Management	1,031	(6,485)	(5,454)	0	(5,454)	(5,454)	0	(1,634)	(1,686)	(52)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	1,597	1,540	(57)
f Passenger Transport	400	(64)	336	0	336	336	0	156	186	30
g Road Safety and School Crossing	234	0	234	0	234	234	0	78	76	(2)
h Transport Planning	599	(854)	(255)	0	(255)	(255)	0	(497)	(648)	(151)
i Traffic and Parking Management	503	(5)	498	0	498	498	0	174	204	30
Waste and Cleansing										
j Public Conveniences	550	0	550	0	550	550	0	197	166	(31)
k Waste Collection	4,393	0	4,393	(27)	4,366	4,366	0	1,452	1,555	103
l Waste Disposal	5,533	0	5,533	0	5,533	4,633	(900)	1,841	1,409	(432)
m Street Cleansing	1,381	(7)	1,374	9	1,383	1,383	0	445	448	3
n Household Recycling	486	0	486	(7)	479	479	0	152	155	3
o Environmental Care	386	(4)	382	(143)	239	239	0	78	59	(19)
p Waste Management	487	0	487	(10)	477	477	0	96	96	0
Other Services										
q Flood and Sea Defence	745	(11)	734	0	734	834	100	244	312	68
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	0	1,354	1,354	0	451	483	32
Regulatory										
s Regulatory Business	523	(11)	512	23	535	535	0	174	158	(16)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(43)	(30)	13
u Regulatory Management	227	0	227	0	227	227	0	74	55	(19)
v Regulatory Protection	244	(14)	230	0	230	230	0	73	84	11
Total Net Budget for Portfolio	33,996	(11,602)	22,394	223	22,617	21,817	(800)	7,718	7,413	(305)

Virements

Transfer from/(to) earmarked reserves
Allocation from Contingency
In year virements

£000

223

0

0

223

**General Fund Forecast 2017/18
at 30 June 2017 - Period 3
Transport, Waste & Regulatory Services
Portfolio Holder - Cllr T Cox**

Forecast Outturn Variance	Year to date Variance
a.	Less winter grit purchased due to high stock levels from previous year. Tree maintenance costs also lower than anticipated.
b.	
c.	
d.	Annual car parking permit income received in advance.
e.	
f.	
g.	
h.	South Essex Active Travel programme currently behind the anticipated spend profile for the grant.
i.	
j.	
k.	
l.	<p>As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.</p> <p>As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.</p>
m.	
n.	
o.	
p.	
q.	Costs will be incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pumping stations across the Borough.
r.	
s.	

t.

u.

v.

**General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Technology
Portfolio Holder - Cllr T Byford**

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Information Communications and a Technology	5,354	(971)	4,383	7	4,390	4,390	0	1,467	1,523	56
Total Net Budget for Portfolio	5,354	(971)	4,383	7	4,390	4,390	0	1,467	1,523	56

Virements

Transfer from/(to) earmarked reserves

Allocation from Contingency

In year virements

£000

7

0

0

7

General Fund Forecast 2017/18
at 31 July 2017 - Period 4
Technology
Portfolio Holder - Cllr T Byford

Forecast Outturn Variance	Year to date Variance
a.	

Housing Revenue Account Forecast 2017/18
at 31 July 2017 - Period 4
Deputy Chief Executive - Simon Leftley

Description	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Employees	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	244	255	11
c Repairs	4,831	0	4,831	4,831	0	1,858	1,855	(3)
d Supplies & Services	68	0	68	68	0	23	5	(18)
e Management Fee	5,827	0	5,827	5,827	0	2,241	2,241	0
f MATS	1,124	0	1,124	1,124	0	375	371	(4)
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	2,629	2,633	4
Expenditure	24,544	0	24,544	24,577	33	7,369	7,360	(10)
i Fees & Charges	(393)	0	(393)	(393)	0	(131)	(100)	30
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(8,896)	(9,097)	(200)
k Other	(277)	0	(277)	(276)	0	(259)	(342)	(83)
l Interest	(135)	0	(135)	(135)	0	0	0	0
m Recharges	(459)	0	(459)	(459)	0	(153)	(122)	31
Income	(27,936)	0	(27,936)	(28,186)	(250)	(9,439)	(9,660)	(221)
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	217	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	(0)	(0)	1,322	1,091	(231)
Use of Reserves								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
Balance as at 31 March 2018	3,502	0	3,502	3,502	0			

**Housing Revenue Account Forecast 2016/17
at 28 February 2017 - Period 11
Deputy Chief Executive - Simon Leftley**

Forecast Outturn Variance	Year to Date Variance
a.	
b. Resident patrol services at Victoria Ward partially offset by lower council tax on void properties.	
c.	
d.	
e.	
f.	
g.	
h. Interest on internal borrowing.	
i.	
j. Rental income is higher than estimated because of a lower number of voids than allowed for in the budget.	
k.	
l.	
m.	
n. Underspend will be transferred to the HRA capital investment reserve.	
o.	

78



**Capital Programme Budget
Monitoring 2017/18**

Period 4

as at 31st July 2017

Departmental Summary

Capital Programme Monitoring Report – July 2017

1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £94.737million which includes all changes agreed at June Cabinet. Actual capital spend at 31st July is £15.844million representing approximately 17% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.963million have been removed from this figure).

The expenditure to date has been projected to year end and the outturn position is forecast to reflect the Project Manager's realistic expectation. This is broken down by Department as follows:

Department	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Revised Budget 2017/18 £'000	Previous Expected Variance to Revised Budget 2017/18 £'000
Chief Executive	24,169	7,377	20,604	(3,565)	(29)
People	16,709	805	15,827	(882)	(882)
Place	41,751	6,065	41,041	(710)	(225)
Housing Revenue Account (HRA)	12,108	1,597	12,108	-	-
Total	94,737	15,844	89,580	(5,157)	(1,136)

The capital programme is expected to be financed as follows:

Department	External Funding			Total Budget £'000
	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	
Chief Executive	24,163	-	6	24,169
People	5,300	11,393	16	16,709
Place	28,830	10,483	2,438	41,751
Housing Revenue Account (HRA)	11,635	-	473	12,108
Total	69,928	21,876	2,933	94,737
As a percentage of total budget	73.8%	23.1%	3.1%	

The funding mix for the total programme could change depending on how much grant and external contributions are received by the Council by the end of the year.

The grants and external contributions position to 31st July is as follows:

Department	Grant Budget £'000	Developer & Other Contributions Budget £'000	Total external funding budget £'000	External funding received £'000	External funding outstanding £'000
Chief Executive	-	6	6	-	6
People	11,393	16	11,409	3,687	7,722
Place	10,483	2,438	12,921	7,237	5,684
Housing Revenue Account (HRA)	-	473	473	473	-
Total	21,876	2,933	24,809	11,397	13,412

2. Department Budget Performance

Department of the Chief Executive

The revised capital budget for the Department of the Chief Executive is £24.169million. The budget is distributed across various scheme areas as follows

Department of the Chief Executive	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Asset Management (Property)	23,319	7,175	19,754	(3,565)	(29)
Cemeteries & Crematorium	492	202	492	-	-
Subtotal	23,811	7,377	20,246	(3,565)	(29)
Priority Works (see table)	358	-	358	-	-
Total	24,169	7,377	20,604	(3,565)	(29)

Priority Works	£'000
Budget available	500
Less budget allocated to agreed schemes	(142)
Remaining budget	358

Actual spend at 31st July stands at £7.377million. This represents 31% of the total available budget.

Asset Management (Property)

Planning consent has now been granted for the Library Car Park reconstruction and enhancement scheme with an expectation to start on site during January 2018. As the scheme will commence so late into the financial year, budget of £3.536million will be included as a carry forward request in the report to November Cabinet.

The contract has now been let for the New Beach Huts phase two and works have now commenced. This scheme is scheduled to be completed in September 2017.

The former gas works site was purchased on 21st July and this cost is reflected in the spend to date.

The remaining budget of £29k on the Thorpe Hall Avenue Toilet Refurbishment scheme will be used in connection with the tram stop works however this will not be required until 2018/19. A carry forward request of £29k will therefore be included in the report to November Cabinet.

Cemeteries and Crematorium

Landscaping works are continuing on the plot of land identified in Sutton Road Cemetery. It has now been confirmed by the Environment Agency that the new legislation will not have an impact on the project and it is possible to raise the ground level sufficiently as per the original plans. The works are now almost complete.

The installation of the Pergola Walk Memorial is almost complete with the final paving works currently taking place.

Priority Works

The Priority works provision budget currently has £358k remaining unallocated.

Summary

Carry forward requests to be included in the report to November Cabinet include £29k for the Thorpe Hall Avenue Toilet Refurbishment scheme and £3.536million for the Library Car Park Reconstruction and Enhancement Scheme.

Department for People

The revised Department for People budget totals £16.709million.

Department for People	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Adult Social Care	1,758	64	876	(882)	(882)
General Fund Housing	3,246	263	3,246	-	-
Children & Learning Other	64	14	64	-	-
Condition Schemes	704	64	704	-	-
Devolved Formula Capital	173	173	173	-	-
Early Years	536	60	536	-	-
Primary and Secondary School Places	10,228	167	10,228	-	-
Total	16,709	805	15,827	(882)	(882)

Actual spend at 31st July stands at £0.805million. This represents 5% of the total available budget.

Adult Social Care

The Community Capacity grant is used to enable vulnerable individuals to remain in their own homes and to assist in avoiding delayed discharges from hospital. Plans for 2017/18 include project management for social care redesign, costs of sheltered housing review outcomes, development of independent living centre and investment in technology and equipment to promote independence. Total spend of £500k is forecast for 2017/18 therefore an accelerated delivery request of £54k will be included in the report to November Cabinet.

The majority of the works on the redevelopment of the Priory site will take place in 2018/19 therefore a large proportion of the budgets on the two Priory schemes will be included in the report to November Cabinet. These total £936k.

General Fund Housing

The Private Sector Renewal scheme is in place to ensure that the private sector stock is kept in a good condition. Plans are currently in progress for spend of the £625k budget in 2017/18.

The Empty Dwellings Management scheme is in place to fund works authorised under an Empty Dwellings Management Order (EDMO) to bring long term empty homes back into use and to a habitable standard.

Under the Disabled Facilities scheme, the deadline for the Adaptations Framework Agreement tender was 24th July. Tender evaluations are now taking place.

Children & Learning Other Schemes

Retentions of £50k are being held for Kingsdown Special School roof works and will be paid once outstanding snagging and defects works are completed and fully signed off. This figure is included in the outstanding creditors shown above.

Condition Schemes

A budget of £704k has been allocated to address larger conditions in schools where the cost is over the schools capabilities to fund. Most of these works will be undertaken over the school summer holidays to minimise disruption to the schools. Retentions of £30k are being held for works completed last year at nine primary schools.

Devolved Formula Capital

This is an annual devolution of dedicated capital grant to all maintained schools. The grant for 2017/18 is £173k. This grant amount will reduce as further maintained schools convert to academy status.

Primary and Secondary School Places

The primary expansion programme is now complete with final retention payments of £98k being held against five projects until the twelve month snagging period is over. A watching brief of demand against availability will be kept. If a need is identified, a further expansion of primary places will be explored to ensure that the council's statutory duty to provide a good school place for all those that request it can be met.

A secondary expansion programme is progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed. One secondary school has planning permission and the project is about to complete the tender stage. A second secondary school is completing the feasibility stage and two other secondary schools are progressing towards feasibility stage.

Summary

Carry forward requests to be included in the report to November Cabinet are LATC Delaware and Priory for £839k and Priory House Condition Works for £97k.

An accelerated delivery request of £54k will also be included for the Community Capacity scheme.

Department for Place

The revised capital budget for the Department for Place is £41.751million. This includes all changes approved at June Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Culture	5,266	299	5,266	-	-
ICT Programme	4,914	792	4,704	(210)	-
Enterprise, Tourism & Regeneration	5,848	1,322	5,848	-	-
Southend Pier	3,767	313	3,767	-	-
Coastal Defence & Foreshore	923	55	648	(275)	-
Highways and Infrastructure	6,339	1,372	6,339	-	-
Parking Management	612	41	612	-	-
Section 38 & 106 Agreements	2,293	17	2,068	(225)	(225)
Local Transport Plan	2,974	264	2,974	-	-
Local Growth Fund	5,477	1,275	5,477	-	-
Community Safety	420	-	420	-	-
Transport	540	44	540	-	-
Energy Saving Projects	2,378	271	2,378	-	-
Total	41,751	6,065	41,041	(710)	(225)

Actual spend at 31st July stands at £6.065million. This represents 15% of the total available budget.

Culture

A budget of £20k for works at Southchurch Park Bowls Pavilion has been identified as a match funding contribution to aid a bid to Sport England. The Council are currently working with the Bowls Club on supporting the bid.

The scheme to replace various playground gates within the borough's play areas to enable compliance with health and safety recommendations is currently at the procurement stage with plans to progress the scheme once this is complete.

Works are currently in the process of being programmed for various other culture schemes including Hard Surface Path Improvements, Replacement of Asbestos Stage Safety Curtain

at the Palace Theatre, Belton Hill Steps and External Cladding at the Cliffs Pavilion. Works are expected to commence on these schemes during the financial year.

ICT

As part of the Barracuda Replacement scheme, corporate spam and virus filtering has now been directed to Microsoft 365. Cyber security consultancy services are currently being commissioned to provide a holistic view of all security platforms.

The tender process is underway and evaluations have started as part of the Place Business Transformation in End to End Reporting scheme. A contractor has been appointed to support transformation of the symology system, which manages infrastructure assets including highways, land, property, bridges, structures, public lighting and distribution networks. This scheme will continue with phase two in the next financial year therefore a carry forward request of £210k will be included in the report to November Cabinet.

A Smoothwall Solution has been purchased and professional services commissioned to implement the solution for the Websense Replacement scheme. Implementation has been scheduled for September 2017.

The development of the Liquid Logic Case Management System scheme is on track to be delivered in line with the revised schedule. Sign off has now been received for the children's system configuration and training has commenced.

Enterprise, Tourism & Regeneration

The Regeneration projects include all the work currently taking place on the City Deal Incubation Centre, Airport Business Park and Queensway.

Local Growth Funding (LGF) of £3.2million for the Airport Business Park to support the delivery of on-site infrastructure and the relocation of Westcliff Rugby Club was spent by 31st March 2017 as per the grant conditions. The remaining phase one works are continuing and are nearing completion except from the utility elements which will continue through September. Planning approval for the rugby clubhouse has now been received and the relocation agreement and pre-commencement conditions are still to be completed.

Recruitment of a consultation lead is underway for the Airport Business Park scheme. The consultation is expected to commence in October 2017 for an outcome and decision by Cabinet in January 2018.

Southend Pier

Design works are in progress for the bearing refurbishments, condition works, pavilion platform, pier view gallery and the entrance enhancements on Southend Pier. Various factors such as listed building approval, English Heritage approval, the Marine Management Organisation and the Environment Agency may influence and delay the works. More information will be available later in the financial year.

Coastal Defence and Foreshore

A budget for improving the resilience of the borough to flooding from extreme weather events has been included in the 2017/18 capital programme. The main area to be worked on include the airport, City Beach and Shoebury Common. Surveys are to be carried out by the contractor for gully defects and repairs.

The cliff slip investigation works are continuing with feasibility studies to be carried out to the west of Clifton Drive.

Spend of £50k is anticipated on the Shoebury Common Sea Defence scheme this financial year therefore a carry forward request of £275k will be included in the report to November Cabinet.

Highways and Infrastructure

An allocation of £102k has been received from the Department for Transport for the maintenance of pot holes across the borough. The rest of the Highways Maintenance programme is underway and will continue for the remainder of the financial year.

The Street Lighting budget is a multi-million pound, multi-year scheme to be part funded by the Challenge fund from the Department for Transport. The luminaire installations are now 96% complete and the Columns are 98% complete. Works have started earlier than planned on the individual and entire road column replacements and all Central Management System base stations have been installed.

Parking Management

An updated parking strategy has been commissioned which will form the basis of improvement plans to the borough car parks. Feedback from the recent review is currently being assessed for any upgrade requirements.

Section 38 and Section 106 Schemes

There are a number of S38 and S106 schemes all at various stages. Some of the larger schemes include works around Acacia Drive, Bellway Prittlebrook, Essex House and Hinguar.

Various schemes are scheduled to be carried out in 2018/19 therefore a carry forward request of £225k will be included in the report to November Cabinet for these schemes.

Local Transport Plans (LTP Schemes)

The Local Transport Plan schemes cover various areas including better networks, traffic management, better operation of traffic control systems and bridge strengthening.

Works on the Automatic Vehicle Location (AVL) system and upgrades to the older Real Time Passenger Information signs are currently on track to be completed in year. The tourist signage information boards are due to commence in August.

Local Growth Fund

The A127 Growth Corridor projects will support the predicted growth associated with London Southend Airport and the Joint Area Action Plan (JAAP) proposals developed by Southend, Rochford and Essex County Councils to release land and create 7,380 high value jobs. The improvement will also support background growth of Southend and Rochford.

The final business case for A127 Kent Elms junction improvements has been approved by the South East Local Enterprise Partnership and all funding has been received.

Work commenced at Kent Elms on 21st November 2016 and a dedicated Public Liaison Officer is in place. School crossing patrols are in place for the duration of the works. Utility diversion works are underway although there has been a delay to Nation Grids works which has had a knock on effect causing a delay to completing BT diversions. Three lanes inbound and two new pedestrian crossings were in place at the end of June. Traffic signal calibration and validation is now complete.

Options are being prepared to put forward for the business case at the Bell junction and air quality implications are to be investigated. A draft engagement and consultation document has been prepared and is to be updated. Air quality specialist work has now commenced.

Transport

The road safety audit stage three has now been reviewed on the A127 Tesco junction improvements with minor adjustments are now complete. Stage four is yet to be completed.

Southend Transport Model is an on-going scheme to support various multi modal transport projects. A review of the model is complete with options on updating the model to be considered.

Energy Saving Projects

Several projects are being surveyed for potential use of the energy efficiency budget and procurement documents for feasibility are being drafted for energy works on the pier.

Summary

Carry forward requests to be included in the report to November Cabinet are various S106 schemes totalling £225k, Place Business Transformation in End to End Reporting for £210k and Shoebury Common Sea Defence scheme for £275k

Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2017/18 is £12.108million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Decent Homes Programme	7,703	1,450	7,703	-	-
Council House Adaptations	565	114	565	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,495	33	3,495	-	-
Total	12,108	1,597	12,108	-	-

The actual spend at 31st July of £1.597million represents 13% of the HRA capital budget.

Decent Homes Programme

The 2017/18 programme for Decent Homes is progressing in accordance to plan. Fire safety works at Chiltern are progressing well and the fire doors and screens to Pennine and Quantock are in the process of being manufactured.

Council House Adaptions

This budget relates to minor and major adaptations in council dwellings. Spend depends on the demand for these adaptations and works are currently in progress for 2017/18.

Sheltered Housing

This budget is to be used in conjunction with the Sheltered Housing review.

Other HRA

Phase two of the Land Review is progressing with planning permission for 15 units at Rochford Road granted by the Development Control Committee on 2nd August. Initial highways works have now commenced with the Council's approved contractor and the tender for the build works contractor is now open. The deadline for this tender is 29th August. An update has now been issued to local residents confirming the next steps of the project and the proposed timescales.

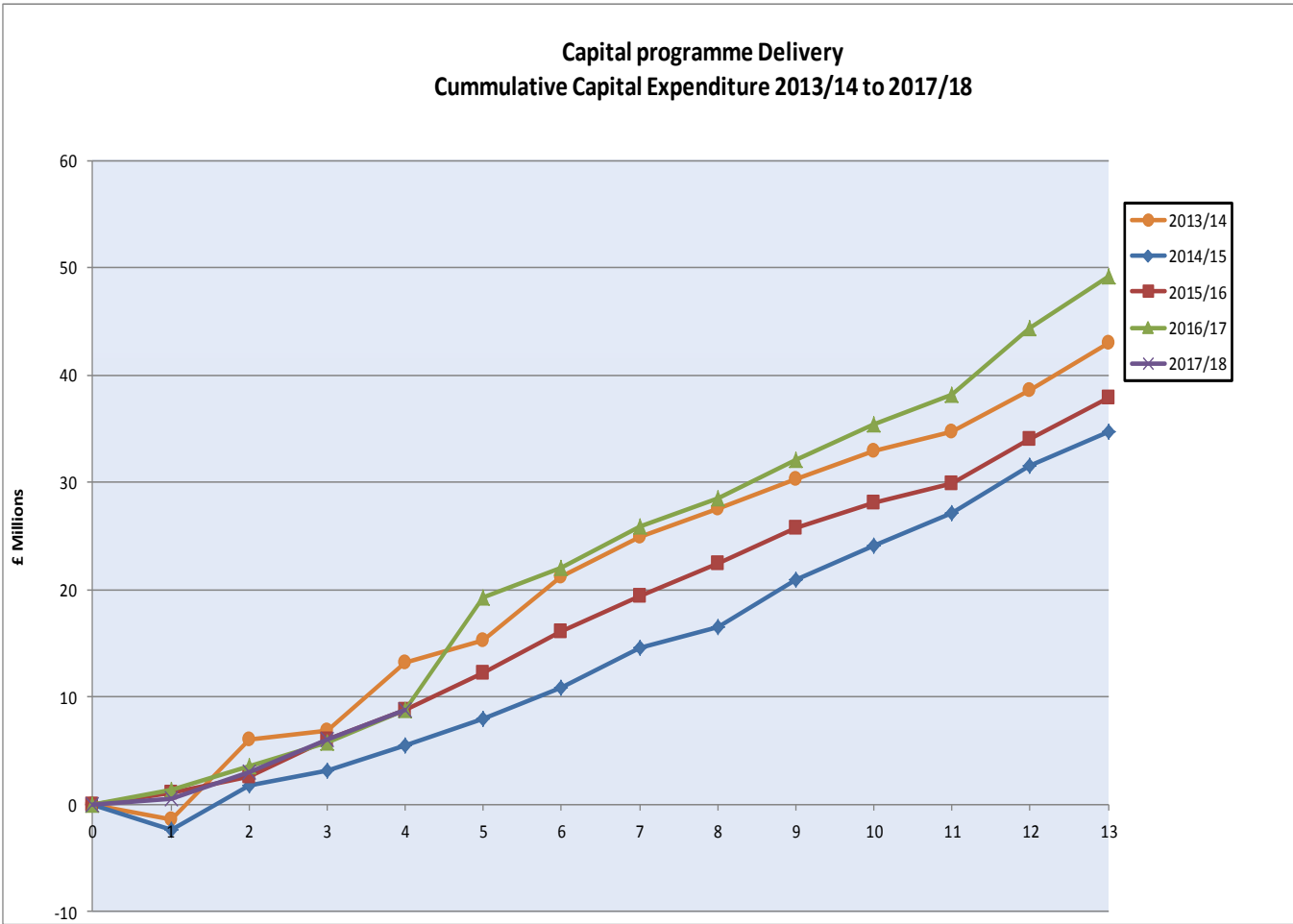
Summary of Capital Expenditure at 31st July 2017

Appendix 1

	Original Budget 2017/18 £000	Revisions £000	Revised Budget 2017/18 £000	Actual 2017/18 £000	Forecast outturn 2017/18 £000	Forecast Variance to Year End 2017/18 £000	% Variance
Chief Executive	6,400	17,769	24,169	7,377	20,604	(3,565)	31%
People	13,582	3,127	16,709	805	15,827	(882)	5%
Place	48,140	(6,389)	41,751	6,065	41,041	(710)	15%
Housing Revenue Account	8,610	3,498	12,108	1,597	12,108	0	13%
	<u>76,732</u>	<u>18,005</u>	<u>94,737</u>	<u>15,844</u>	<u>89,580</u>	<u>(5,157)</u>	<u>17%</u>
Council Approved Original Budget - February 2017	76,732						
Chief Executive amendments	18,427						
People amendments	(1,041)						
Place amendments	(385)						
HRA amendments	4,864						
Carry Forward requests from 2016/17	6,206						
Accelerated Delivery requests to 2016/17	(856)						
Budget re-profiles (June Cabinet)	(11,927)						
New external funding	2,717						
Council Approved Revised Budget - June 2017	<u>94,737</u>						

Actual compared to Revised Budget spent is £15.844M or 17%

Capital programme Delivery
Cummulative Capital Expenditure 2013/14 to 2017/18



Year	Outturn £m	Outturn %
2012/13	61.0	97.9
2013/14	43.3	93.8
2014/15	34.8	83.8
2015/16	37.9	97.0
2016/17	48.8	89.0

Southend-on-Sea Borough Council

Agenda
Item No.

7

Report of the Deputy Chief Executive
(Place)

To
Cabinet

On
19th September

Report prepared by: Chris Burr, Economic Growth Group
Manager

Towards a Skills and Labour Market Strategy for Southend-on-Sea - Consultation Paper

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

1. Purpose of Report

- 1.1 To update Cabinet on the development of a Skills and Labour Market Strategy for Southend-on-Sea 2018-22.
- 1.2 To seek Cabinet's endorsement of the draft '*Towards a Skills and Labour Market Strategy for Southend-on-Sea Consultation Paper – October 2017*' to be considered at September Cabinet for approval, ready for a wider consultation process.

2. Recommendation:

That the draft '*Towards a Skills and Labour Market Strategy for Southend-on-Sea Consultation Paper – October 2017*', is endorsed to be considered at Cabinet on 19th September 2017.

3. Background

- 3.1 In November 2013, Cabinet agreed the 'The Need for a Southend Skills Strategy' report [Item 437]. This identified the absence of a shared skills strategy which unites all stakeholders in a joint vision and understanding of the current position, future opportunities and how those might be maximised for the benefit of the individual, the business, and the town; and the resulting need for a Southend Skills Strategy to co-ordinate an approach to tackling these significant issues.
- 3.2 Officers from the Economic Growth Group and Learning Directorate have been working together to develop a framework for a Skills and Labour Market Strategy for the borough. The proposed strategy will aim to develop a cohesive and borough-wide approach to skills development.
- 3.3 An initial scoping paper went to pre-Cabinet Scrutiny in October 2016 and the discussion and feedback used to inform this next stage of work.

3.4 The strategy will be produced as part of a refreshed approach to shape 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

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 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.

3.5 It is timely for the Council to now produce a skills strategy that builds upon existing evidence and clearly articulates Southend's interests in its wider economic context. The South East Local Enterprise Partnership (SELEP) has recently commenced work on a new skills strategy for the LEP area as well as a new Strategic Economic Plan. The Growth Strategy adopted by Opportunity South Essex in 2016 also identifies skills as one of its priority areas.

4. Method

4.1 An evidence base covering a wide range of relevant data sources and metrics has been compiled and summarised in order to inform the strategy (background paper).

4.2 A two-stage consultation process has been implemented to maximise collective buy-in from stakeholders; intended to result in a 'borough-wide skills strategy'.

- Stage one of the process has already taken place via the range of workshops and interviews. This has included officers from all Council departments, Councillors, school representatives and a range of businesses. The feedback received through this consultation, in addition to that arising from pre-Cabinet scrutiny, has been considered in the development of the Consultation Paper.
- Stage two of the process will see the circulation of a Consultation Paper (attached at Appendix 1) to the wide range of stakeholders identified within the skills stakeholder mapping exercise. Consultees will be asked to answer eleven key questions. Consultation responses will enable us to further distil the current work into a single, succinct skills strategy that is supported by stakeholders from across the borough.

4.3 The final strategy will detail a range of objectives, with priorities, rationale, and delivery ideas. These will be designed to assist in closing skills gaps, addressing issues, improving the skills system and maximising benefit to borough residents.

5. Consultation Paper Overview – Key Features

5.1 The Consultation Paper has been written as a document for discussion – not a final strategy. It provides a summary of the evidence base, discussion of key issues and suggests some priorities to steer future activities. These sections are designed to show the relevant socio-economic context and the key factors relating to the demand and supply of labour and skills in Southend.

The Consultation Paper then goes on to set out five key ‘Ambitions’ with relevant objectives, rationale, and delivery ideas.

5.2 The key ‘ambitions’ identified in the document are:

- 5.2.1 **Leadership** - This ambition sets out the need for strong collective leadership within the skills provision sector. It also highlights the role that the Council can play in influencing and enabling a progressive labour market. This includes influencing, delivery, enabling and advocacy roles that could be performed by the Council and other relevant stakeholders.
- 5.2.2 **Life Transitions** - This ambition focuses on key resident life transition points. These transition points are important junctures in an individual’s life that warrant additional skills support. They include: early years (0-4), transition to high school and subject choice, transition from school to work, university to work, becoming a parent, redundancy/career change and up-skilling of existing employees. The Consultation Paper proposes that using these points, and a focus on the most deprived neighbourhoods and families, to inform a delivery framework will maximise positive impact for residents and the local labour market.
- 5.2.3 **Agility in provision** - This ambition focusses on the future skills needs of our businesses and residents. The Consultation Paper suggests strengthening the provision of ‘millennial’ skills, including communications, technical, digital literacy and entrepreneurial skills – to maximise the mobility of labour (and subsequent resilience of the local economy) and prepare for the future, unrealised skills needs of employers.
- 5.2.4 **Skills Charter and Virtual Academy for Skills and Employment (VASE)** - This ambition focuses on: (a) encouraging a commitment from all stakeholders via a ‘skills charter’; and, (b) further developing the VASE project. The skills charter will set a clear range of principles that stakeholders (council/businesses/educators/learners) will agree to adhere to. From this, gaps within the skills system can be clearly identified and addressed. The VASE project will seek to utilise and capitalise upon major regeneration projects to ensure skills benefits and employment opportunities are maximised for local residents.
- 5.2.5 **Utilising Assets and Networks** – This ambition focuses on making the most of existing ‘hard assets’ (schools, colleges, digital infrastructure) and ‘soft assets’ (people, sectoral specialisms, cultural heritage, industry links, networks) in order to catalyse further improvement in the skills system. Opportunities around digital technologies are particularly highlighted here.
- 5.3 Recognising the unprecedented nature of changes that have occurred in the global economy during the last 10 years and that this change brings both opportunities and challenges, the strategy will seek to create a system with the requisite agility and resilience to maximise benefit for residents over the long-term. The final strategy will also set out a decision making framework that can be utilised to inform decision making when external changes necessitate deviation from the strategy.

6. Next Steps

- 6.1 The consultation is proposed to commence at the start of October following this Cabinet cycle, and consultees will be asked to provide comment by the end of December.
- 6.2 A concise strategy document will be produced detailing the evidence, ambitions and actions relevant to the stakeholders with the drafting of the final strategy taking place in January 2018. This will be brought back to Cabinet in March 2018 for consideration prior to adoption.

7. Other options

- 7.1 Option 1 - Do nothing. Decide not to pursue the development of a Skills and Labour Market Strategy and allow the market to continue as it is. The result of this would be an absence of community leadership on the subject and a lack of response to the issues identified in the first stage consultation and assessment.
- 7.2 Option 2 - Seek further development or changes to the Consultation Paper prior to agreement and circulation. This is possible but would have an impact on timescales for delivery of the strategy and resulting implementation.
- 7.3 Option 3 - Move straight to development of the strategy document without further consultation. As skills and labour market development cannot be addressed solely by the Council but is, instead, a cross-cutting issue the creation of a final strategy that fosters buy-in from a wide range of stakeholders is integral. Not doing so would risk disengagement from partners and carry risks in regards to consultation best practise. Therefore wider consultation to capture the breadth of issues to be addressed and support to do so is the recommended approach.

8. Reasons for Recommendation

- 8.1 The strategy aims to improve the Southend skills support landscape, raise ambition and skills levels, increase employment opportunities in local jobs and enable economic growth through equipping residents with the skills needed by business. A clear strategy for the Council and its stakeholders will play an integral role in maximising the benefit realised by local residents facilitating economic growth.

9. Corporate Implications

- 9.1 Contribution to Council's Vision and Corporate Priorities

Ensuring that residents are inspired and able to access training and education so as to secure meaningful and satisfying employment with the opportunity to progress, whilst also ensuring that the skills and training provision meets the needs of local businesses so as to appropriately equip the workforce, assists all objectives to lead towards a Safe, Clean, Healthy and Prosperous and Excellent Southend. In particular, the strategy will contribute to the aim of creating a "Prosperous" Southend.

9.2 Financial Implications

There are no immediate financial implications associated with circulating the Consultation Paper and progressing a skills strategy for the Borough. Enacting and implementing the strategy may have some budgetary impacts for a number of teams and budgets across the Council. Any costs will need to be approached on a case-by-case basis, in accordance with existing Council budgetary and expenditure protocols.

9.3 Legal Implications

We have taken advice on from the Communications Team to ensure that the Consultation Paper is based on good practice and does not conflict with Cabinet Office Principles or the 'duty to consult'.

9.4 People Implications

Officers from the Economic Growth Group and Learning Directorate will be responsible for undertaking and managing the consultation process. This will not require any additional resource.

9.5 Property Implications

There are no property implications associated with the Consultation Paper or process.

9.6 Consultation

A range of stakeholders, as set out in paragraph 4.2, have been consulted as part of the first stage. Through the second stage of consultation a wider base of stakeholders can be engaged to inform the strategy development and secure support for it.

9.7 Equalities and Diversity Implications

An Equalities Impact Assessment will be undertaken prior to the consideration of a full Skills Strategy by Cabinet in March 2018.

9.8 Risk Assessment

The principal risks associated with the Consultation Paper are reputational damage and policy conflict with external organisations. In order to mitigate this risk, the consultation process has been designed to take account of wider stakeholder views and include stakeholder feedback within the published Consultation Paper.

9.9 Value for Money

The consultation process for the Skills Strategy will be undertaken at minimal cost, utilising electronic means wherever possible. The activity will be covered within the existing budget of the Economic Growth Group.

9.10 Community Safety

There are no Community Safety implications associated with the consultation and production of a Skills Strategy for the borough.

9.11 Environmental Impact

There are no Environmental Impact implications associated with the production of a Skills Strategy for the borough.

10. Appendices

- 10.1 Draft Paper – “Ambition Southend: Towards a Skills and Labour Market Strategy for Southend-on-Sea, Consultation Paper October 2017”

11. Background Papers

- 11.1 Skills and Labour Market Review for Southend-on-Sea, April 2017

Ambition Southend

Towards a Skills
and Labour Market
Strategy for
Southend-on-Sea

Consultation Paper
October 2017

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About this paper

This paper is the product of a project to develop a Skills Strategy for the borough. Its aim is to enable an efficient, effective labour market with clear, accessible career pathways for residents, which is able to respond to emerging economic risks and opportunities.

The paper seeks to analyse and draw together key findings from the research to identify key priorities to improve the local skills system.

The paper has been informed by findings from an evidence review and series of initial consultation meetings. It forms an important part of the ongoing consultation process.

Using the latest evidence

This report, and the evidence base that underpins it, uses the latest available evidence from sources such as: the Office for National Statistics, the Department for Education and the UK Commission for Employment and Skills. Recent updates to key national datasets and time series data have been incorporated so figures and trends quoted are in line with those in other Council strategies.

Next steps

This paper provides some initial analysis, conclusions, proposals and questions for your consideration and feedback.

We are seeking your written response to the questions included in the paper by Friday, 22nd December, 2017. These should be emailed to: economicd@southend.gov.uk

Once consultation feedback has been gathered, it will be used to produce a final strategy. We aim to publish this in early 2018.

The strategy aims to bring together the multitude of stakeholders across the borough and, critically, to generate a shared vision and agreed approach to improving the current position.

The current skills support landscape

The skills and labour market support system is well developed in Southend-on-Sea. The key institutions and partnerships are illustrated in the diagram below. These include: primary, junior and secondary schools, FE colleges, universities, the South East LEP, the

Opportunity South Essex (OSE) Partnership and the Southend Business Partnership (SBP). Although not individually listed, many local businesses are also important providers of skills development activity in the borough.

Dept for Communities & Local Government	Dept for Work & Pensions	Dept for Education	Southend-on-Sea Borough Council	Essex County Council	South East LEP	South Essex Growth Partnership	Southend Business Partnership	Essex Employability & Skills Board
Job Centre Plus	A Better Start Programme	Federation of Essex Colleges	Southend Education Board	Skills Funding Agency	Federation of Small Businesses	Institute of Directors	BEST Growth Hub	Essex Chambers of Commerce
The Careers & Enterprise Company	National Careers Service	Essex Provider Network	Career Ready	Connexions	Skills Actors/Organisations in Southend			
South Essex College	Belfairs Academy	Cecil Jones Academy	Kingsdown School	Barons Court Primary School and Nursery				
SEEVIC	Chase High School	The Eastwood Academy	Lancaster School	Chalkwell Hall Infant School	Chalkwell Hall Junior School	Darlinghurst School	Earls Hall Primary School	Eastwood Primary and Nursery School
PROCAT	Southchurch High School	Shoeburyness High School	St. Nicolas School	Edwards Hall Primary School	Fairways Primary School	Friars Primary School and Nursery	Hamstel Infant School and Nursery	Hamstel Junior School
Southend Adult Community College	Southend High School for Boys	Southend High School for Girls	The St. Christopher School	Heycroft Primary School	Hinguar Community Primary School	Leigh North Street Primary School	Milton Hall Primary School and Nursery	Our Lady of Lourdes Catholic Primary School
University of Essex	St. Bernard's High School	St. Thomas More High School	Southend YMCA Community School	Porters Grange Primary School and Nursery	Prince Avenue Academy and Nursery	Richmond Avenue Primary and Nursery School	Sacred Heart Catholic Primary School and Nursery	St. George's Catholic Primary School
Anglia Ruskin University	Westcliff High School for Boys	Westcliff High School for Girls	Seabrook College	St. Helen's Catholic Primary School	St. Mary's Church of England Primary School	Temple Sutton Primary School	The Federation of Greenways School	The Westborough School
				Thorpedene Primary School	West Leigh Infant School	West Leigh Junior School		

Strengths

The following highlights some of the key strengths of the borough in relation to skills and the work force:

High economic participation

In 2016, 81.2% of Southend working age residents were either in employment or actively seeking work – above the England average of 78.1%.

A growing workforce

Southend-on-Sea workforce has grown over the past decade. The borough's working-age, resident population (and potential local workforce) grew by 12,300 (or 12.5%) between 2005 and 2015, to reach 110,400 in 2015. This was slightly below the England average growth rate of 13.2%.

The workforce is forecast to continue to grow by 4.8% over the decade from 2015 to 2025; and by 2.5% over the following decade, from 2025 to 2035.

Increasing workplace earnings

Gross hourly earnings for full-time workers with jobs based in Southend were £12.56 in 2016; and grew by 8.3% between 2010 and 2016, compared to 7.8% average for England.

Residents' earnings are high and have grown at a rate over twice the national average. Southend-on-Sea's average resident-based earnings, including local workers and commuters, were £14.75 an hour in 2016 - significantly higher than the England average of £13.80. Southend-on-Sea has experienced a high rate of growth in resident earnings – with 16.6% growth since 2011, compared to a national average of 7.8%. This is, in part, due to the proximity of the borough to London and

higher average earnings in the capital.

Strong average school performance

Southend-on-Sea performs highly in qualifications attainment. In 2015/16, 61% of 19 year-olds resident in Southend-on-Sea gained a Level 3 qualification (A-level or equivalent). This was higher than the England average of 57% and higher than other neighbouring education authorities.

In 2015/16, 65% of pupils in Southend-on-Sea gained at least 5 A*-C GCSEs including English and maths. This was a higher rate of attainment than the England average (54%) and again, it out-performed neighbouring education authorities. However, it is important to note that there is a wide variation in individual school performance.

Good local FE and HE provision

South Essex College and the University of Essex are well regarded by stakeholders, and have a presence in the borough.

Q1

Should we consider other strengths?
If so, which ones?

Weaknesses

The following details some of the key weaknesses of the borough in relation to skills and the workforce:

Low and declining productivity

Economic output per head is lower than the UK average and other neighbouring authorities. Southend-on-Sea's average £17,500 of Gross Value Added (GVA) per person is below the UK average of £25,600; below Thurrock (£19,800) and below Essex (£21,300). This is also reflected in productivity rates, with Southend-on-Sea achieving £28 in GVA per hour worked in 2015; compared with the national average of £32 per hour worked.

Low jobs growth

There has been little overall jobs growth in Southend-on-Sea over the past decade. There were 76,000 workforce jobs in Southend in 2015. This total has changed little over the decade (+3000 since 2009). The borough has only just recovered from the jobs lost during the 2009 recession. Other nearby authority areas, Dartford (+21.1%) and Thurrock (+10.8%) have experienced much stronger growth since 2010.

Recruitment difficulties and skills gaps

A higher share of employers in Southend-on-Sea reported that their vacancies were hard to fill, compared to the national average. In 2015, 54% of all establishments in Southend reported that they had at least one vacancy that was 'hard to fill'. This is higher than the England average of 39%.

Low numbers of applicants were the main reason for hard-to-fill vacancies (HTFVs). In 2015, 39% of all employers with HTFVs claimed

that there were low numbers of applicants with the required skills (slightly higher than the England average of 37%). Additionally, 24% stated that there were not enough people interested in doing this type of job, higher than the England average of 20%. The majority of establishments with HTFVs reported that these had a negative impact on their business, resulting in increased workloads for existing staff, difficulties meeting quality standards, higher operating costs, and losing business or orders to competitors.

Skills gaps exist in the current workforce and are slightly more prevalent in Southend-on-Sea than across England. In 2015, 6% of staff in Southend-on-Sea were not fully qualified to undertake their current job, slightly higher than the England average of 5%. This was largely due to the significantly high proportion of staff undertaking elementary occupations¹ exhibiting skills gaps - 2.4%, compared to just 1.0% across England.

A net exporter of skills

The number of residents qualified to NVQ Level 4 or above is higher than the number of workers with jobs in Southend-on-Sea. In addition, the resident population has a greater average level of educational attainment than the workforce population, suggesting that Southend-on-Sea is a net exporter of skills in labour market terms.

¹ Elementary occupations consist of simple and routine tasks which mainly require the use of hand held tools and often some physical effort. International Labour Organisation, 2013

Less well qualified workforce

Workforce qualifications attainment in Southend-on-Sea is below the national average. In 2016, 26.0% of working-age residents in Southend-on-Sea were qualified to NVQ level 4 or above. This is below the national average of 36.8%. 64.9% of working-age residents were qualified to at least NVQ level 2 – again, lower than the national average of 73.4%.

Attainment disparities between schools and neighbourhoods

There is a significant variation in GCSE attainment between Southend-on-Sea schools. The percentage of Southend-on-Sea pupils achieving 5+ A*-C or equivalent, including A*-C in both English and Mathematics GCSEs, ranges from 100% in the highest achieving school, to 23% in the lowest.

Deprivation is, in part, linked to education and skills. According to the 2015 Index of Multiple Deprivation, Southend-on-Sea had 13 out of 107 lower super output areas (LSOAs) that were among the top 10% of the most deprived LSOAs in England. Engagement in education and skills development in these areas are typically low.

Youth unemployment

Youth unemployment is slightly higher in Southend-on-Sea than the national average. 23.4% of those claiming unemployment benefits were aged 16 to 24, in Southend-on-Sea, compared to 20.7% in England.

Unemployment in Southend-on-Sea is slightly above the national average. Unemployment in Southend-on-Sea has been slightly above the national average since 2009. The borough's unemployment rate is 6.1%, compared to 5.1% nationally, and is similar to the rate of Basildon (5.9%), Castle Point (6.0%), and Thurrock (5.8%).

Q2

Should we consider other weaknesses?
If so, which ones?

Challenges

Confusion over apprenticeships

Stakeholders report confusion amongst employers over the new apprenticeship arrangements. Employers consulted were critical of the specificity of new apprenticeship standards, and questioned the relevance of provision to their industry and how the new system would work in practice.

Funding for schools

There is concern that the new national funding formula for schools will have a significantly damaging effect on education provision in the borough. Recent analysis of the funding formula projections identifies a significant variation in impacts between Southend-on-Sea schools, with the worst affected secondary school losing £190 per pupil and the least affected losing £97.

Identifying pathways for all learners

Pathways for more vocational careers are less well developed than traditional, academically supported career pathways. The career pathways for individuals with high academic achievement (school-college-university-workplace) are often far better developed, promoted and catered for within the curriculum than more vocational career pathways (school-apprenticeship-workplace).

Education policy focuses on qualifications attainment

Current education policy is driven by qualifications attainment and OFSTED targets. Stakeholders believe that current education policy, funding and performance

targets do not cater for the needs of many school leavers, who do not follow a traditional academically supported career pathway.

Lack of resource for building industry awareness and ambition in school-age children

Stakeholders report a lack of resource (but not will) to introduce school-age learners to industry. It is recognised that, due to existing education policy, industry related-activities are often a low priority for school effort and funds.

Meeting future skills needs

There is a need to invest in the development of millennial skills in order to future-proof the labour supply. Young people today will need a wide range of highly transferable skills in order to succeed in careers that are taking an increasingly non-linear path. Often termed 'millennial skills', these include: communications, digital literacy and entrepreneurial skills. Additional resources and efforts to develop these skills among our future workforce would maximise the mobility of labour required to meet the workforce requirements of future industry.

Enterprise skills are increasingly important in the workplace. Micro and small businesses now constitute over 86% of the Southend-on-Sea economy. Increasingly, young people are being required to become self-employed or self-reliant in the workplace. Enterprise skills provide initial guidance on starting out and succeeding in setting up a business, these skills are also transferable into employment and the workplace.

Delivering an accessible and capable skills infrastructure

Stakeholders reported that the skills landscape is confused, constantly changing with too many separate initiatives and a lack of coordination. Stakeholders identified a need to improve clarity, coordination, and coherence of skills support provision. Some stakeholders argued that a 'one-stop-shop' or information brokerage service for skills would be helpful.

Q3

Should we consider other challenges?
If so, which ones?

Opportunities

Apprenticeship Levy

The Apprenticeship Levy is an opportunity for employers to pool resources and tailor an apprenticeship system that better responds to the needs of the local economy. The process and proposition must be relevant to Southend-on-Sea's unique economic characteristics.

There is also an opportunity to impart a range of core skills and competencies to all apprentices - such as digital, customer management, communication, literacy, numeracy, problem solving and project management – that will help us ensure that the local workforce can meet future industry skills requirements.

Strong regeneration plans

Southend-on-Sea will be the location for some major regeneration projects during the next 15 years (Airport Business Park, Better Queensway, Thames Estuary Experience, etc.) that will generate local demand for skilled workers. A significant opportunity exists to harness the skills development capacity of these projects and ensure that local residents benefit.

A growing skills infrastructure

Southend has been the location of a number of projects to expand skills support infrastructure in recent years (South Essex College, The Forum, Building Schools for the Future, University of Essex). There is an opportunity to build on existing progress and make Southend a hub for this type of development in future years. This would improve the borough's ability to meet future

workforce requirements and bring significant benefits to local residents.

Strong labour demand in the future

The need to replace retiring workers will create labour demand across all types of jobs. The *Working Futures* forecast has predicted that job openings will be in a wide range of industries and occupations, particularly reflecting the need to replace retiring workers.

A strong and willing stakeholder base

Key stakeholders are well-informed and ready to support improvement in local skills systems. Throughout the early consultation and workshops, there was a good degree of well-informed feedback and ideas for the future. There is a coalition of the willing: this is a significant local advantage.

Q4

Should we consider other opportunities? If so, which ones?

Main findings

This section identifies some of the key themes arising from the evidence review and initial consultation exercise, provides some further insight and identifies potential strategic objectives/outcomes.

Finding #1: There are multiple skills challenges facing Southend, but there are also key opportunities.

There are multiple challenges and opportunities facing the borough. The solutions and the process of taking advantage of these will require strong leadership, effective co-ordination and joint working among stakeholders.

A key advantage for Southend-on-Sea is that it has a range of successful education and training institutions. The consultation exercise revealed that, among stakeholders, there is a broad awareness of the key challenges and potential solutions.

Shared vision and leadership, that is inclusive and builds on the commitment and knowledge already present, is clearly needed.

Finding #2: Driving up productivity and meeting industry's future skills requirements are key challenges for the borough.

Raising productivity is a difficult challenge, as it involves changing the way businesses and employers operate.

A shift towards high value-added economic activities will require organisational development and investment in capital and skills. As such, the value of change must be realised by business and be in-line with market demand.

According to economic theory the following

aspects of skills formation and supply are significant factors in improving productivity:

- Improving leadership and management skills
- Addressing skills gaps that negatively impact organisational performance
- Developing skills that make the best of capital investment/new technology
- Skills planning for business growth
- Implementing improvements to HR management and in-work skills training

Finding #3: Southend-on-Sea has an open labour market

Labour freely moves in, out and around the borough without regard to administrative boundaries. The wider South-Essex and London labour markets are closely linked to Southend's. A skills strategy and delivery plan must recognise the proportion of local people that work outside of the borough, and that many local employers employ staff that commute in from other boroughs.

Finding #4: Southend-on-Sea has significant disparity in deprivation and educational attainment

There is a wide range of performance between schools in Southend. The percentage of pupils achieving 5+ A*-C or equivalents including A*-C in both English and Mathematics GCSEs – varies from 100 per cent, to 23 per cent.

Southend-on-Sea also has a wide variance

in deprivation, with some impoverished ward areas scoring highly on the Indices of Multiple Deprivation (Milton, Victoria, Kursaal). Other ward areas have low levels of deprivation and high average earnings (Leigh, Leigh West, Thorpe).

Finding #5: There is a common ‘millennial’ skillset needed by young people

The ‘millennial’ skills challenge means that high levels of technical skills, soft skills, communication skills, project management and entrepreneurial skills need to be developed by young people in order to equip them for a lifetime of work and learning.

These skills will be integral to the ability of local employers to continue to trade profitably in the future. According to local employers, it is important to have a workforce who possess positive attitudes to work; as well as technical and professional expertise.

Finding #6: Meeting the millennial skills need and changing employer requirements, requires an agile skills infrastructure

Creating a system that can consistently adapt to the skills needs of local employers is a significant challenge for Southend. Accordingly, it is important for employers to be part of the infrastructure that supports skills development. There also needs to be a productive and open dialogue with the many education providers in the town. Employers can also collaborate to achieve critical levels of demand for specialist skills, attracting training provision to the locality, or saving costs on off-site training.

With a national economy facing unprecedented change, it is difficult to predict specialist skills needs in 10 years’ time. Accordingly, it is important to focus efforts on encouraging the right attitudes and foundations (millennial skills as described above) – and to enable an agile response by skills support providers, including

both employers and public sector organisations. This should create the right foundations and core skills, along with a responsive, tailored, and effective skills infrastructure for specialist needs.

Finding #7: Current promotion of work skills and career resilience in young people is patchy and not sufficiently resourced

Although there are a number of very good initiatives that bring employers into contact with primary and secondary schools and their pupils, there is no cohesive approach to building resilience in young people for their future career choices and pathways. Southend-on-Sea’s schools are becoming increasingly independent in terms of their management, finance and operations. This introduces new challenges in terms of aligning school education with the needs of the local economy.

Finding #8: There will be opportunities stemming from the major regeneration projects scheduled to take place in the borough over the next 15 years

There is an estimated £1billion of construction expenditure due to take place in Southend-On-Sea over the next 15 years.

Accordingly, there will be a significant number of construction jobs generated, as well as jobs connected to the new buildings and their final use.

Finding #9: Southend on Sea’s transport infrastructure links are critical in enabling businesses access to local and national labour markets.

Southend’s international airport, nine rail stations and key arterial highways play a vital role in bringing workers in, and enabling commuters to work outside the borough. Protecting and developing these links is crucial to maintain a productive local workforce and to continue to generate wealth for local residents.

Objectives and Outcomes

Before discussing the conclusions from the Review section of this document, it is important to acknowledge that the purpose of an efficient and effective labour market is to support Southend-on-Sea's local economy and population.

Raised productivity is a desirable outcome as it means that more value will be generated per unit of labour used in the local economy, which in turn will lead to increased organisational efficiency, higher levels of employment and increased average salaries. There is a direct link between higher productivity and higher salaries. Highly productive jobs add more value and tend to be internationally tradable, more resilient and adaptable to change.

Jobs growth is a desirable outcome in Southend-on-Sea, as the rate of jobs growth has been relatively low in recent years. In the context of a growing local population and local workforce it is important to create jobs to maintain employment levels and continue to generate wealth locally.

Meet the current and future skills needs of employers. For local employers to operate efficiently and successfully they need an adequate supply of labour with the right skills. Talent and skills are two of the main 'attractors'

for businesses seeking to invest in the area. It is also important to continue to provide local employment opportunities to residents.

Increasing the skills attainment and wages of the lowest earners is another desirable outcome. Improving attainment helps the economy by developing a more productive workforce. It helps individuals by developing their transferable skills, increases household income and reduces the number of hard-to-fill vacancies.

An inclusive workforce helps to build a healthy, sustainable community. Skills improvement can bring those at disadvantage or risk of unemployment nearer to the active labour market. This helps to reduce the spatial concentration of disadvantage and poverty.

Q5

Are these the right outcomes to aim for?
How would you adapt or add to these?

Desired outcomes from an effective skills and labour system and market

Raised productivity

Jobs growth

Meet the current and future skills needs of employers

Increase skills attainment and wages of lowest earners

An inclusive workforce

Developing a strategy

The next step is to take these findings, and organize them into a coherent strategic response. The following chapter describes a response based on five key areas of focus. They are:

- 1. Leadership**
- 2. Life transitions**
- 3. Agility in provision**
- 4. Skills charter and a virtual academy for skills and employment**
- 5. Utilisation of assets and networks**

In order to provide greater definition and illustrate the potential of these areas of focus, we have provided some possible delivery ideas to support the implementation of a skills strategy. These are detailed at the end of each section. The ideas proposed are not fixed or prescribed to any particular stakeholder. They are designed to start a dialogue and we would welcome your feedback on these ideas.

Q6

Are these the right areas of focus?

How would you adapt or add to these?

Ambition Southend: (A) Leadership

STRATEGIC OBJECTIVES:

1) Create a shared vision and convene effective leadership in skills

Convening effective leadership from stakeholders across the borough is particularly important when seeking change in employer practices and lobbying for resources/powers from central government.

The principal functions for leadership in skills are to:

- Set out a shared vision for skills and communicate it simply and effectively
- Convene the borough's business and community leaders to champion the skills strategy, provide advocacy for skills development and influence other institutions and employers
- Encourage leadership and commitment from all stakeholders (this could form the basis of a 'skills pledge' tailored to different stakeholders)
- Engage employers in relevant skills issues
- Create and implement a delivery plan for a Skills Strategy, detailing the roles and responsibilities of the Council, employers, education institutions, local communities and individuals.

There are also a range of further actions which may bring additional benefits in this area:

- Develop positive, forward-looking messages about the local economy
- Highlight and communicate future local labour market needs and opportunities
- Provide a coherent information portal for skills and careers

- Offer tailored information for employers, parents, and individuals
- Be clear and open about the challenges in terms of deprived neighbourhoods. Publish neighbourhood action plans
- Set out and negotiate skills pledges for various constituencies.

2) Articulate the changing role of the Council from direct delivery to leadership and influence

It's important to recognise that, with declining council resources, there should be an emphasis on sustainable solutions that encourage self-help and which enable people and employers to help themselves.

Part of this role could be advocacy and coordination. Some stakeholders suggested a lead body or one-stop-shop that could broker solutions for skills.

RATIONALE:

There are many skills issues and challenges, and many institutions, employers and organisations. Progress can only be made through collaboration

Making progress on skills and forging effective working relationships between stakeholders, employers, education and training providers, and residents is a significant challenge.

Leadership and engagement needs to be owned across public and private sector partners. Business leaders and skills exemplars can be champions for the agenda, and should be used to lobby other businesses and government for investment and change.

The economy is diverse, with mostly small businesses as well as some large corporates

For example, Southend-on-Sea has a relative advantage in high-tech sectors such as aviation and engineering, cultural and creative industries, specialist manufacturing and specialist construction. Micro-businesses employing between one and four staff dominate the local economy.

Marshaling these industries and employers to create a coherent and integrated approach to skills will require cogent leadership.

It was suggested that perhaps the borough would benefit from better ambassadorial promotion in order to engage internal and external stakeholders productively in skills issues.

The perception exists that the skills landscape is cluttered and uncoordinated

There were perceptions that there are a lot of skills initiatives, clutter and constant change.

There is scope for improving clarity, coordination and coherence of skills support.

Some consultees felt that a one-stop-shop or information brokerage service for skills would be helpful.

There was reported confusion amongst employers in terms of the new apprenticeship levy:

- Employers consulted were critical of the specificity of new apprenticeship standards and the practical implications of the new system
- There is a requirement for a mechanism for building clarity and awareness for employers on the Apprenticeship Levy scheme.

There is the perception that the public sector has a wider role to play

Public sector bodies (the Council, Hospital, HMRC, etc.) spend significant amounts on providing services in the borough. These organisations should be encouraged to utilise their purchasing power to support skills development in the local population.

DELIVERY IDEAS:

- Create a skills leadership group from the education, private and public sectors to champion skills development
- Engage with local businesses on their specific labour market priorities
- Drive a consistent message across local partners of the labour market requirements for employers and development opportunities.
- Increase awareness of skills development opportunities for employees and residents
- Council to highlight its own (and wider public sector) role in employment, training and skills development
- Develop an initiative to use the voluntary and social sectors as a means of providing work experience for young people
- Act as a navigator to local businesses and people to reduce confusion on skills and employment issues Identify key employment and skills gaps in the labour market and invite responses from the provider network

Q7

**Leadership – Are these the right objectives and delivery ideas?
How would you adapt or add to these?**

Ambition Southend:

(B) Life transitions

STRATEGIC OBJECTIVES:

1) Develop a 'life transitions approach' to supporting skills

Develop an action plan that seeks to intervene at crucial points of life transition for local residents, covering the following stages:

- Early years (0-4)
- Transition to high school and subject/option choice
- The transition from school to work
- Work-experience part-time work/volunteer opportunities from 14+
- University to work
- Parents - new parents, returners/role as influencers
- Redundancy/career change
- Up-skilling of existing employees, especially those with low wage, low productivity positions

This approach would involve establishing some key resources and initiatives for each stage.

2) Focus on priority neighbourhoods and families

It was widely reported in consultations and workshops that skills and labour market disadvantage was spatially concentrated. In addition, it was also recognised that there were families with multi-generational unemployment and low aspirations.

The wards with the highest levels of deprivation are located within the east of the borough with Kursaal, Victoria and Milton being ranked the highest on the IMD (2010). 1 in 4 children live in poverty in these wards, compared with 1 in 5 across England.

Further, it is recognised that more can be done to better support vulnerable learners and those not in employment, education or training (NEETs). Developing a collective approach that seeks to attract external funding and investment in order to replicate the best of national projects targeting the issues associated with these learners would be beneficial. National funds such as European Social Fund, and likely successors, may offer a productive source of funding to trial and develop initiatives in this area.

RATIONALE:

A life transitions approach builds on the key intervention activities currently delivered by the Council and other key stakeholders.

The approach taken by the Council and other stakeholders and institutions fits well with a life transitions approach, as many existing activities are targeted at these specific transitional stages. This also seemed to be a consistent theme throughout the consultation and workshop discussions.

According to consultees, and reflecting practice elsewhere over the past 30 years, there are several core skills for employability and career progression:

- Work readiness
- Attitudinal qualities and motivation
- Presentation and communication skills
- Self-reliance and problem solving
- Practical business and office IT skills

Many consultees regarded the transition from school and college to the world of work as a huge step and one in which intervention and support are required.

Further, with growing frequency, market forces will necessitate changes of job – with additional support required for those leaving/re-joining specific workforces.

Several employers who were consulted were critical of young people’s attitude to work and soft, or core skills such as time keeping and communications.

Primary school engagement with careers, work and employers was thought to be important. It was noted that the 60-Minute Mentor programme was well-received and had started to operate in some primary schools in the borough.

Parent workers and returners to work are an important resource

Returners to work can offer useful flexibility to employers that are not seeking to employ a full-time member of staff. Many of the town’s employers in retail, banking and the care sector already recognise the important contribution of returners, but more can be done to communicate the benefits of this type of employment.

New 30-hour childcare provision for working parents will further support parents back into work and increase flexibility of the workforce.

Consultees reported that direct intervention with neighbourhoods and families was needed

The influence of parents and guardians was also cited as being critical in school performance and career choice.

It was identified that direct intervention to engage disenfranchised families and communities would be beneficial; such as targeted counseling or support to enter the workforce. Community-based initiatives often work best with these groups.

The A Better Start Southend Work Skills Project has made some inroads in this area and is a model that could be expanded to increase the

scale and volume of support.

DELIVERY IDEAS:

- Emphasise key role of attitudes, core skills and relevant vocational training in securing initial employment
- ‘Aspiration days’ and coaching in schools to highlight industry opportunities and career pathways
- Develop flexible careers information to provide residents with the skills to help them navigate the labour market themselves, now and in the future
- Re-build connections to employment networks in deprived areas through employer engagement programmes
- Promote the importance of maths and English to parents, new parents and those furthest from the labour market
- Shift in focus to highlight ‘blue chip’ employers’ use of apprenticeships to access high-demand technical professional roles
- Using new technologies to identify, understand and exploit labour market opportunities
- Develop apprenticeship routes to qualifications from 16 years
- Facilitating and encouraging part-time work alongside studying, to build experience

Q8

**Life transitions – Are these the right objectives and delivery ideas?
How would you adapt or add to these?**

Ambition Southend: (C) Agility in provision

STRATEGIC OBJECTIVES:

1) Build aspiration, informed decision-making and work readiness among young people

It is felt that a significant number of young people lack aspiration and ambition, and do not have sufficient knowledge or familiarity with the world of work.

There is a need to provide pathways for all school pupils into suitable qualifications choice, careers choice, and training or job entry. In particular, this is needed for pupils in the most deprived areas who do not have access to a range of positive role models.

There needs to be a much stronger connection between the education system, pupils and the world of work. Careers education and guidance are not a significant priority in national education policy and resources to support careers guidance are pressured. New, flexible methods of providing this information should be piloted and, if successful, mainstreamed.

2) Develop enterprise skills

Micro and small businesses now dominate the Southend-on-Sea economy. Increasingly young people are required to become self-employed or self-reliant in the workplace. Enterprise skills obviously provide initial guidance on starting out and succeeding in setting up a business, but these skills are also transferable into a job and the workplace.

Enterprise skills also have a good tie-in to the transition to work; for example, managing your digital presence, knowing how to present yourself, doing market research and communication and client/customer-facing skills.

3) Develop “millennial skills” future-proofing skills and labour market provision

Young people today need a different range of core skills to succeed in their lifetime careers, which embrace communications, technical, digital literacy and entrepreneurial skills.

Increasingly, jobs require workers to have good technical skills and the ability to apply them across a range of industries, technologies, services and contexts. Therefore, communication skills, ICT and digital skills, and project management skills come to the fore in terms of employer requirements.

Some employers also need to improve their HR planning, recruitment and personnel training practices in order to remain competitive in their marketplace. These have been termed “millennial skills” among stakeholders in Southend-On-Sea. These skills, and the challenges facing employers, require a responsive education and training infrastructure and an understanding of the employer-base.

RATIONALE:

Current education policy results in an under-provision of vocational career pathways

There are a number of strong disincentives that discourage provision of vocational qualifications, careers advice and guidance, and personal development in school education. The current national curriculum and OFSTED performance criteria incentivise academic qualifications and attainment over other positive outcomes such as apprenticeship or job entry, which may better

suit certain pupils. Careers services are now an optional service to be organised and funded by individual schools. Pressures on education budgets, combined with the national curriculum, can mean there is little flexibility over educational provision. Also, with the focus on testing and qualifications results, schools can lack the resources or time to engage better with employers.

Current education policy and funding criteria lead to a lack of provision for pupils who do not wish to enter university

Clearly, for a significant proportion of young people, apprenticeships and job entry post-16 are valid progression routes, and university is not a suitable option. Yet the education system currently does not provide sufficient support or positive outcomes for these pupils. There is a common opinion among all stakeholders in Southend that renewed effort on guidance, personal development, careers advice and work experience in schools is warranted. This will need a high-profile initiative with strong leadership across all stakeholders.

There are some successful initiatives operating in the borough on which to build

Whilst the existing Connexions service and initiatives that involve employers and work experience were widely praised by stakeholders, it was acknowledged that more needs to be done. There is also some good work experience provision, but overall there is a critical lack of places, particularly as it is now mandatory for FE colleges to offer all students work experience placements.

The capacity of education and training provision will need to be increased to deal with future skills requirements in the borough

There are a number of critical future skills requirements, including: construction projects, (e.g. Airport Business Park Southend, Better Queensway, etc.), increasing social care requirements, digitalization and technological advances. Currently, government funding is too rigid and does not enable providers to be agile in meeting these future requirements.

The inflexibility of central government controlled skills funding is also a challenge

There is also the challenge of fitting nationally-funded training schemes to local employer needs. An example was given of social care apprenticeship standards not being fit for purpose, and the challenge of finding sufficient construction trainers that will deliver what employers need.

The Southend-on-Sea economy is reliant on micro and small businesses

There is a significant challenge in achieving enterprise growth and 'scaling-up' SMEs to become the large employers of the future.

Enterprise has become a significant strand of activity for FE colleges – as many young people have had to become self-employed as a means of getting their first source of work and income. There was a perceived gap in marketing skills in SMEs, particularly digital skills.

It was reported in consultations that employers don't always understand young people's skills and capabilities. There may be a tendency to write-off a lot of young people who, with the right support, could possess the right skills and talents to participate actively in the labour market.

Digital skills are a big opportunity

Digital skills are a major opportunity for the borough and there are some dynamic start-ups and established businesses that would benefit from future digital transformation.

DELIVERY IDEAS:

- Develop a guide to career pathways and transitions (such as 'career tube maps' for young people and parents)
- Entry-level 'taster' courses for skilled trades jobs supported by local employers
- A dedicated careers advice service and guaranteed work placements for those at risk of disengagement
- Develop information for workers on dealing with redundancy, career change and new qualifications requirements
- Develop local youth training and apprenticeship guarantee
- Introduce 'apprenticeship ambassadors' to promote apprenticeships to students
- Develop an employer youth skills pledge
- Measures to increase information exchange between employers and education providers
- Foresight programme to examine how the OFSTED regime and qualifications system can be adapted to better meet employer needs
- Develop an 'out of school' millennial skills programme for residents
- Employer engagement programme for schools to develop enterprise skills provision
- Engaging local recruitment agencies in the conversation around managing skills demand

Q9

Agility in provision – Are these the right objectives and delivery ideas?
How would you adapt or add to these?

Ambition Southend: (D) Skills charter and a virtual academy for skills and employment

STRATEGIC OBJECTIVES:

1) Encourage leadership and commitment from all stakeholders via a 'Skills Charter'

This could be furthered through the creation of a 'skills and careers pledge', with pledges tailored to suit a range of stakeholders. For example:

Southend-on-Sea Borough Council pledges to: champion an ambitious skills strategy, provide accurate information on skills; help employers find the right training and skills for their organization and provide intensive support for deprived communities/those at the furthest distance from the labour market.

Businesses pledge to: work with the Council and educational institutions to predict, plan for and communicate their future workforce requirements, to train their workforce; to engage in work experience programmes with schools.

Individuals pledge to: write a career plan; to attend meetings on time; to demonstrate serious and meaningful communication with employers, skills providers and other staff.

2) Wide leadership and ownership of the Skills Charter

Activity around a skills charter is to be owned and led by a broad leadership base incorporating public, private and education sectors. These leaders will become skills champions, and be able to influence, through their own informal networks, other stakeholders to progress the skills agenda.

3) Continue to develop a Virtual Academy for Skills and Employment

There is an estimated £1 billion plus worth of regeneration activity planned in Southend during the next 15 years. A Virtual Academy for Skills and Employment has been initiated with the intention of identifying and facilitating a pipeline of local talent in order to meet the workforce requirements associated with future projects.

Critically, the academy facilitates a ready flow of information between the Council, Council suppliers and local education institutions.

Information gathered through the academy enables the Council to utilise its procurement practices to further support the development of local skills initiatives. Through the academy, private sector suppliers can better access a ready supply of labour to support their businesses.

Although in its infancy, the academy shows promise and has potential to be expanded across a range of projects, institutions and suppliers in the future.

RATIONALE:

No single organisation can tackle the borough's skills issues alone

Progressing the skills agenda requires commitment and action from all stakeholders. Where resources are limited, particularly in the public and education sectors, they must be pooled, targeted and used to lever investment and engagement from other sources.

Setting out clear expectations in a skills charter is an effective model to achieve social and economic inclusion

Skills charters that set out a vision, expectations, behaviours and commitments, have proved successful in other localities.

It is essential that social value agreements are built into the Virtual Academy for Skills and Employment. This would mean being explicit about the links between employment, social inclusion and sustainable communities. It should also lead to the explicit aims of economic inclusion of local residents and setting expectations for local employment, training and guaranteed interview schemes.

Significant development projects will be delivered in the borough

There are many multi-million pound projects planned within the borough during the next 15 years. These include: The Airport Business Park Southend, Better Queensway and the Thames Estuary Experience. These projects will lead to the creation of new jobs in a wide variety of sectors and trades.

Growing sectors have been identified that will have significant labour needs in the future

Human health and social care, education, public administration, cultural and creative industries, specialist manufacturing and specialist construction are all growing industries, with significant future labour demand, due to either expansion and/or the need to replace retiring workers

More thought and action needs to be put into creating the best entry level jobs and career progression routes through and between these industries.

Southend-on-Sea has an open labour market and wide labour catchment area

Evidence on commuting patterns suggests an open labour market in South Essex.

There are opportunities for job growth from

regeneration activity, and with an open labour market there is a risk that residents from outside the borough will take these jobs if local career pathways are not sufficiently developed.

To increase local wages local jobs will need to become more productive and to add more value. As discussed earlier, this will require working closely with businesses to improve their performance and business practices.

The Apprenticeship Levy should be explored to maximise local benefit

The apprenticeship system should be tailored to Southend's unique situation and proposition: its sectors, employers, and regeneration opportunities.

Apprenticeship schemes shared among employers could be considered or single schemes that can combine core skills such as digital, customer management, communication, literacy, numeracy, problem solving and project management – with specific employer and industry experience.

DELIVERY IDEAS:

- Establish a network of industry/sector sources to support local knowledge and sharing of future employment opportunities and career pathways
- A consistent focus on the skills that enable individuals and employers to make informed decisions and use of (digital online and social media) connections to share available knowledge
- Facilitating a wide conversation around how skills support is essential to the borough's medium and long-term success
- Further developing the Virtual Academy for Skills and Employment to support local residents to access upcoming employment opportunities.
- Supporting and promoting volunteering as a route into work

Q10

Skills charter and a virtual academy for skills and employment – Are these the right objectives and delivery ideas?

How would you adapt or add to these?

Ambition Southend:

(E) Utilisation of existing assets and networks

STRATEGIC OBJECTIVES:

1) **Lever hard assets and infrastructure**

The existing capital assets (buildings, etc.) of the local schools, the Council, local FE and HE providers are significant. These assets could be utilised to provide live skills training opportunities to local people. This is particularly important in terms of providing skills for construction, and attempting to create opportunities for local residents.

2) **Lever soft assets, digital opportunities and infrastructure**

From the business networks and political relationships that already exist, to the skills, experience and networks of workers who commute to London – there are a wide range of human assets, knowledge and connections that could be deployed to improve the skills and labour market outcomes in the local economy.

A skills strategy also needs to grasp the opportunities presented by developments in digital technologies and the significant investment in broadband technology, mobile technology and ‘smart cities technologies’ that is being made in the borough.

3) **Create links between industries, businesses, individuals and the existing social and economic heritage**

Southend-on-Sea has been developing a strong social and historical narrative about its role on the Thames Estuary, and as a centre for the fishing industry, visitor economy and

restaurants. The links between heritage, industries and business activities could be further exploited to provide skills development opportunities for local residents.

RATIONALE:

There are existing institutional strengths and networks

The borough has a range of education and training institutions, employers and the local authority itself which have capacity, capability, are dynamic, and are undertaking exemplary activities. Further, the borough is developing new international links, via London Southend Airport, with locations such as Groningen, Netherlands; Faro, Portugal, and Malta.

There are industry strengths, as well as niche industries

There is a small, vibrant fishing industry, and a range of high-quality seafood restaurants/businesses in Leigh-on-Sea. Other outlets may aspire to providing high quality seafood and traditional skills within the sector could be further exploited. There is no reason why apprentices, staff training, and HR development strategies could not play a significant role in developing these businesses further (organisations such as the North Thames Fisheries Local Action Group are seeking to do just that).

The borough’s heritage is also an asset to be used as part of the skills strategy

Another example is the proposed Thames Estuary Experience development. From an economic development perspective these

are assets and relationships which could be mutually reinforcing. For example, the local heritage story could be part of customer care and tourism information training among visitor economy staff. The recent UK-wide tour of the iconic poppies installation at Barge Pier Shoeburyness, and the interaction with local schools and colleges, is a good example of this.

Some existing firms are exemplars in employability, work preparation and skills training

Work readiness is a big issue with employers – and this is one of the main motivations for them to take part in skills development initiatives.

Some large employers in Southend-on-Sea provide employability training, financial capability sessions, CV training to local communities and young people for free. This could be better promoted amongst local stakeholders and employers.

There are also local networks and partnerships that could be used to progress the skills strategy, such as Southend Business Partnership.

DELIVERY IDEAS:

- Convene boards and provide information targeted at utilising existing hard assets to support skills development.
- Facilitate information exchange amongst local stakeholders to improve awareness of assets/support capacity in other organisations
- Utilise existing business to business networks to raise awareness among employers and unlock local knowledge as a resource for skills development
- Targeted communication with local business partners to encourage participation in skills initiatives
- Develop training materials and marketing collateral about the heritage of Southend to be produced and made available to schools and education staff
- Developing closer links between museums, visitor attractions and local, relevant businesses.

Q11

Utilisation of existing assets and networks – Are these the right objectives and delivery ideas?

How would you adapt or add to these?

List of consultation questions

The consultation questions posed throughout this document are:

- Consultation question 1:** Should we consider other strengths?
If so, which ones?
- Consultation question 2:** Should we consider other weaknesses?
If so, which ones?
- Consultation question 3:** Should we consider other challenges?
If so, which ones?
- Consultation question 4:** Should we consider other opportunities?
If so, which ones?
- Consultation question 5:** Are these the right outcomes to aim for?
How would you adapt or add to these?
- Consultation question 6:** Are these the right areas of focus?
How would you adapt or add to these?
- Consultation question 7:** Leadership – Are these the right objectives and delivery ideas?
How would you adapt or add to these?
- Consultation question 8:** Life transitions – Are these the right objectives and delivery ideas?
How would you adapt or add to these?
- Consultation question 9:** Agility in provision – Are these the right objectives and delivery ideas?
How would you adapt or add to these?
- Consultation question 10:** Skills charter and a virtual academy for skills and employment –
Are these the right objectives and delivery ideas?
How would you adapt or add to these?
- Consultation question 11:** Utilisation of existing assets and networks – Are these the right objectives and delivery ideas?
How would you adapt or add to these?

Responding to this paper

We are keen to hear your feedback, suggestions and comment.

In order to take part in this consultation, please email your written response, clearly identifying the individual(s) or organisation that you represent, to: economicd@southend.gov.uk.

The deadline for submitting your response to us is 17:30pm, Friday 22nd December 2017.


Please ensure that the written feedback provided is constructive, productive and succinct.

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A summary of this publication can be provided in alternative formats such as Braille, audio-tape, or in large print and translated into alternative languages.

Please email economicd@southend.gov.uk

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Southend-on-Sea Borough Council

Agenda
Item No.

8

Report of Deputy Chief Executive (Place)

to
Cabinet
on

19 September 2017

Report prepared by: Jeremy Martin, Energy and Sustainability
Manager

Energy Opportunities Project

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

1. Purpose of Report

- 1.1. The purpose of this report is to seek approval to launch a set of energy generation, storage and management services under the Southend Energy brand underpinned by minimum standards and an associated marketing campaign.

2. Recommendations

- 2.1. **This proposal recommends that the Council establishes a set of minimum standards for energy generation and storage devices and associated management services to be managed through the proposed governance process**
- 2.2. **That the Council should market the devices and services to help households to save money and reduce their net energy consumption**
- 2.3. **That the scheme be supported by an appropriate governance process, as set out in Para 5, that will approve suppliers and processes for the scheme and the marketing for both the scheme as a whole and individual suppliers.**
- 2.4. **To note that the scheme will be funded over time by referral fees and marketing contributions from suppliers with an initial investment of £50k from the Business Transformation Fund (already approved) to launch the scheme and to fund one staffing post until revenues cover on-going costs. Over time, any net revenues will be used to fund the energy team.**

3. Background

- 3.1. In late 2014, the Council adopted the Low Carbon Energy and Sustainability Strategy 2015-2020 (LCESS) which identifies CO2 reduction through energy projects as a priority.
- 3.2. Energy prices for households and businesses are set on a further upward trend despite uncertain levels of wholesale energy prices. Wholesale energy prices have levelled off in 2017 following sharp rises in 2016 but the non-commodity elements of the average household bill have risen to be more than 50% of the unit price and are set to rise by above average inflation for the foreseeable future. The non-commodity costs include those incurred in managing the electricity grid including the new capacity market and the costs of balancing supply and demand which is National Grid's single largest cost (£2bn) and fastest rising.
- 3.3. Electricity generation is expected to continue to change rapidly as coal is phased out by 2025 and as more renewable and nuclear generation facilities come on stream.
- 3.4. Electricity demand is expected to rise over the next 10-25 years driven by the electrification of heat as the government continues to incentivise electric heating over gas, additional cooling and mechanical ventilation required by climate change and the electrification of transport.
- 3.5. As supply and demand patterns change nationally, the risks of imbalances that are unmanageable increase with outlying areas becoming at greatest risk. Local resilience should be a priority within the overall Climate Change Adaptation process.
- 3.6. The energy industry is expanding services that will help it to manage supply and demand and to encourage consumers to use less energy at peak time and to use more at times when supply outstrips demand. Some of these services have been available to large commercial consumers for more than 15 years, such as demand side management where consumers are paid to turn off energy consuming equipment when the grid requires it. Other services are more recent, such as the Capacity market that was launched in 2015-16 and time of day tariffs that are still in development but are common in other parts of the world. A 2015 study for the Infrastructure Commission by Imperial College estimated that, if adopted fully, these services would be worth £8bn per annum by 2030. Collectively, these services can be called Grid Rebalancing Services. The approach is further described in the BEIS/Ofgem Smart Energy plan published on 24 July 2017
https://www.gov.uk/government/publications/upgrading-our-energy-system-smart-systems-and-flexibility-plan?utm_source=Energy%20Saving%20Trust%20Ltd&utm_medium=email&utm_campaign=8520914_28_07_17%20Weekly%20Policy%20Update&utm_content=Smart%20energy%20plan&dm_i=N26,52MS2,LTOEG7,JFKC0,1.
- 3.7. Domestic versions of these Grid Rebalancing Services are available in the US and are set to be launched in the UK with several companies testing processes and systems in Innovate UK projects and ready to launch commercially. The

prerequisite for consumers to be able to exploit these services will be having a battery installed in their home and an agreement with an aggregator to manage the process. Consumers will be paid to allow their home to be operated from the battery from time to time and for their battery capacity to be used to sell services to the grid. Overall, there are an estimated 14 services or revenue streams available to households with the first to be available, Firm Frequency Response, expected to be valued at around 30% of the average consumer's electricity bill.

- 3.8 The Feed-in-Tariff (FiT) regime has been cut substantially making solar PV very much less attractive. Batteries are currently more expensive than is desirable but they make solar PV more economically viable. Recent improvements in battery technology have dramatically increased the life of the equipment and the cost of batteries continues to fall. Some combined PV and battery systems are close to achieving 15-20 year paybacks including funding, maintenance and subscription costs whilst adding grid rebalancing services can dramatically increase the economic benefit.
- 3.9. There are few standards in the market relating to marketing and installation of energy generation and fewer relating to storage. The Renewable Energy Association has launched a Consumer Code of Conduct and the Institute of Engineering has a standard for solar PV installation. No organisation addresses grid rebalancing services making this market open to rogue traders and misleading marketing.
- 3.10. Fuel poverty nationally had been estimated by DECC (2016) at 10.4% but this was before the sharp increases in energy prices experienced in the second half of 2016. In Southend, fuel poverty overall is estimated at under 10% but 27 Lower Super Output Areas (LSOA) are above 10% and 4 are above 15%. With energy inflation set to increase by more than general inflation, fuel poverty is set to increase. Many consumers will be able to off-set the higher energy costs by engaging with Grid Rebalancing Services but many vulnerable households will find this very confusing and difficult to engage especially as multiple services are likely to become available with different financial profiles and revenue opportunities.
- 3.11. The Government sponsored and regulated scheme to assist vulnerable consumers with energy efficiency measures, Energy Companies Obligation (ECO) has been cut from £49 to £30 per electricity consumer to reduce bills. The new ECO processes are concentrating on insulation with very little budget for new boilers or other efficiency measures. The Council has joined LEAP which is an energy industry scheme to promote take up and to advise consumers on ways to reduce their energy costs which will help them to identify both behavioural and equipment based opportunities. The minimum standards and the marketing will therefore seek to engage with schemes that are using the mechanisms established in the 2011 Energy Act to allow householders to fund energy efficiency equipment using the future energy savings available. These schemes are starting to be available as improved versions of the previous failed Green Deal scheme using the same regulations and safeguards for consumers.

4. Proposal

- 4.1. Many services will be appropriate for different households in a new market that will have the potential for services to be offered by less scrupulous operators. The Council therefore proposes to establish a marketing scheme under the Southend Energy brand incorporating minimum standards to assist Southend Households to exploit the new markets. This independent verification will help the quality suppliers to promote their services locally increasing take-up whilst helping consumers to make better choices.
- 4.2. Specific marketing will be deployed to target households who could be vulnerable to fuel poverty recognising that reducing the costs to these families for heating and powering their home can have on health and well-being. It will be critical for these customers that equipment can be paid for using the provisions of the Energy Act 2011. Residents will always be advised to regularly review their energy tariffs and to compare the value of products and services with other suppliers.
- 4.3. The minimum standards will cover matters such as financial provisions, warranty, maintenance and the ways these should be linked to finance and product life, ways in which revenue should be shown, some minimum technical requirements particularly relating to safety and matters relating to services. The standards will also link to the marketing of services under the Southend Energy brand whereby companies can use the brand and will also receive support from Council marketing services. Over time, the standards can be extended to include other energy related devices and services.
- 4.4. The Council expects to enter into partnership agreements with suppliers that will offer services and products through Southend Energy such that reasonable marketing and customer liaison costs are covered either directly or through appropriate referral fees. Such amounts will be small as a proportion of each contract, will be declared to customers (although the exact amounts will remain in commercial confidence) and any surpluses will be used primarily to fund the implementation of LCESS, the Council's energy team and then other resources within the Council.
- 4.5. Six potential partners and services have been identified so far with initial discussions progressed to date. Some of these services may be bundled together by the same partner. It should be noted that some of these products and services will by their nature be offered on a long term contract basis, typically 15-25 years. The names of the partners are withheld to comply with confidentiality agreements:
 - 4.5.1. LED/Battery/Solar proposition expected to make households 80% independent of the grid. Savings between 20-40% are expected for most households net of any maintenance, service and funding costs. No initial cost to householder. This supplier is expected to provide a grid rebalancing service as a bundle during 2017.
 - 4.5.2. Battery/Solar proposition at a low initial capital cost. Credit will be available in 2017. This supplier is expected to provide a grid rebalancing service as a bundle during 2017.

- 4.5.3. Free to Roof Solar PV. The free to roof solar market that has been dormant for 2 years is starting to re-emerge. This will provide a solar PV system with energy used by households charged at 7p per kWh (compared to 14p+ for grid electricity). Feed-in-tariffs will be retained by the funder to repay capital costs.
- 4.5.4. Grid rebalancing. Independent aggregators are set to launch domestic services in 2017 for households with batteries installed. Initial revenues to households expected to be around 30% of the average household electricity bill. Around 12-13 additional revenue streams are expected to be delivered which will increase revenues over time even if the initial revenue stream is reduced through over provision.
- 4.5.5. Storage Heater Controls. This supplier will provide a device that can be retrofitted to automatically control storage heaters. 20-40% electricity savings have been demonstrated through better matching of available heat with demand.
- 4.5.6. Green Deal type provision of energy saving equipment using savings generated to fund the supply. The service will provide funding as well as installation now that the Green Deal Finance Company has been closed while the supply, installation and delivery will be governed by the provisions of the 2011 Energy Act.
- 4.6. It is anticipated that all contracts will be formed between the householder and the supplier except where the Council chooses to buy services direct through appropriate procurement processes.
- 4.7. Whilst the primary target for services is the domestic market, many of the products and services will be appropriate for businesses
- 4.8. A Governance process has been established to approve changes to the standards, to approve supplier propositions to be accepted in the scheme and to manage the deployment of the scheme. The Governance process is described at Section 5.

5. Governance

- 5.1. Governance control will be required for implementation and long term operation of the scheme. It is proposed that the Southend Energy partnership should also be managed through the same process.
- 5.2. An Energy Opportunities Board (EOB) has been created to manage implementation, approve marketing plans including PR, to approve the minimum standards and changes over time and to approve suppliers and supplier propositions on the scheme. It is anticipated that the EOB should meet monthly for the first 6-9 months and then at least quarterly in addition to the quarterly meetings that already take place with Southend Energy.
- 5.3. The EOB will be led by the Director of Public Protection and will comprise of the Energy and Sustainability Manager, a member of the Communications team

and the Energy Opportunities Officer with attendance by the Deputy Chief Executive for Place at his discretion.

- 5.4. Day to day negotiation and operation of the scheme will be managed by the Energy and Sustainability Manager who will also continue to manage Southend Energy.

6. Timescale

- 6.1. The earliest possible implementation would be November 2017 but implementation may be delayed to early 2018, following a period of consultation on the minimum standards with the industry and negotiations with potential suppliers.
- 6.2. A period of pre-sales and initial customer consultation will be undertaken using leads gathered from enquiries for previous solar schemes, South Essex Homes and staff leads to ensure that messages and processes are tested. These initial customer discussions and installations will be subject to agreement from the customers to be able to use their details in marketing.
- 6.3. A launch event will be planned in early November using early customer examples to show the potential benefits to households. The event will be held on the pier and will involve planned media briefings and presentations to maximise coverage.
- 6.4. During 2018, the energy team will seek to present the proposition frequently to residents associations, business forums, faith groups and other groups including South Essex Homes and associated social landlords to promote the scheme and to maximise take-up.

7. Direct Savings

- 7.1. Savings for households will vary by product and service and by household circumstances. Based on one LED/Battery and Solar proposition that is likely to be available from launch, most households occupying houses will be able to save 20-40% of their annual electricity costs in the first year although some may see savings at a lower level. These savings will increase by the extent to which energy inflation exceeds RPI each year. Bundling additional services with this proposition is projected to provide an opportunity for further savings of around 30%.
- 7.2. If 3,500 households take up the example proposition above in the first 3 years, between £0.5-1.5m will be released as savings to these households each year.
- 7.3. The project is unlikely to present any direct savings to the Council but is expected to generate revenue in excess of costs over time. Exact revenue has yet to be negotiated with individual suppliers but early conversations have indicated that contributions to implementation resources and marketing expenditure will be available in addition to a profit share or referral fee. It is likely that the revenue will exceed costs approximately 18 months after launch and that the proposed initial investment will have been recovered by the end of 3 years assuming 3,500 installations.

8. Other Benefits

- 8.1. The proposal will save between 1,700 and 5,300 tCO₂ per year based on 3,500 taking up the example proposition as above. The CO₂ reduction represents 0.2-0.7% of total CO₂ emissions for the entire borough.
- 8.2. The proposal will release money into the economy or help households to pay their bills. Reduced debt or better heating of properties is known to have an impact on health – this benefit to public health is unquantifiable.
- 8.3. Implementation of the services and products through this scheme will increase local power resilience as well as reducing the load on the local grid infrastructure.
- 8.4. Most of the services available through the scheme will require internet connections which will be provided where the householder does not already have connection. This will increase interconnectivity and will help to promote the Smart City strategy within Southend.
- 8.5. Assisted living services are available using sensors in the home based on very similar technologies and services. Combining these services with installations through the scheme will cut the costs of providing assisted living services in addition to the benefits from both the energy and the assisted living schemes.
- 8.6. Two of the objections to the smart meter rollout are that energy suppliers can identify private information from smart meter data and that vulnerable people will be unable to move their usage into cheap usage periods when time of day pricing follows implementation. Provision of batteries through the scheme will remove these objections by hiding real consumption because the battery acts as a buffer whilst also providing time-shifting of consumption to protect consumers from high energy cost periods.

9. Risks

- 9.1. Planning. Most of the proposed products and services are not subject to planning or are classed as permitted development. The major exception is Solar PV within the conservation area where any installations facing the highway will require planning permission.
- 9.2. Distribution Network Operator (DNO). Approval for the grid connection of the solar will be required from the DNO – UK Power Networks. As most of the electricity generation will be used on site this is not expected to be a problem but regular liaison will be required. This process will be managed by the individual suppliers.
- 9.3. Technology. There is little technology risk in the services identified to date because all of this equipment and services have been established for many years and in volume. Batteries have been supplied into energy markets for more than 20 years with new battery technologies tried and tested before implementation. Solar PV is well established and improving while grid rebalancing services have been available in the commercial marketplace for over 15 years. The innovation in these proposals are mainly different ways to

package services and funding to make significant savings given the new price points, capability and availability of equipment matched against the rising cost of energy.

- 9.4. Reputation. There is a reputational risk if any of the suppliers fail to match the minimum standards or if few households take up the service. The Governance process is designed to manage the first risk whilst proper marketing will encourage households to take up the services which will offer significant benefits.
- 9.5. Falling Capital Costs. There is a risk that falling capital costs mean that early adopters of the propositions could be left in a long term contract that is less advantageous than later offers due to falling capital costs. This is unlikely despite the near certainty that capital costs will fall because the offers are a bundle of equipment, services and funding set against prevailing energy costs. The reduction in FiTs, increases in interest costs and increases in energy prices have been shown in sensitivity testing to offset any likely reductions in capital costs.
- 9.6. Performance. The financial projections for each service and product depend on the calculated savings and revenue generation from the measures being achieved. These have been calculated cautiously to ensure that the risks are on the upside. Industry quality standards and the provisions for quality management incorporated into the 2011 Energy Act provide assurance on this risk.
- 9.7. Weather. Performance of solar can be weather related and a cool summer with lower than average sunlight may result in a lower yield than predicted. Conversely, a summer with higher than average sunlight will generate a higher yield.
- 9.8. Resources. Some initial Council resources will be required before the revenue available to be earned matches running costs. The cost is estimated at £50k including one post as Energy Opportunities Officer and around £15k marketing in addition to direct resource and marketing contributions. It is estimated that revenues will match costs within 18 months of launch and will repay the initial investment within 3 years but there is a risk that these milestones could be delayed.

10. Funding

- 10.1. No Council Capital will be required for this proposal.
- 10.2. £50k funding has been approved from the Business Transformation Fund to fund one member of staff plus marketing costs until revenues match the direct costs of the scheme – estimated at 18 months from launch.
- 10.3. One full time staff member will be required as the key point of contact and support for the scheme to be funded from the long term revenues expected to be generated.

11. Financial Summary

- 11.1. The project will provide an income stream from referral fees or profit share which will build over time. It is estimated that revenues will exceed costs from around 18 months from launch.
- 11.2. The major beneficiaries of the scheme will be households that engage with services and equipment provision with between £0.5-1.5m being saved by residents each year based on 3,500 installations.

12. Assumptions

- 12.1. The following key assumptions are included in the financial summary:
- Average household electricity consumption is 4,500 kWh per annum
 - 1,200 households per year take up the LED/Battery/Solar proposition each year saving between 10-40%.

13. Other Options

- 13.1 Other options considered include:
- Do nothing. Doing nothing will remove the opportunity for Southend residents to make significant savings on their energy costs in the face of rising energy prices and remove the opportunity for improved local grid resilience. Households wishing to engage with the market would be exposed to a confusing marketplace without support.
 - Select a single supplier. Different households will require different packages for equipment, services and funding such that no single supplier is able to deliver all options. A single supplier would also require a lengthy and costly procurement process.

14. Corporate Implications

14.1. Contribution to Council's Vision & Corporate Priorities

14.1.1 This project will support the delivery of the Council's second Low Carbon Energy and Sustainability Strategy which was adopted in late 2014.

14.1.2 This project will provide significant savings for households and indirect health benefits supporting Council priorities of Healthy and Prosperous.

14.1.3 This project will save between 1700 and 5,300 tCO₂ contributing to Council priority of Clean.

14.2. Financial Implications

No Council capital is required for this project whilst one off revenue funding of £50k from the Business Transformation Fund has been approved for the early months before revenues match and then exceed direct costs, estimated at 18 months.

14.3. Legal Implications

14.3.1 It is expected that each supplier will enter into a partnership agreement with the Council to meet the minimum standards and to provide funding to the Council in the form of referral fees and/or profit share as well as appropriate direct contributions to marketing and direct costs. Where a South Essex Homes tenant or any other tenant of the Council wishes to implement one of the services, appropriate landlord's permission will be required.

14.4 People Implications

14.4.1 One additional permanent role will be required to provide a central point of contact and reference for the scheme. Over time, the revenues from the scheme will exceed the costs of this role.

14.5 Property Implications

14.5.1 There are no implications for Council properties from this proposal

14.6 Consultation

14.6.1 The relevant industries, Imperial College, Property and Finance have been consulted. Further discussion has also taken place with Innovate UK, Energy Systems Catapult and the new Green Deal Finance Company.

14.7 Equalities and Diversity Implications

14.7.1 There are no equalities and diversity implications as a result of this report.

14.8 Risk Assessment

14.8.1 The risks are reviewed in full at Section 8. The major risks relate to falling capital costs and to timing in that revenues may take longer than 18 months to exceed direct costs.

14.9 Value for Money

14.9.1 This project will use savings achieved from packages of renewable energy, grid rebalancing revenue and the extra efficiencies generated from battery technology to derive benefits for households in Southend. No Council capital will be deployed for this project.

14.10. Environmental Impact

14.10.1 The proposal will save 1,700-5,300t CO₂ per annum based on 3,500 households implementing one of the available propositions.

Southend-on-Sea Borough Council

Agenda
Item No.

9

Report of Corporate Director for Place

to
Cabinet

on

19 September

Report prepared by: Krithika Ramesh, Project Officer and
Justin Styles, Senior Engineer, Major Projects and Strategic
Transport Policy

Southend Central Area Transport Scheme (S-CATS) Phase 2 London Road

Place Scrutiny Committee
Executive Councillor: Councillor Tony Cox
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To provide Cabinet with an update on the progress of the 'Southend Central Area Transport Scheme (S-CATS)'.
- 1.2 To advise Cabinet that two design options have been developed for S-CATS Phase 2 - London Road (between Queensway and College Way, refer to **Appendix 1** for scheme extents) based on "concept design and vision statements" which were included in the S-CATS cabinet paper submitted on 15 March 2016 (**Appendix 2**). These design options were submitted with the Business Case application to the South Essex LEP for Local Growth Funding (refer to **Appendix 3** for design options).
- 1.3 To advise Cabinet that Design Option A has emerged as the preferred option as it scored higher on the scheme options matrix (refer to **Appendix 4**). However, Design Option B also meets all the project objectives and the final selection between the two options will be made upon conclusion of on-going stakeholder and public consultation.

2. Recommendations

- 2.1 That Cabinet considers the proposed design options for London Road (between Queensway and College Way) and confirm that either of the two options can be taken forward to construction. This confirmation will allow selection of final design to be carried out in consultation with stakeholders and public.
- 2.2 That Cabinet approves that drainage works can be started along London Road in September 2017 in preparation for the scheme construction to start in October 2017.

- 2.3 That delegated authority be given to the Chief Executive and Deputy Chief Executive (Place), in consultation with the Leader of the Council and the Executive Councillor for Transport, Waste and Regulatory Services, to agree the final design option, Option A or Option B, selected after stakeholder and public consultation, be taken forward to implementation with a programmed commencement in October 2017, together with the advertisement of any necessary Traffic Regulation Orders.

3. Background

- 3.1 The Southend Central Area Transport Scheme (S-CATS) is a Local Growth Fund Scheme that has an allocation of £7m. The purpose of the scheme is to take forward aspects of transport and public realm infrastructure that are seen as necessary to support both housing and employment growth in the Town Centre.

The scheme is being developed in four phase:

S-CATS	Phase 1: Victoria Avenue Improvements	Phase 2: London Road Area (between Queensway-London Road roundabout and College Way)	Phase 3: Stud end of London Road Area (between College Way and Victoria Circus)	Phase 4: Victoria Circus
Financial Year	2016-2017	2017-2018	2018-2019	2019-2020
Local Growth Fund	£1m	£2m	£2m	£2m

Phase 1 included a series of junction improvements along Victoria Avenue that better manages traffic into and out of the town centre. Access and public realm improvements along London Road, College Way, Queens Road and Elmer Avenue are the next steps to encourage more residents and tourists to visit and spend time in the Town Centre and for local businesses to flourish.

Therefore, Phase 2 focuses on London Road (between Queensway and College Way), which is the key western approach for pedestrians and cyclists into the town centre. Phase 2 also includes streetscape works on the College Way / Queens Road / Elmer Avenue route between London Road and The Forum / South Essex College.

The scheme supports and compliments the improvements made to A127/A13 Victoria Gateway and links to the junction improvement works along Victoria

Avenue and continues public realm, walking & cycling enhancements being undertaken along Victoria Avenue as a part of S-CATS phase 1.

- 3.2 The Business Case was submitted to the South East LEP (SELEP) in July 2017 to unlock £2m from the Local Growth Fund to deliver S-CATS Phase 2.

Southend Central Area Transport Scheme (S-CATS) represents a major opportunity to support the continued growth and regeneration of the Southend Central Area. It is the delivery mechanism for the policies set out in the Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document that are aimed at strengthening and transforming the Town Centre sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourism attraction – an excellent place to live, work and visit.

- 3.3 Two design options have been developed for London Road based on ‘Concept designs and Vision Statements’ for the S-CATS scheme which were included in S-CATS cabinet paper submitted on 15 March 2016 (**Appendix 2**).

In both options the key features of the proposed layouts include:

- Realignment of the carriageway to include provision for cycling
- Replacement of Sainsbury’s’ mini roundabout with simple junction that is at a raised level acting as a traffic calming feature simplifying movements for pedestrians at this location
- Replacement of the mini roundabout junction at College Way with a simple junction that is also at a raised level acting as a traffic calming feature
- Raised tables at London Road’s junction with Ashburnham Road and Gordon Road
- Reduction in speed limit from 30mph to 20mph
- Sustainable Urban Drainage System along the footway and cycleway
- Improved street lighting
- Block paving of footway, cycleway and parking bays
- Improvements to landscaping including introduction of trees and planters

These changes will require the reallocation of road space to provide a larger area for pedestrians and an improved street environment, while also maintaining essential access for delivery vehicles, taxis and cars.

- 3.4 Improved safety, access and mobility in the town centre area will encourage more walking and cycling, resulting in positive benefits for health and well-being, whilst also enabling a “shop local” culture, reinforcing the offer of the High Street.
- 3.5 Public realm and transport investment plays a key role in raising aspirations, the quality and growth potential of an area and is therefore at the core of this work. The scheme will invest £7m in improvements, which will support both Borough Council and private sector investments and development.

4. Other Options

- 4.1 The Southend Central Area Action Plan (SCAAP) will guide development and regeneration within the town centre area and central seafront until 2021. The Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document sets out all known major potential development sites and the vision for them within the central area which includes the key sites identified for the Southend Central Area Transport Scheme.
- 4.2 Without the improvement that S-CATS Phase 2 will bring, the wider improvements to the Town Centre as set out in the SCAAP, both completed and planned will not fully maximise their intended benefits. This will have on-going consequences for securing investment in Southend.
- 4.3 This intervention will demonstrate a strong commitment to provide the infrastructure needed to support growth in the Town Centre. Whilst the development will be phased over the SCAAP period, it must be recognised that in order to encourage the investment and to revitalise the Town Centre, a clear funded route for infrastructure development must be put forward to support the SCAAP developments and further economic growth.
- 4.4 The other option would be to take no action on these issues and continue as now in which case the investment opportunity would be lost. This would reduce the contribution to supporting local health and wellbeing and restrict accessibility and local mobility, and potentially undermine business confidence and investment within this area.
- 4.5 This scheme is a critical element of a wider improvement to support planned growth in Southend Central Area. Therefore if the scheme is not progressed there will be a greater impact from planned growth, including reduced highway capacity, increasing congestion and a lack of access to sustainable transport choices.

5. Reasons for Recommendations

- High quality public realm enhancements will create spaces within the Town Centre to attract more people to the area, encourage activities in the public spaces and revitalise the commercial areas.
- Improved access to the High Street will encourage more walking and cycling
- The better streets and public spaces will bring greater civic pride to encourage investment and visitor numbers supporting the local economy.
- To support the spatial planning activity identified in the SCAAP and other plans either prepared or being prepared by the Council's planning team.
- To support and align with S-CATS phase 1 to provide a welcoming Gateway to the Town Centre.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

The SCATS will be fully aligned to delivering the vision and corporate priorities, particularly prosperous in respect of supporting the SCAAP and other plans either prepared by or under preparation by the Council's planning team.

6.2 Financial Implications

The SCATS is seeking funding of £7m from the South Essex Local Enterprise Partnership. The allocation is profiled across four years as set out below and is wholly grant funded. The allocation for 2017/18 will deliver the Phase 2-London Road improvement and support design work to enable the other scheme elements to commence in 2017/18.

Financial Year	2016-2017	2017-2018	2018-2019	2019-2020
Local Growth Fund	£1m	£2m	£2m	£2m

6.3 Legal Implications

Any necessary Traffic Regulation Orders will be identified and follow the legal processes.

6.4 People Implications

The scheme affects the lives of all those who live, work and visit the town. The implications are positive as the intention to improve accessibility and safety and improve the public realm.

6.5 Property Implications

The schemes proposed will affect land for which the Council is the highways authority and will involve working with private landowners and local business, especially Sainsbury's, to bring forward detailed proposals.

6.6 Consultation

The consultation process for this work is based on the "Southend Together" toolkit which seeks to engage and inform residents, businesses and key stakeholders throughout the life of the project.

Detailed stakeholder engagement plan attached (**Appendix 5**)

6.7 Equalities and Diversity Implications

Best practice will be adopted in the design proposals with the aim to improve accessibility for pedestrians, cyclist and the disabled which will be a major factor in the development of the scheme.

Different user groups have different needs and part of the development of the final design plans will be a full equality analysis as part of the stakeholder engagement plan.

6.8 Risk Assessment

Risks are reviewed throughout the life of the project and mitigation measures undertaken to reduce risks.

6.9 Value for Money

S-CATS Phase 2 represents Very High Value for Money with a BCR of 4.06.

The following Value for Money indicators have been estimated for S-CATS Phase 2:

- Present Value of Benefits (PVB): £8.43 million (2010 prices with future benefits over a 60-year appraisal period discounted to 2010).
- Present Value of Costs (PVC): £2.07 million (2010 prices with future costs over a 60 year appraisal period discounted to 2010).
- Net Present Value (NPV): £6.36 million (2010 prices discounted to 2010).
- Benefit Cost Ratio (BCR): 4.06.

Sensitivity analyses show that a four-fold increase in scheme costs would be required to reduce the BCR to 1.0. Sensitivity analyses also show that the BCR is not overly sensitive to small changes in the main assumptions.

(Refer to **Appendix 6** for more details)

6.10 Community Safety Implications

Understanding the community safety impacts and improving the quality of streets and public spaces provided in the Town Centre area is an essential part of this scheme.

6.11 Environmental Impact

This will be considered in the effective re-use of materials, sustainability of the supply chain, flood risk and managing surface water systems, low energy lighting systems and ensuring that corporate policies are considered.

7. Background Papers

Southend Central Area Action Plan (SCAAP) Revised Proposed Submission Document:

http://www.southend.gov.uk/info/200420/development_plan_documents/391/southend_central_area_action_plan_scaap

8. Appendices

Appendix 1: Southend Central Area Transport Scheme (S-CATS) Phase 2 scheme extents.

Appendix 2: Southend Central Area Transport Scheme (S-CATS) Cabinet paper submitted on 15 March 2016.

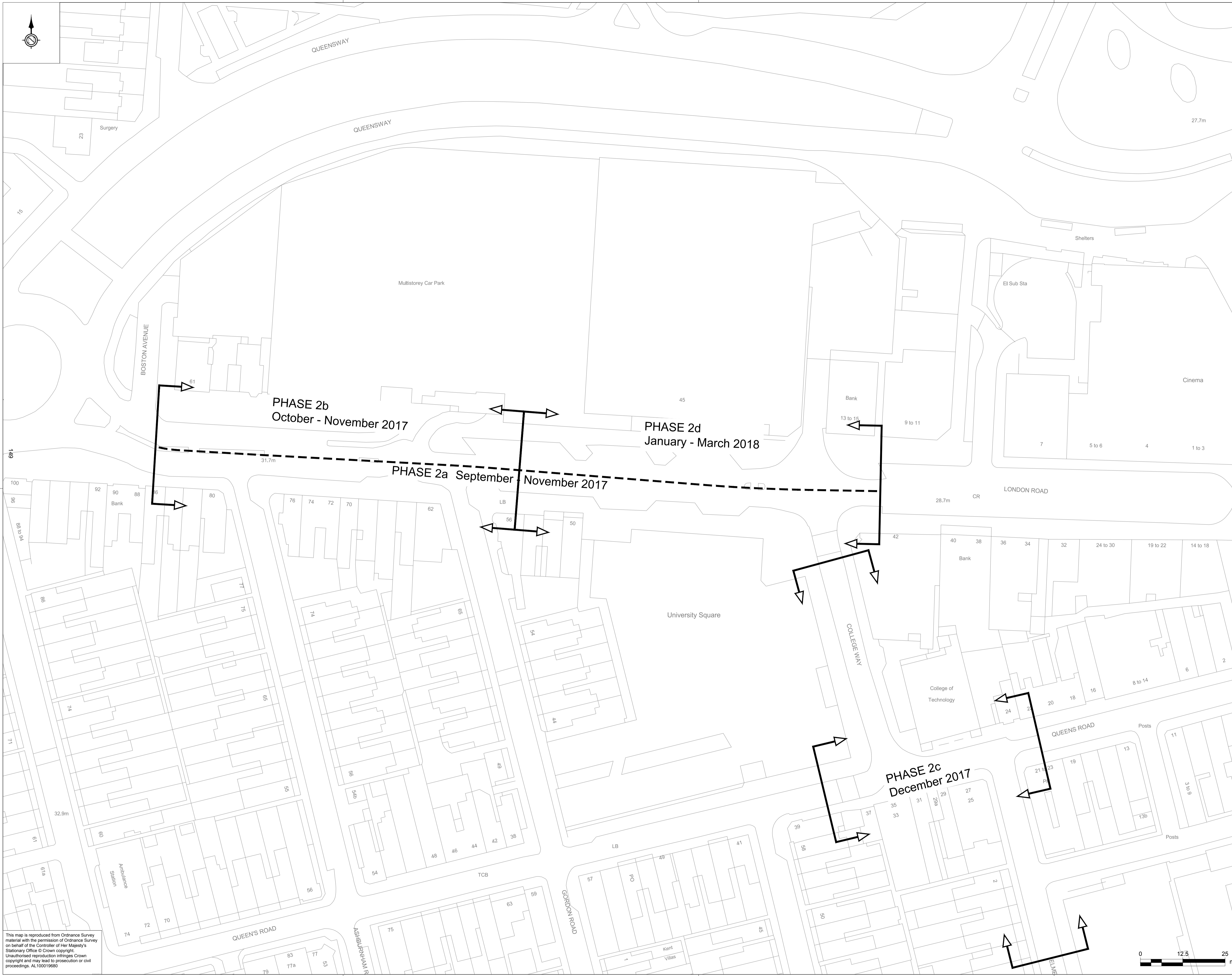
Appendix 3: Southend Central Area Transport Scheme (S-CATS) Design Options.

Appendix 4: Southend Central Area Transport Scheme (S-CATS) Phase 2 scheme options matrix

Appendix 5: Southend Central Area Transport Scheme (S-CATS) Phase 2 Stakeholder engagement plan

Appendix 6: Southend Central Area Transport Scheme (S-CATS) Phase 2 Economic Appraisal

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Revisions			
Rev	Details	Auth	Date
A	Original Issue.		

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risk normally associated with the types of work detailed on this drawing, note the following significant residual risks

Construction	None.
Maintenance/Cleaning	None.
Use	None.
Decommissioning/Demolishing	None.

Southend-on-Sea Borough Council

Department for Place

PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea,
SS2 6ZQ

Project Title

S-CATS Town Centre

Drawing Title

London Road Phase 2 Construction Phase Plan

Drawn	Date	Scale
MKW	08/08/17	@ A1
Checked	Date	1:500
Review	Date	
Approved	Date	Revision
		A

Drawing Status	
Preliminary	<input checked="" type="checkbox"/> Construction
Tender	As Constructed

Drawing Number
SBCC10702-102/SBC/LR/C/0017

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Southend-on-Sea Borough Council

Agenda Item No.

Report of Corporate Director for Place

to
Cabinet

on

15 March 2016

Report prepared by: Paul Mathieson, Group Manager, Major Projects and Strategic Transport Policy and Krithika Ramesh, Project Officer

Local Growth Fund - Southend Central Area Transport Scheme Update and Future Development

Place Scrutiny Committee
Executive Councillor: Councillor Martin Terry
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To provide Cabinet with an update on the progress of the 'Southend Central Area Transport Scheme'.
- 1.2 To seek views from Cabinet on the draft "concept design and vision statements" for Victoria Avenue, London Road (Town Centre), Southchurch Road (between the High Street and Chichester Road) and Victoria Circus (see **Appendix 1** for scheme extents), which will be developed into preliminary design layouts for consultation to support the Business Case application to the South Essex LEP for Local Growth Funding
- 1.3 To advise Cabinet that a preliminary design has been developed for the Carnarvon Road junction with Victoria Avenue (incorporating a right turn facility) which can now be taken forward to the detailed design stage as set out in **Appendix 2** and subsequently proceed to Business Case submission as above.

2. Recommendations

- 2.1 That Cabinet considers the proposed "concept design and vision statements" for the Southend Central Area Transport Scheme and agree that these be worked up into option layouts and taken forward for stakeholder and public consultation sufficient for SELEP Business Case submission and funding approval in June. In consulting on these proposals the Cabinet also agrees that other suggestions in and around the Town Centre to improve access and movement would be welcomed.
- 2.2 That Cabinet approves the preliminary layout design for the traffic signal junction at Carnarvon Road and Victoria Avenue, incorporating a right-turn out of Carnarvon Road, so that detailed design can commence. Any

loss of vegetation caused by the change in road layout will be replaced within the scheme.

- 2.3 That Cabinet approves the principal that, wherever possible, landscape elements are designed with integrated Sustainable Urban Drainage Systems (SUDS) in mind and that permeable surface treatments will be considered to attenuate surface water run-off from the Town Centre area and reduce the risk of flooding.
- 2.4 That delegated authority be given to the Chief Executive and Corporate Director for Place, in consultation with the Leader of the Council and the Portfolio Holder for Public Protection, Waste and Transport following circulation of details to Ward Councillors and discussions with the Leaders of the opposition parties to agree:-
- the preliminary design layouts developed from the “concept design and vision statements” for consultation and subsequent submission of the Business Case for approval, with a programmed commencement in 2017/18. Details to be brought to a future Cabinet meeting to agree the final design for construction.
 - the detailed design proposals for the Carnarvon Road junction to be taken forward to Business Case submission for implementation in 2016/17, together with the advertisement of any necessary Traffic Regulation Orders

3. Background

- 3.1 The Southend Central Area Transport Scheme (SCATS) is a Local Growth Fund Scheme that has an allocation of £7m. The purpose of the scheme is to take forward aspects of transport and public realm infrastructure that are seen as necessary to support both housing and employment growth in the Town Centre. The scheme is at the concept and preliminary design stages and it is timely that Cabinet considers the proposals so far, in order that a Business Case submission can be made to the South East LEP (SELEP) in June to release the Local Growth Funding allocated to this scheme.
- 3.2 The draft Southend Central Area Action Plan (SCAAP) outlines the policy response to the challenges and opportunities presented within the Southend Central Area, as part of the spatial strategy for Southend set out in the Core Strategy. This makes provision for a large share of the Borough’s new growth and regeneration to be focussed in the Central Area. The SCAAP, when adopted, will give site specific policies aimed at strengthening and transforming Southend Town Centre’s sub-regional role as a successful commercial and retail destination, cultural hub, educational centre of excellence, leisure and tourist attractive, and as a place to work and live.
- 3.3 The SCATS will support this vision by building upon existing successes and investment and unlocking the potential of significant regeneration opportunities. Developments within the Central Area will be supported by transport and public realm improvements to create a safe and vibrant atmosphere for communities and businesses and as a welcoming visitor experience.

3.4 Public realm and transport investment plays a key role in raising aspirations, the quality and growth potential of an area and is therefore at the core of this work. The scheme will invest £7m in improvements, which will support both Borough Council and private sector investments and development.

3.5 Improved safety, access and mobility in the town centre area will encourage more walking and cycling, resulting in positive benefits for health and well-being, whilst also enabling a “shop local” culture, reinforcing the offer of the High Street.

3.6 The draft “concept design and vision statements” are focussed on the first four areas with the fifth area of more detail comprising Carnarvon Road:-

1. *Victoria Avenue*

The vision for Victoria Avenue is for it to be a gateway into the town centre. The key design features will include:

○ Gateway Features

Gateway features that create a visual connection with the town centre and gradually increase in drama and visual impact as the town centre is approached;

○ Use of Subway

Study the level of pedestrian usage of the subway and consider replacing it with at-grade crossings;

○ Public Realm Improvements

Refurbish the footways and adjust the accesses to the service road, especially along the west side of the road with high quality paving, lighting, seating and tree planting. Improve the public spaces to better serve the Civic area and the new residential developments, extending to Victoria Gateway;

○ Sustainable Urban Drainage Systems

Identify potential locations and type of SUDS to attenuate surface water run-off from this area to reduce the risk of flooding.

2. *London Road – from Queensway to Victoria Circus*

Improvements in the area will be focussed on enhancing the experience for visitors, residents and workers, and extending the activities in the public spaces throughout the day and into the evening. The key design features will include:

○ Encouraging more pedestrian footfall & cycling

High quality public realm enhancements to create a pedestrian-priority area and improvements for pedestrians and cyclists.

○ Outside seating areas

The restaurants and cafes could make better use of space on the street to create a more vibrant atmosphere.

○ Alignment Improvements

Changes to the allocation of road space to provide a greater area for pedestrians and a better street environment, whilst maintaining essential access for delivery vehicles and taxis.

- Sustainable Urban Drainage Systems
Identify potential locations and type of SUDS to attenuate surface water run-off from this area to reduce the risk of flooding.

3. Victoria Circus

Victoria Circus is a focal point for the Town Centre attracting people from Victoria Gateway, London Road and Southchurch Road towards the High Street. Improvements will focus on:-

- Encouraging more pedestrian footfall through a better public realm
The public realm improvements will consider additional seating, landscaping elements and features that help establish the space as a focal point and activity space, whilst maintaining the desired pedestrian routes across the area and access for emergency vehicles;
- Welcoming access routes
The alleyway from Victoria Gateway to Victoria Circus is one of the main routes to and from the Town Centre and should welcome people and encourage them to visit the High Street. Introduction of vertical features like canvas along the side walls, colourful roof features and lighting will help highlight this route to the town centre.
- Sustainable Urban Drainage Systems
Identify potential locations and type of SUDS to attenuate surface water run-off from this area to reduce the risk of flooding.

4. Southchurch Road – short section linking Carnarvon Road and the High Street

- Improve appearance of the Deeping underpass
The appearance of the Deeping parapet and access to the underground service area needs improvement;
- Pocket Park
Enhancement of landscaping elements (with integrated SUDS) to provide a coherent, linked number of green spaces essential for improving the environment of the area;
- Pedestrian crossing
Surface treatment at the pedestrian crossing at the entrance of the Deeping to highlight this as a route to the High Street (also to be considered as part of the Better Queensway Project)

5. Carnarvon Road junction with Victoria Avenue

- Provide a new right turn out of Carnarvon Road

Identified need for the right turn from Carnarvon Road on to Victoria Avenue, partly due to the re-development of the old College site;

- Replacement of vegetation
Any loss of vegetation caused by the change in the junction layout will be replaced within the scheme;
- Traffic Movements
Impact on traffic movements are negligible with the signal timings consistent with junctions either side and pedestrian movements

4. Other Options

- 4.1 The Southend Central Area Action Plan (SCAAP) will guide development and regeneration within the town centre area and central seafront until 2021. The Preferred Approach version of the SCAAP sets out all known major potential development sites and the vision for them within the central area which includes the key sites identified for the Southend Central Area Transport Scheme.
- 4.2 The other option would be to take no action on these issues and continue as now in which case the investment opportunity would be lost.

5. Reasons for Recommendations

- 5.1 The concept design and vision statements to guide the SCATS focus on ensuring that:-
 - High quality public realm enhancements will create spaces within the Town Centre to attract more people to the area, encourage activities in the public spaces and revitalise the commercial areas.
 - Improved access to the High Street will encourage more walking and cycling
 - The better streets and public spaces will bring greater civic pride to encourage investment and visitor numbers supporting the local economy.
 - To support the spatial planning activity identified in the SCAAP and other plans either prepared or being prepared by the Council's planning team.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

The SCATS will be fully aligned to delivering the vision and corporate priorities, particularly prosperous in respect of supporting the SCAAP and other plans either prepared by or under preparation by the Council's planning team.

6.2 Financial Implications

The SCATS is seeking funding of £7m from the South Essex Local Enterprise Partnership. The allocation is profiled across four years as set out below and is wholly grant funded. The allocation for 2016/17 will deliver the Carnarvon Road improvement and support design work to enable the other scheme elements to commence in 2017/18.

Financial Year	2016-2017	2017-2018	2018-2019	2019-2020
Local Growth Fund	£0.75m	£2.25m	£2m	£2m

6.3 Legal Implications

Any necessary Traffic Regulation Orders will be identified and follow the legal processes. In the case of London Road and Victoria Circus, procedures to obtain permission for outside seating and event spaces will be consulted upon and followed.

6.4 People Implications

The scheme affects the lives of all those who live, work and visit the town. The implications are positive as the intention to improve accessibility and safety and improve the public realm.

6.5 Property Implications

The schemes proposed will affect land for which the Council is the highways authority and may involve working with private landowners to bring forward detailed proposals.

6.6 Consultation

The consultation process for this work is based on the “Southend Together” toolkit which seeks to engage and inform residents, businesses and key stakeholders throughout the life of the project

There will be a stakeholder engagement plan prepared and all aspects of the design plans for Victoria Avenue, London Road and Victoria Circus will be consulted on.

6.7 Equalities and Diversity Implications

Best practice will be adopted in the design proposals with the aim to improve accessibility for pedestrians, cyclist and the disabled which will be a major factor in the development of the scheme.

Different user groups have different needs and part of the development of the final design plans will be a full equality analysis as part of the stakeholder engagement plan.

6.8 Risk Assessment

Risks are reviewed throughout the life of the project and mitigation measures undertaken to reduce risks.

6.9 Value for Money

This will be assessed in the financial analysis and Business Case preparation.

6.10 Community Safety Implications

Understanding the community safety impacts and improving the quality of streets and public spaces provided in the Town Centre area is an essential part of this scheme.

6.11 Environmental Impact

This will be considered in the effective re-use of materials, sustainability of the supply chain, flood risk and managing surface water systems, low energy lighting systems and ensuring that corporate policies are considered.

7. Background Papers

Preferred Approach Southend Central Area Action Plan

[http://www.southend.gov.uk/downloads/download/603/scaap -
december 2015](http://www.southend.gov.uk/downloads/download/603/scaap_-_december_2015)

8. Appendices

Appendix 1 SCATS – Scheme Extents

Appendix 2 SCATS – Layout of proposed Carnarvon Road junction with Victoria Avenue

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QUEENSWAY/
LONDON ROAD SCHEM
(COMPLETED 2014)

Enhanced footways
(widening, new block
paving, street furniture,
cycle parking and planting)

Existing entrance into
Sainsbury's car park

Proposed location of
exit from Sainsbury's
car park

Parking bays with
block paving

4m wide
footway/cycleway in block
paving with integrated
sustainable urban
drainage system measure

Access to Sainsbury's
service area

S-CATS
PHASE 3
LONDON Ref

Raised table

Parking bays with
block paving (3
additional spaces)

Raised table

Parking bays with
block paving

Electric vehicle parking

Raised table

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Revisions			
Rev	Details	Auth	Date
A	Original Issue	KR	Jun-17

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

In addition to the hazards/risk normally associated with the types of work detailed on this drawing, note the following significant residual risks:

Construction

None

Maintenance/Cleaning

None

Discommissioning/Demolishing

None

Southend-on-Sea Borough Council

Department for Place

PO Box 5560, Civic Centre
Victoria Avenue, Southend on Sea,
SS2 6ZQ

Project Title

S-CATS Town Centre

Drawing Title

London Road Phase 2 Option A

Drawn	Date	Scale
KR	08/06/2017	@A1
Checked	Date	1:500
CDS	23/06/17	
Review	Date	Revision
JMS	26/06/17	
Approved	Date	A
XXX	26/06/17	

Drawing Status

Preliminary	<input checked="" type="checkbox"/>	Construction	<input type="checkbox"/>
Tender	<input type="checkbox"/>	As Constructed	<input type="checkbox"/>

Drawing Number

SBBC10702-102/SBC/LR/C/0008

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QUEENSWAY/
LONDON ROAD SCHEME
(COMPLETED 2014)

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Revisions			
Rev	Details	Auth	Date
A	Original Issue	-	Apr-17

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Maintenance/Cleaning	None
Use	None
Decommissioning/Demolishing	None

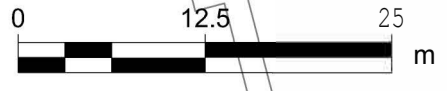
Southend-on-Sea Borough Council
 Department for Place
 PO Box 5560, Civic Centre
 Victoria Avenue, Southend on Sea,
 SS2 6ZQ

Project Title
S-CATS Town Centre
 Drawing Title
London Road Phase 2 Option B

Drawn MKW	Date 08/06/2017	Scales @A1
Checked CDS	Date 23/06/17	1:500
Review JMS	Date 26/06/17	
Approved KR	Date 26/06/17	Revision A

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Tender	<input type="checkbox"/> As Constructed

Drawing Number
 SBCC10702-102/SBC/LR/C/0009

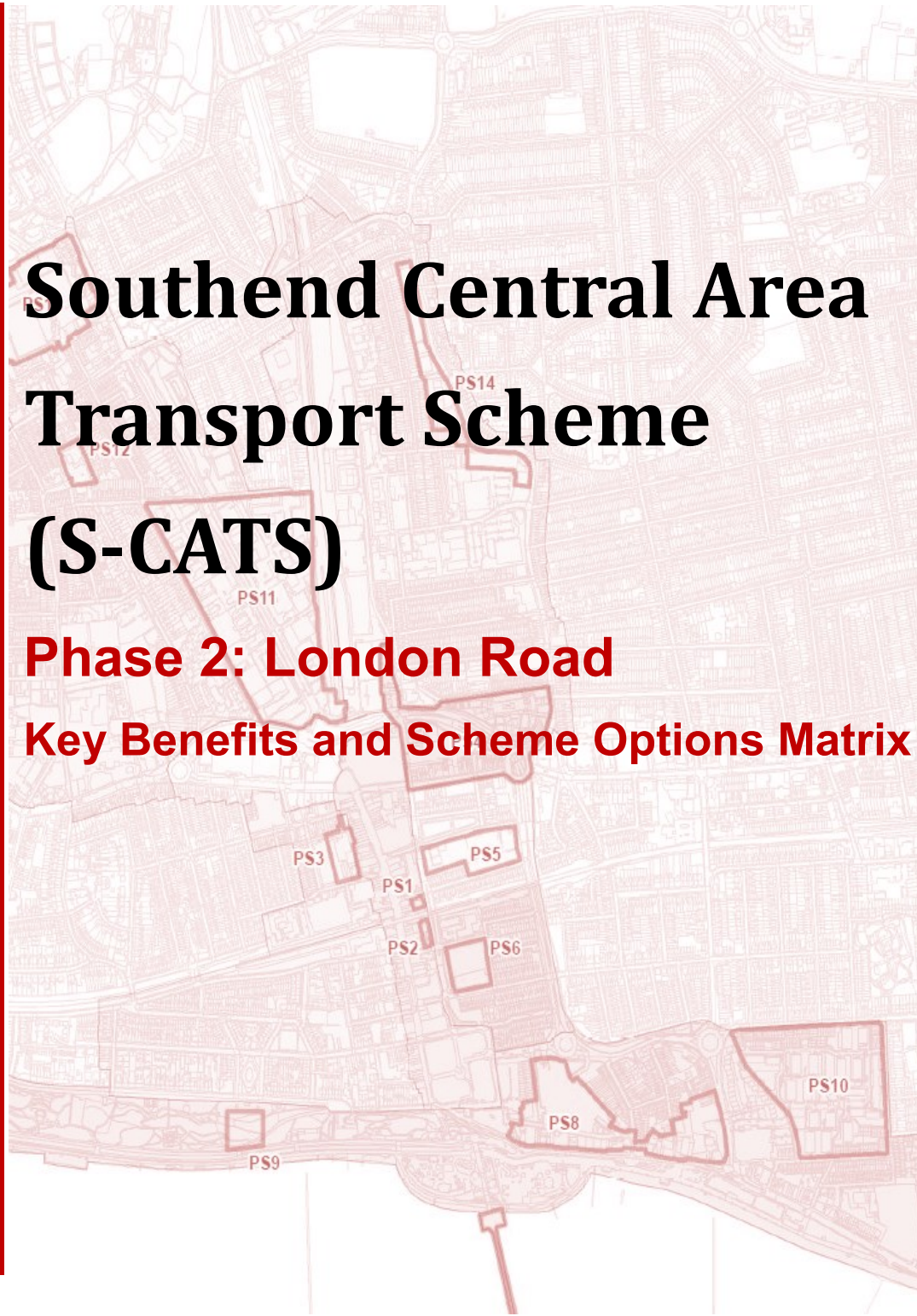


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Southend Central Area Transport Scheme (S-CATS)

Phase 2: London Road

Key Benefits and Scheme Options Matrix



Doc. Ref: Key Benefits /
Options Matrix

Version: 04

Date: July 2017

The Place Diagram—Key benefits tool

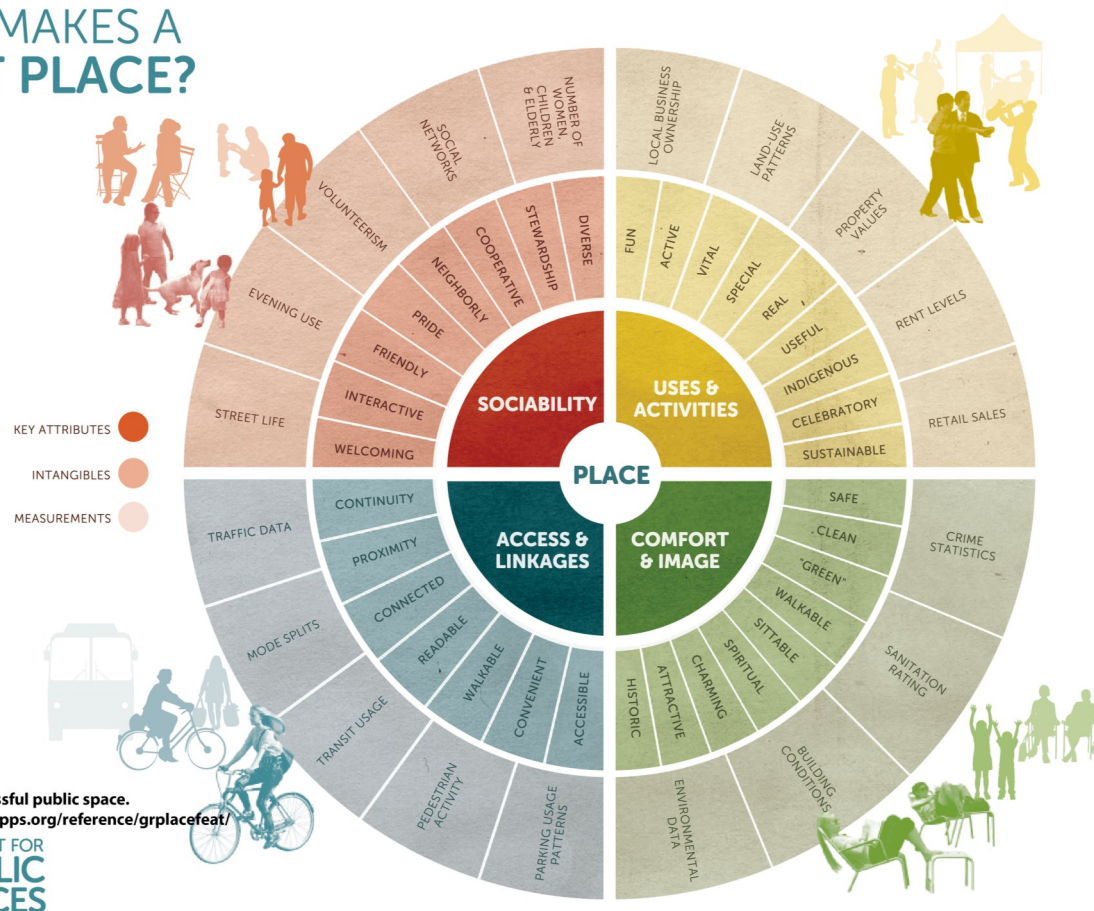
In evaluating thousands of public spaces around the world, [Project for Public Spaces](#) found that to be successful, they generally share the following four qualities: they are **accessible**; people are engaged in **activities** there; the space is **comfortable** and has a good image; and finally, it is a **sociable** place: one where people meet each other.

The **Place Diagram** (shown on the right) developed by Project for Public Spaces has been used as a tool to represent the intangible benefits linked to the tangible key benefits of the S-CATS Phase 2 scheme options (Scheme option plans enclosed in Appendix 3).

In the following pages, the intangible benefits achieved by Option A and B are shown in the Place Diagram, whilst those that are not achieved have been removed (spiritual, historic and stewardship).

Tangible and intangible benefits of Option A that score higher than Option B are marked with a star symbol .

WHAT MAKES A GREAT PLACE?



Attributes of a successful public space.
Source: <https://www.pps.org/reference/grplacefeat/>



EXISTING LAYOUT

Tangible issues

Unattractive Gateway to Town Centre

The existing streetscape fails to create an attractive gateway due to poor quality of public realm, street clutter, and lack of greenery, street furniture and facilities for cyclists.

Fails to encourage walking and cycling

The existing road layout lacks any facilities for cyclists. Cyclists entering this section of London Road from Queenway Roundabout would have to leave the cycle path and join the carriageway.

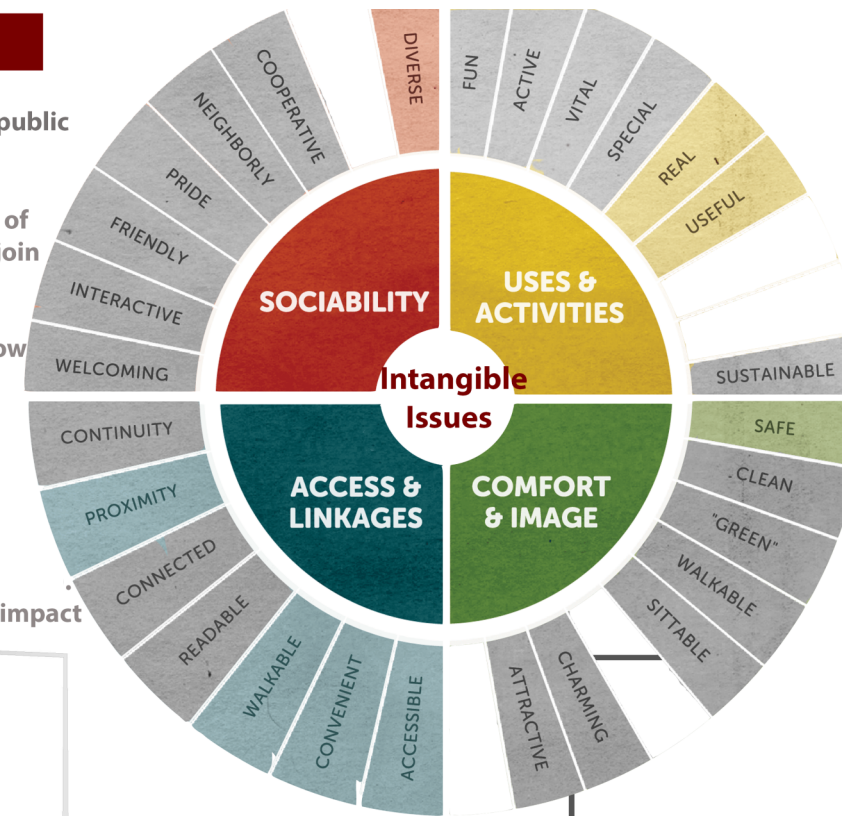
There are twice as many pedestrians using this section of London Road compared to vehicles but as can be seen in the allocation of space is disproportionate to the flow. There is a lack of street furniture that would provide resting spots, especially useful to elderly and those with mobility issues.

Safety for pedestrians and cyclists

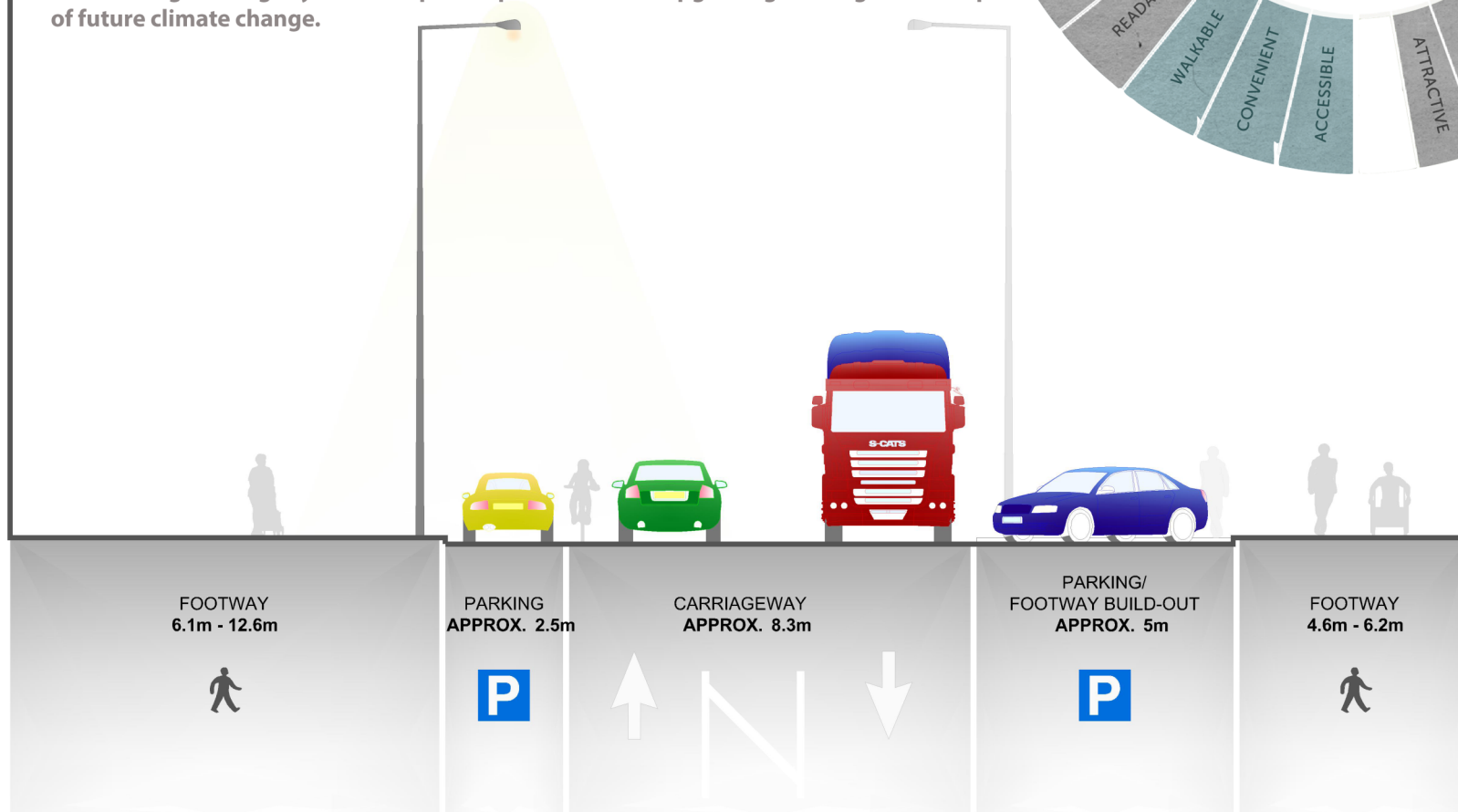
The width of carriageway, lack of cycle lane and street clutter fails to create a safe and friendly environment for pedestrians and cyclists.

Climate Adaptation/ SUDS

The project area has large impermeable surfaces and a lack of greenery. The existing drainage system is in poor repair and needs upgrading to mitigate the impact of future climate change.



● Intangible issues



OPTION A

Tangible benefits

Welcoming Gateway to Town Centre

Improved environment for visitors and residents with public realm enhancements, landscaping, lighting and street furniture.

★ The additional cycleway/footway along the centre of the carriageway provides the opportunity for planting and street furniture to create a more welcoming impact.

Encouraging walking and cycling

Widened and improved footways, realignment of carriageway to provide additional space for pedestrians and cyclists, cycle parking, traffic calming measures and better signage.

★ Central footway/cycleway puts pedestrians and cyclists in a prime location which will change the overall character of the space from one that supports car use to one that encourages more walking and cycling.

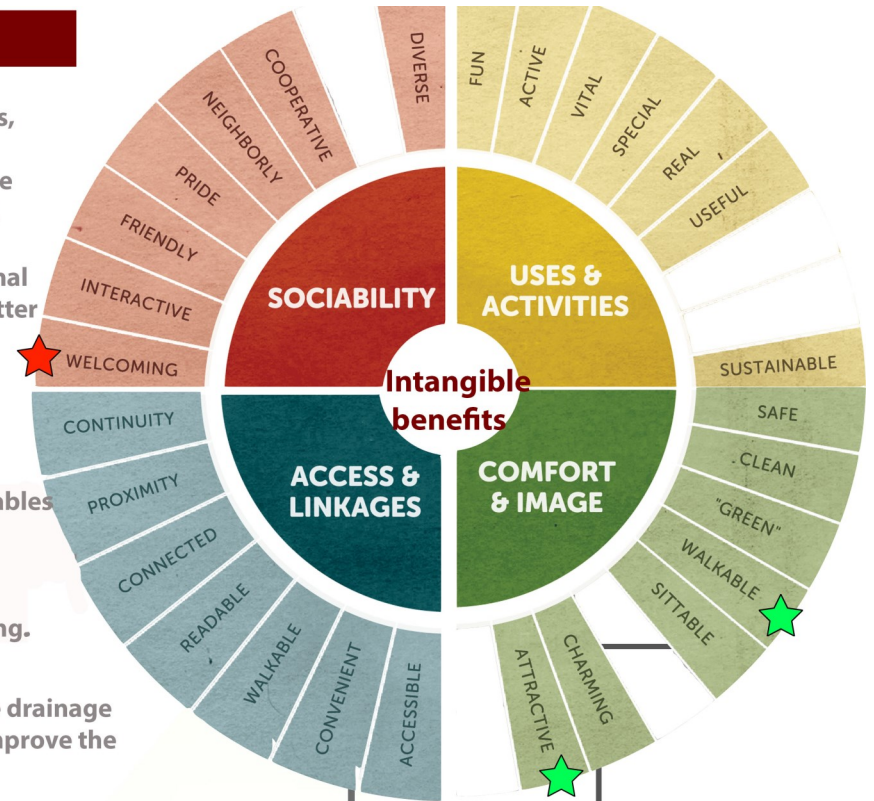
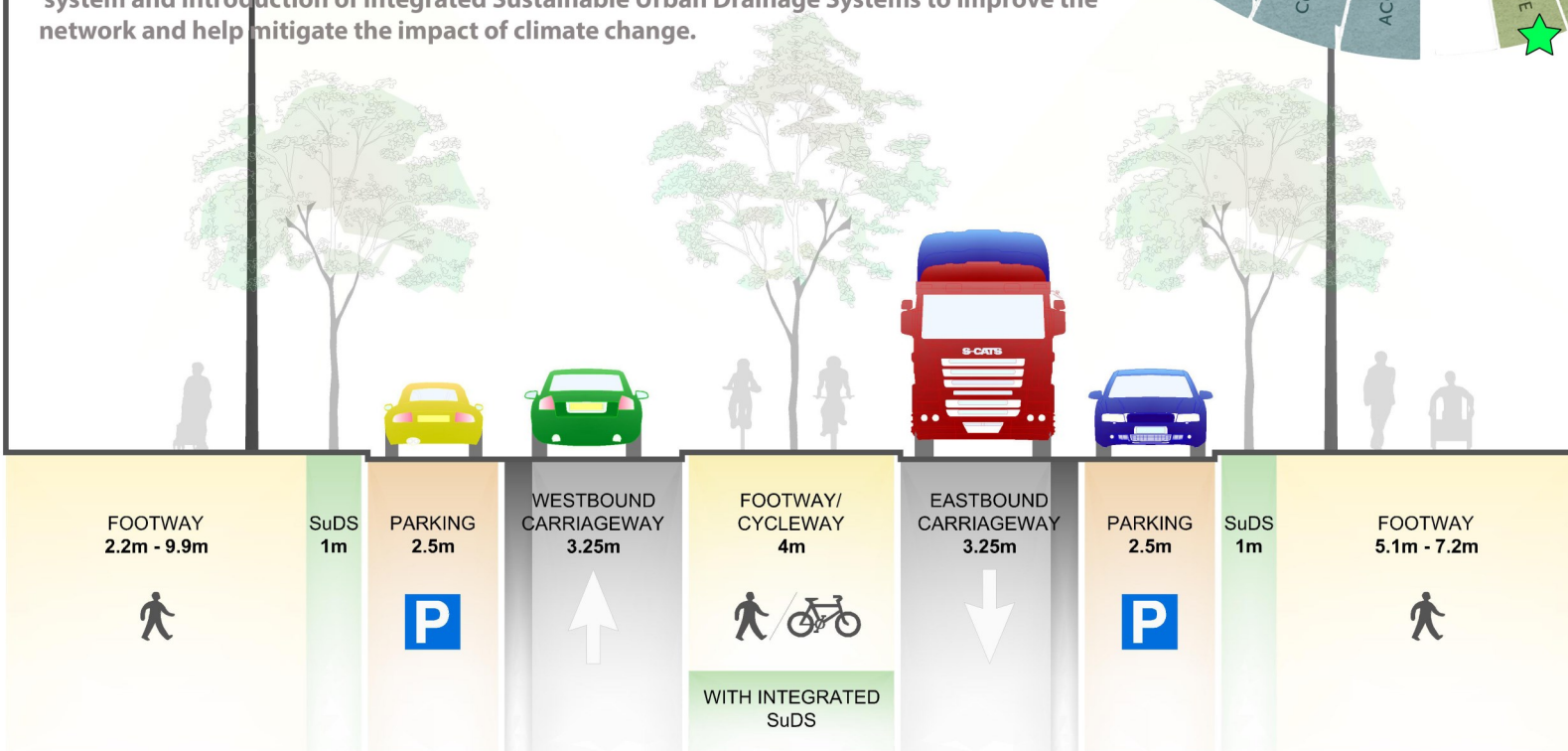
Improved safety for pedestrians and cyclists

Improved permeability for pedestrians and cyclists across junctions with raised tables
The carriageway width is reduced to 3.25m one way with detailing that visually reduces the width further and the speed is reduced from 30mph to 20mph.
This will improve the perceived safety for pedestrians and cyclists.

Cycleway with clear signage, improved footway, street furniture and better lighting.

Climate Adaptation/ SUDS

The proposed layout includes addition of trees and green spaces, upgrades to the drainage system and introduction of integrated Sustainable Urban Drainage Systems to improve the network and help mitigate the impact of climate change.



● ● ● ●
Intangible benefits achieved by the Option A

★ ★
Tangible and intangible benefits of Option A than score higher than Option B

OPTION B

Tangible benefits

Welcoming Gateway to Town Centre

Improved environment for visitors and residents with public realm enhancements, landscaping, lighting and street furniture.

However the combined cycleway/footway at the edge of the scheme are less favourable as they create greater conflict between user groups.

Encouraging walking and cycling

Widened and improved footways, realignment of carriageway to provide additional space for pedestrians and cyclists, cycle parking, traffic calming measures and better signage.

However the combined cycleway/footway at the edge of the scheme are less favourable as they create greater conflict between user groups.

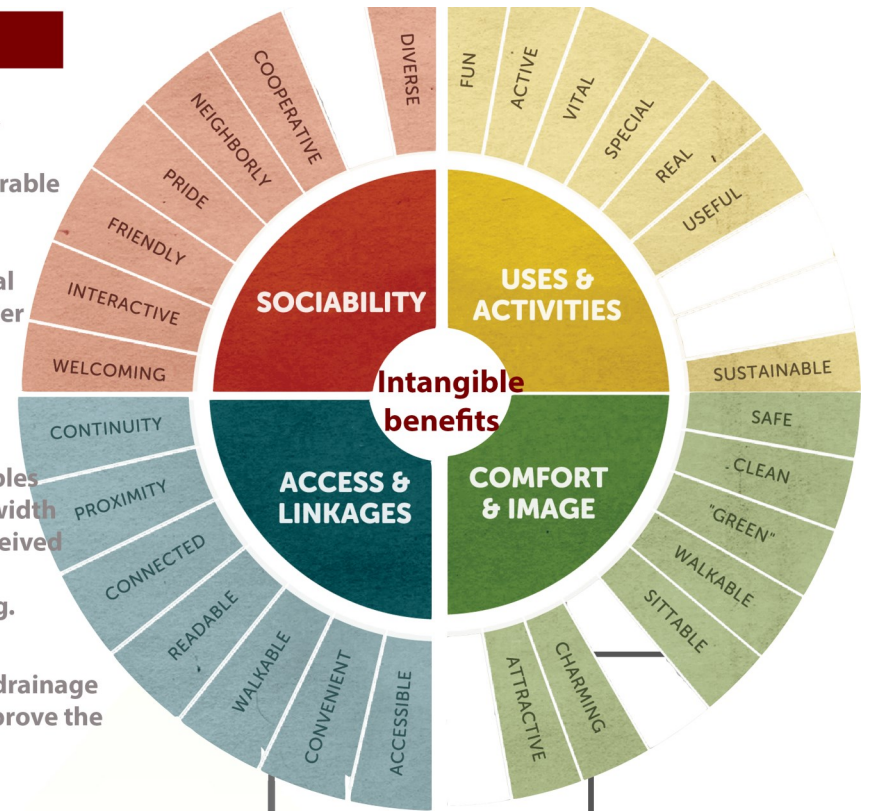
Improved safety for pedestrians and cyclists

Improved permeability for pedestrians and cyclists across junctions with raised tables. The carriageway width is reduced to 3.0m with detailing that visually reduces the width further and the speed is reduced from 30mph to 20mph. This will improve the perceived safety for pedestrians and cyclists.

Cycleway with clear signage, improved footway, street furniture and better lighting.

Climate Adaptation/ SUDS

The proposed layout includes addition of trees and green spaces, upgrades to the drainage system and introduction of integrated Sustainable Urban Drainage Systems to improve the network and help mitigate the impact of climate change.



Intangible benefits achieved by the Option A

Based on the key benefits of each scheme option as described in the previous pages, they score as follows:

Scheme objectives		To support and align with S-CATS Phase 1 to provide a welcoming Gateway to the Town Centre.	Improve safety, accessibility and health and wellbeing through improved provision for pedestrians and cyclists.	To encouraging more pedestrian footfall & cycling through quality public realm improvements and enhancements to walking/cycling infrastructure.	To support the development of the centre of Southend in terms of delivering new housing, increased local business and the improved offer for tourist	To integrate Sustainable Urban Drainage Systems where possible to mitigate impacts of climate change	To contribute to the wider SCAAP ambition.	Overall Rating
Scheme Options								
R a t i n g	Existing layout	0	0	0	0	0	0	0/18
	Option A (With Pedestrian and Cyclist path along the centre of the carriage-way with integrated SUDS)	3	3	3	2	3	3	17/18
	Option B (With Pedestrian and Cyclist path along existing footway with integrated SUDS)	2	3	2	2	3	3	15/18



Southend Central Area Transport Scheme (S-CATS Phase 2)

Engagement and Consultation Plan



Doc. Ref: Comms plan

Version: 04

Date: June 2017

Project support

Project Team	Krithika Ramesh Justin Styles Chris Styles, Neil Handley, Matt Mills Collette Kemp
Construction	Eurovia TBC
Communication	Media Team Michael Sargood
Policy	SCAAP Policy team Mark Shepard

Communication objectives

- Awareness: To create general awareness about the planned works.
- Comprehension: To increase stakeholders' understanding of the projects goals and function.
- Information sharing: Establish a process for sharing information between stakeholders about the planned activities.
- Collaboration: To develop the designs for the improvements with maximum participation from all stakeholders and to support collaboration between different teams to enable effective management of the construction.
- Responsibilities: Assign responsibilities for tasks and information dissemination.
- Managing expectation: Early engagement of stakeholders to ensure they understand levels of improvements the scheme will bring about.

Stakeholder Analysis

Three potential stakeholder groups have been identified:

Partners: Local organisations from the community, public and education sector which may be keen to partner with the Council to support or help to promote the concept of S-CATS. This group may also include local groups that are interested in place-making. Partner organisations may also have opportunities to engage residents or other interested parties through their own events and promotions etc.

Core business: Individual businesses or groups of business which may not be directly impacted by the work but may want to be kept involved

Direct beneficiaries: Businesses, representative groups or organisations likely to be directly affected by the proposed S-CATS concept

Partners

The Forum/Southend Central Library

Focal Point Gallery

University of Essex (Gateway Building)

South Essex College

Sustainable Motion CIC

Get Healthy Southend

Southend Museum

Beecroft

South Essex Homes

Local schools in the area (Barons Court, St. Helen's, St. Mary's) etc.

Local Walking and Cycling groups

Resident associations (may be linked to South Essex Homes)

Care homes / residential spaces

Mother and Toddler groups

Environmental groups

C2C

The potential partners will require a briefing in person with key representatives to explain the S-CATS scheme, the theory, context and outline designs. Opportunities for promotion and advocacy should be explored.

Any issues and concerns should be picked up and logged/actioned before major public consultation takes place.

Stakeholder Analysis

Core Business

Southend Business Improvement District

Southend Business Partnership

Main High Street / Southchurch Road businesses (i.e. those that are not directly affected by the proposed scheme)

The Victoria Shopping Centre

Royals Shopping Centre

The Core Business group should be briefed individually on the outline concepts, theory and context. Any issues and concerns should be picked up, logged and where possible actioned before major public consultations take place. Further meetings to iron out key issues may be required.

Direct Beneficiaries

Sainsbury's

Odeon

All other businesses / restaurants on the London Road S-CATS area

All businesses on Queens Road, Elmer Approach in S-CATS area

Local Taxi representatives

Those individuals or organisations who were particularly keen to engage (positively or negatively) during the SCAAP consultation period

The Direct Beneficiaries group should be briefed individually on the theory and context for S-CATS, and where necessary some outline concepts put forward. There will certainly be concerns and issues raised which will need to be considered, addressed before consultation goes public. This is an opportunity to gain initial responses from those businesses who will be most affected by the scheme at an early stage.

Stakeholder Analysis

	Stakeholder group	Section	Event	Date
1.	London Road businesses	All	Focus Group meeting London Road- Road closure	July 2017
2.	Pedestrians	All	London Road- Road closure	July 2017
3.	Sainsburys' supermarket	London Road	London Road- Road closure	July 2017
4.	Cyclists	All	London Road Closure Event	August 2017
5.	Taxis	London Road	Focus group meeting London Road Closure	October 2017
6.	Public Transport users	All.	London Road– Road closure	July 2017
7.	Deliveries	London Road	London Road-Road Closure	June 2017
8.	Motorists		Undecided	August 2017
9.	South Essex College	All London Rd.		June 2017
10.	Forum/ Library	London Road/ Queens Road		June-July 2017
11.	Local residents	All		August 2017
12.	Community and resident groups			July 2017

Stakeholder Analysis

Decision Makers

Audience	Desired outcome of communications	Comments/ Notes
Department for Place	Collaborate among themselves and with other teams to ensure efficient and timely delivery of the project. Resolve on-going management challenges.	
Cabinet	Approve the all design plans and associated implementation efforts.	
Senior Management Team	Approve the all design plans and associated implementation efforts.	
Councillors	Understand the planned improvement works and the benefits it will bring. Support the planned improvements and associated implementation efforts Be aware of the funding liability and associated implications.	
Portfolio Holder	Approve and support the planned improvements and associated implementation efforts.	

Tools & Techniques/ Timing of Communication Activities/ Roles & Responsibilities

<i>Communication method</i>	<i>Target Audience</i>	<i>Timing</i>	<i>Responsibility</i>
Scheduled meetings/ Reports	Project Comms team	On-going	Krithika Ramesh Collette Kemp
One-on-one briefings	Portfolio holder and councillors Formal route will be through one-to-one briefings. Ad hoc email and telephone calls where necessary from individual members of the Project Team and media team.	Ad-hoc	Content: Krithika Ramesh Collette Kemp Michael Sargood Approval Paul Mathieson Distribution: Debee Skinner
Emails	Local MP's <i>They will be included on the distribution list for stakeholder mail-outs and other key communications.</i>	Ad-hoc	Debee Skinner
SBC intranet	SBC staff <i>Brief messaging and visuals with bulletins/updates.</i>	July 2017	Collette Kemp Debee Skinner
Presentations	<i>To be used for briefings to members, the media and other key stakeholders at beginning and end of project.</i>	July 2017	Paul Mathieson Krithika Ramesh Justin Styles
Press releases	Residents <i>Share key messages and implementation activities.</i>	October 2017	Media Team
Flyer / Poster	At Council, Police station, Court House,the Beecroft and other offices along Victoria Avenue , The Forum, University	October 2017	Collette Kemp
Resident letters	Residents	October 2017	Krithika Ramesh
Stakeholder Group workshops/ Stickyworld	All directly impacted stakeholders	On-going	Krithika Ramesh
Variable-message signs	<i>Share key messages and implementation activities.</i>	Construction phase	Justin Styles
Customer Service Centre	Residents <i>Contact point for comments/complaints– provide script</i>	Construction phase	Collette Kemp Debee Skinner
Social media	Residents 176 <i>Posting of brief messages and visuals on the Council's Facebook and Twitter accounts in an effort to stimulate resident dialogue/engagement.</i>	August 2017	Debee skinner Michael Sargood

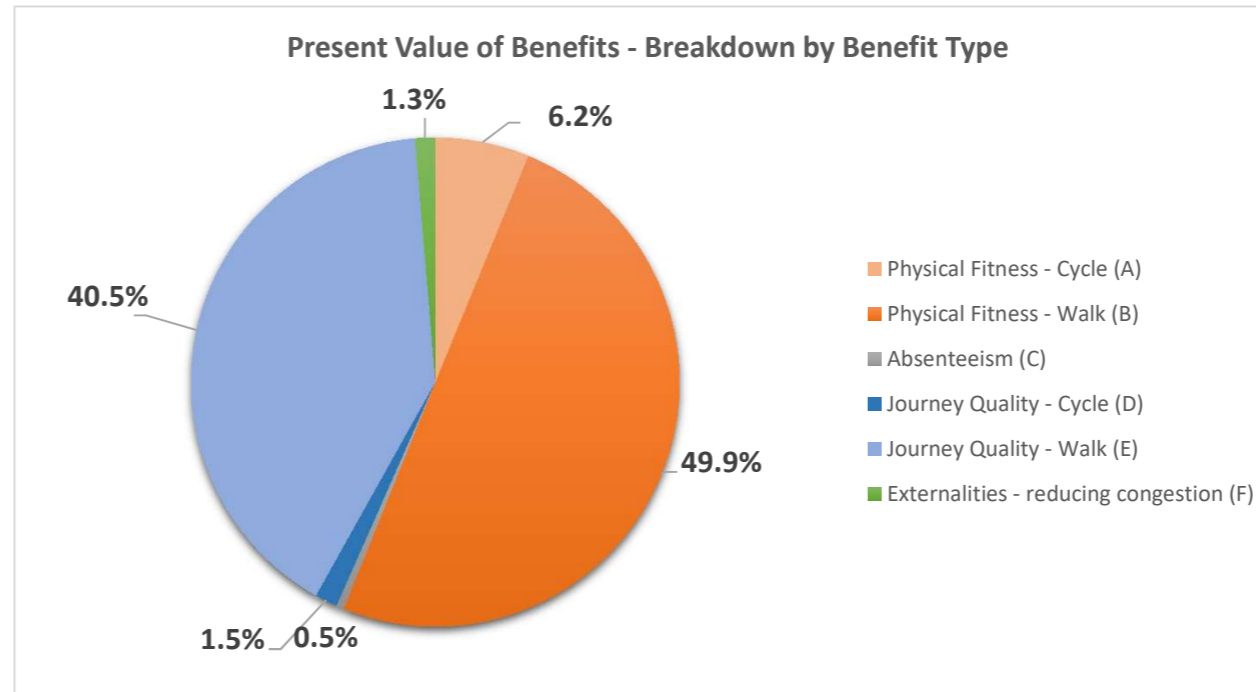
Appraisal Summary Table		Date produced:	21	7	2017	Contact:				
Name of scheme:		S-CATS Phase 2 London Road				Name				
Description of scheme:		Improvements to public realm on London Road between Queensway roundabout and College Way, comprising footway replacement, wide raised crossings, new central reserve with tree planting, footway and segregated cycle lanes, and new LED lighting. Seating and cycle parking will also be provided along London Rd. London Rd / College Way mini-roundabout to be removed. New footway and planting on College Way / Queens Rd, and new footway on Elmer Avenue.				Organisation		Southend-on-Sea Borough Council		
						Role		Promoter/Official		
Impacts	Summary of key impacts	Assessment								
		Quantitative			Qualitative	Monetary £(NPV)	Distributional 7-pt scale/ vulnerable grp			
Economy	Business users & transport providers	No impact on business vehicle journey times or business vehicle operating costs expected as traffic capacity on London Rd and access to all business premises is to be maintained.			Value of journey time changes(£)	0	N/A	0	Not assessed	
					Net journey time changes (£)					
		0 to 2min	2 to 5min	> 5min						
		-	-	-						
	Reliability impact on Business users	No impact expected.				-	N/A	0		
	Regeneration	S-CATS Phase 2 represents the next step in supporting the continued growth and regeneration of the Southend Central Area, by improving the public realm and streetscape on the key western approach for pedestrians and cyclists into the town centre. The improvements are expected to work towards creating the right conditions for employment growth in Southend.				-	Beneficial	N/A		
	Wider Impacts	Phase 2 is a necessary precursor to Phase 3 which is expected to lead to wider economic impacts. Wider impacts for Phase 2 not assessed separately.				-	-	-		
Environmental	Noise	Slight reduction in vehicle trips due to mode shift to walking and cycling will lead to slight beneficial noise impacts. Monetary value estimated using WebTAG Marginal External Costs method.				-	Slight Beneficial	1,092	Not assessed	
	Air Quality	Slight reduction in vehicle trips due to mode shift to walking and cycling will lead to slight beneficial impacts on local air quality.				-	Slight Beneficial	-	Not assessed	
	Greenhouse gases	Slight reduction in greenhouse gas emissions expected due to mode shift to walking and cycling. Monetary value estimated using WebTAG Marginal External Costs method.			Change in non-traded carbon over 60y (CO2e)	-	Slight Beneficial	3,650		
					Change in traded carbon over 60y (CO2e)	-				
		Landscape	No impact expected.				-	Neutral	-	
		Townscape	Scheme will enable sense of place to be restored to London Rd, through well-designed environmental design measures including tree planting to soften the urban environment.				-	Slight Beneficial	-	
		Historic Environment	No impacts expected on any known or potential historic environmental assets.				-	Neutral	-	
	Biodiversity	No impacts expected on biodiversity or geological interests.				-	Neutral	-		
	Water Environment	Reduced surface water discharge expected as SUDS to be implemented as part of the new walking / cycling central reserve on London Rd.				-	Slight Beneficial	-		
Social	Commuting and Other users	Slight beneficial impact on congestion as a result of mode shift from private car to walking / cycling for commuting and other non-business journeys. Will lead to slight reduction in journey times and vehicle operating costs. Monetary value estimated using WebTAG Marginal External Costs method.			Value of journey time changes(£)	-	N/A	102,277	Not assessed	
					Net journey time changes (£)					
		0 to 2min	2 to 5min	> 5min						
		Reliability impact on Commuting and Other users	Impact not assessed.				-	N/A	-	
		Physical activity	Increased levels of physical activity resulting from an increase in walking and cycling trips into central Southend. Key scheme components expected to encourage increased cycling are the segregated on-road cycle lanes and additional cycle parking. General public realm improvements expected to encourage increase in walking trips. Quantitative and monetised impact estimated using TAG Units A4-1 and A5-1.			Increase in cycling trips per day: 39 (21 individuals) Increase in walking trips per day: 257 (135 individuals)		Moderate Beneficial	4,778,688	
		Journey quality	Improved journey quality for pedestrians and cyclists, resulting from new on-road segregated cycle lanes, additional cycle parking, upgraded street lighting, reduced kerb level, renewed pavement, seating, directional signage, and tree planting. Monetary benefit estimated using TAG Units A4-1 and A5-1.			Benefits to approx. 150 cycle trips per day and 8,100 walking trips per day.		Moderate Beneficial	3,546,530	
		Accidents	Slight beneficial impact on accidents as a result of reduced car trips on the highway network. Monetary value estimated using WebTAG Marginal External Costs method.				-	Slight Beneficial	16,748	Not assessed
		Security	Improved personal security expected due to upgraded street lighting.			Benefits to approx. 150 cycle trips per day and 5,200 walking trips on London Road.		Sight Beneficial	N/A	Not assessed
		Access to services	Impact not specifically assessed, although no impact expected.				-	Neutral	N/A	Not assessed
	Affordability	No impact on personal affordability expected.				-	Neutral	N/A	Not assessed	
	Severance	Reduced severance on London Rd as a result of carriageway narrowing, new central footway / cycle lanes and wide raised crossing areas.			Benefits to approx. 150 cycle trips per day and 5,200 walking trips on London Road.		Moderate Beneficial	N/A	Not assessed	
	Option and non-use values	No change in availability of transport services.				-	Neutral	N/A		
Public Accounts	Cost to Broad Transport Budget	Includes preparatory, construction and supervision costs, and risk layer. Also includes maintenance costs over the full appraisal period. Optimism Bias at 15%. Real cost inflation on construction costs at 1% per annum for 5 years. Costs paid for through developer funding are removed from PVC and treated as a disbenefit in the PVB.			PVC: £2.08 million NPV: £6.36million (PVB: £8.44 million) BCR: 4.06		N/A	-2,076,831		
	Indirect Tax Revenues	Slight reduction in indirect tax revenues as a result of mode shift from private car to walking and cycling.				-	N/A	-10,754		

S-CATS Phase 2 London Road
Active Mode Economic Appraisal

Southend-on-Sea Borough Council

Present Value of Benefits (PVB) breakdown by benefit type

Type	PVB (£ 2010 prices discounted to 2010)	
Physical Fitness - Cycle (A)	524,977	6.2%
Physical Fitness - Walk (B)	4,210,773	49.9%
Absenteeism (C)	42,938	0.5%
Journey Quality - Cycle (D)	126,161	1.5%
Journey Quality - Walk (E)	3,420,369	40.5%
Externalities - reducing congestion (F)	113,013	1.3%
Developer Costs	0	
	8,438,232	
Present Value of Costs (PVC)	2,076,813	
Benefit to Cost Ratio (BCR)	4.06	



Southend-on-Sea Borough Council

Agenda

Item No.

10

Report of Deputy Chief Executive (Place)

to

Cabinet

on

19th September 2017

Report prepared by: Ciara Phipps
Assistant Curator of Social History

Museums Service – Large Objects 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 following a pre-scrutiny report on 10 July 2017, Members approve 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 museum service. This process will be undertaken according to guidelines 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.

At Pre-scrutiny, some Members expressed a wish to see a list of objects identified for disposal before the items are disposed of. The Museum Service will make such a list available during the process.

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.

5. 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.

6. Corporate Implications

6.1 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'.

6.2 Resource Implications (Finance, People, Property)

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

6.3 Legal Implications

There are no significant legal issues raised by these proposals.

6.4 People Implications

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

6.5 Property Implications

There are no significant property issues raised by these proposals.

6.6 Consultation

This matter was presented to SBC Members at Place Scrutiny on 10 July 2017 and their considerations have been incorporated into this paper.

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 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.

6.7 Equalities Impact Assessment

There are no significant equalities issues raised by these proposals.

6.8 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.

6.9 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.

6.10 Community Safety Implications

There are no significant safety issues raised by these proposals.

6.11 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.

7. 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

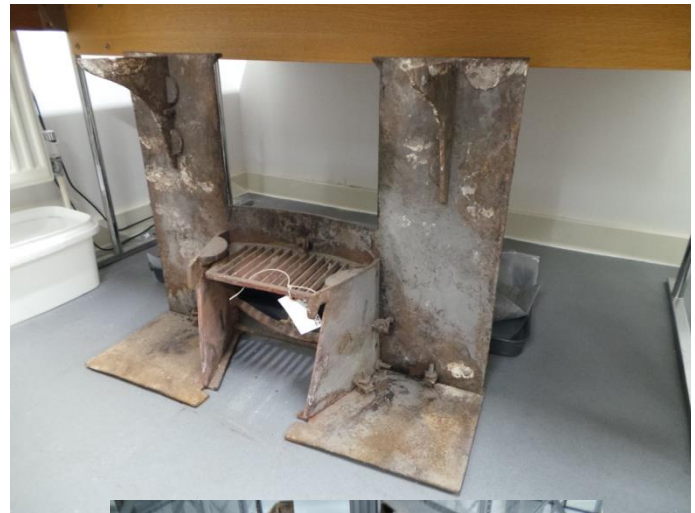
Museums Association Code of Ethics

Museums Association Disposals Toolkit

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

8. Appendix

Appendix 1 - Images of examples of objects for disposal



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Southend-on-Sea Borough Council

Report of Deputy Chief Executive for
Place
to
Cabinet
on

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Transport Policy

Agenda
Item No.

11

Highways/Transport Infrastructure Asset Management (HIAM) – An Asset Management Approach and Plan for Highway Infrastructure

Place Scrutiny Committee(s)
Executive Councillor: Councillor Tony Cox
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. To provide Cabinet with an update on progress in developing the Council's approach to Highways/Transport Infrastructure Asset Management (HIAM).
- 1.2. To agree of the Highways Infrastructure Asset Management Plan (HIAMP) and supporting documentation set out in **Appendix 1**.
- 1.3. To inform Cabinet of the change of the Council's banding for the next Department for Transport self-assessment questionnaire (SaQ) return.
- 1.4. To agree the approach as set out in the HIAMP which will assist the continued implementation and development of asset management and also support the basis for consistency amongst UK local authorities and therefore the delivery of the benefits associated with asset management.
- 1.5. To agree the Lifecycle Plans which comprise the approach to the maintenance of an asset from construction to disposal and which may be used to demonstrate how funding and/or performance requirements are achieved and through appropriate maintenance strategies For example, the different treatment options and the balance between renewal and routine maintenance; which will assist in setting the priorities for investment.

2. Recommendations

2.1. Cabinet are recommended:

- 2.1.1. **To agree the HIAMP and appendices as the Council's approach to asset management and operational service delivery.**

- 2.1.2. To agree continued cross boundary joint working on asset management, enabling better understanding and development of collaborative working, benchmarking and efficiency, resilience, customer communications and operational delivery to support the management of assets in Southend-on-Sea.**
- 2.1.3. To note the lifecycle plans which form the basis for the prediction of future performance of a group of assets, based on investment scenarios and maintenance strategies.**
- 2.1.4. To agree that the HIAMP and appendices will influence the Council's approach to highway maintenance and management of assets in order to meet the requirements as set out by the Department for Transport.**
- 2.1.5. To note the increase of the Council's banding for the next Department for Transport self-assessment questionnaire (SaQ) return. The result of which will be the Council will receive it's full funding award and improving the case for additional funding grants by adopting asset management principles.**

3. Background

- 3.1.** In December 2014, the Government announced that £6 billion was being made available between 2015/16 and 2020/21 for local highways maintenance capital funding.
- 3.2.** From that funding, £578 million has been set aside for an Incentive Fund scheme, to reward councils who demonstrate they are delivering value for money in carrying out cost effective improvements.
- 3.3.** Since then, the Government has announced a further £250 million between 2016/17 and 2020/21 to help tackle potholes or stop them forming as part of a Pothole Action Fund and in November 2016, a further £1.1 billion was announced for local roads.
- 3.4.** In January 2017, each local highway authority in England (excluding London) was invited to complete a self-assessment questionnaire (SaQ), in order to establish the share of the Incentive Fund they are eligible for, in 2017/18. This includes those authorities who are currently deemed Band 3 from the 2016/17 round.
- 3.5.** Each authority will score themselves against 22 questions, and place themselves into one of 3 Bands on the basis of the available evidence.
- 3.6.** The Incentive Funding awarded to each local highway authority was based on the score in this questionnaire, and will be relative to the amount received through the needs-based funding formula.
- 3.7.** In 2017/18, only authorities in Band 3 will receive the full share of the £578 million Incentive Fund whilst authorities in Band 2 received 90% and Band 1 authorities 60%. The percentages for Bands 1 and 2 will further decrease in

subsequent years, with only authorities in Band 3 being awarded their full share of the funding.

- 3.8. On the 22 September 2015, the Cabinet received a report on the Transport Asset Management Strategy (TAMS) – Guiding principles and draft action plan. Work to provide a robust framework for managing highway/transport assets and which meet the requirements by Department for Transport (DfT) has been undertaken.
- 3.9. The HIAMP and supporting documents have been produced using the 14 recommendations as set out by the Highways Maintenance Efficiency Programme (HMEP) Guidance, commissioned by Department for Transport (DfT).
- 3.10. HMEP prepared this Guidance for local highway authorities, which is endorsed by UK Roads Liaison Group (UKRLG), to support the adoption of asset management principles and enable implementation of the benefits of long term planning. This will support a more effective and efficient approach to the management of highway infrastructure.

The guidance hierarchy adopted by the UKRLG is shown below:

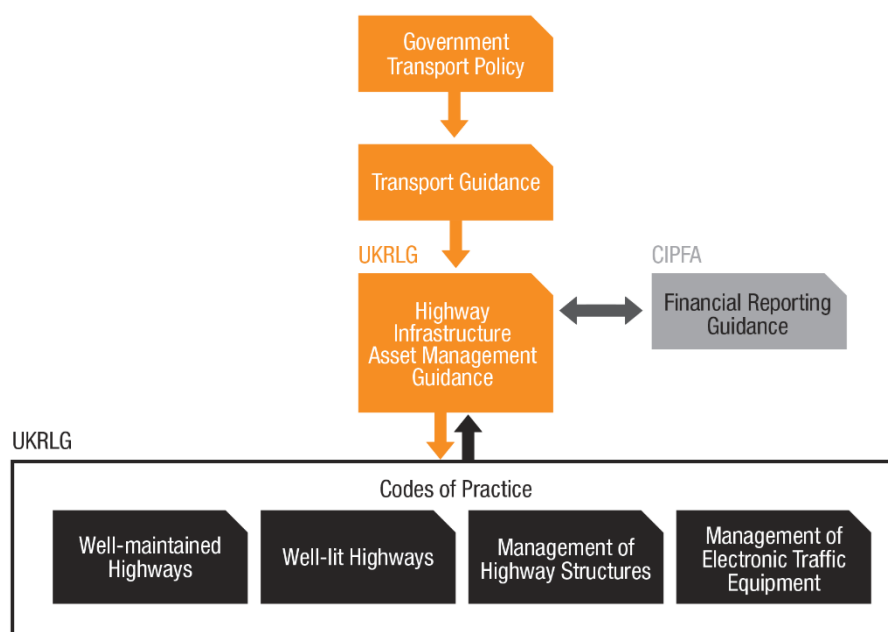
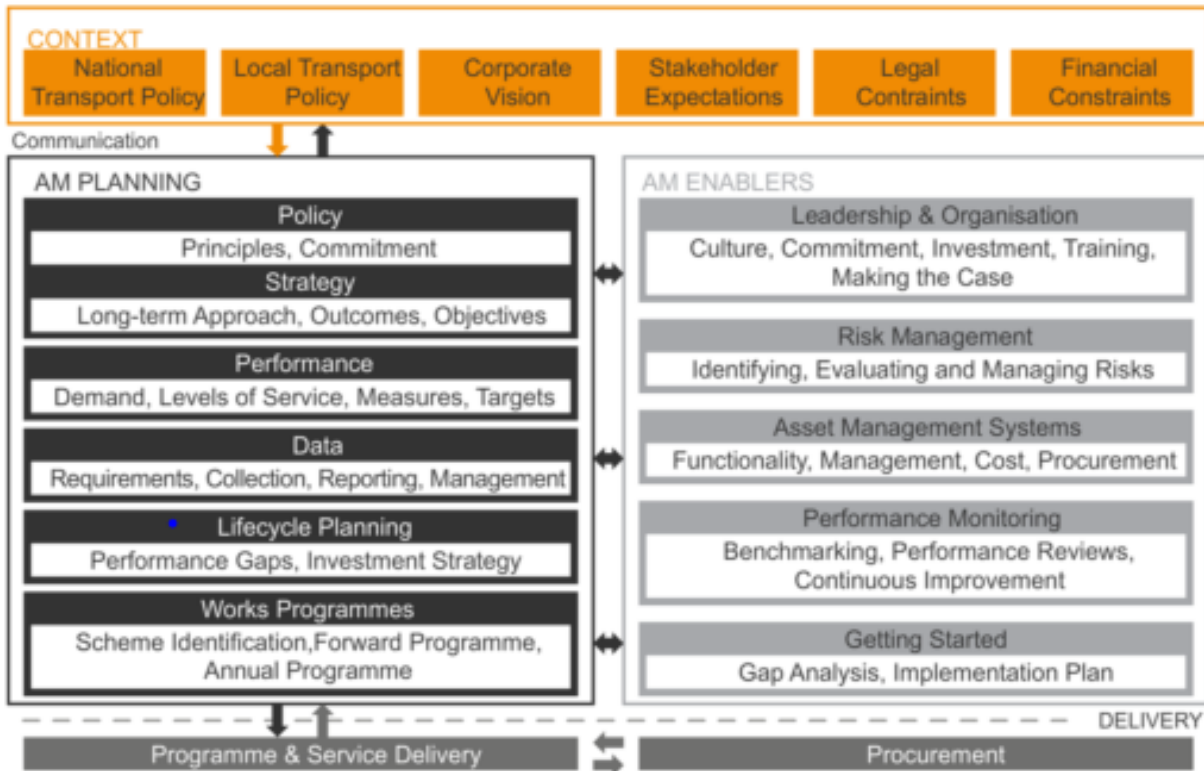


Figure 1 – UKRLG Guidance Hierarchy

- 3.11. Since the TAMS, considerable work has been undertaken to establish a framework for the Council’s Highway Infrastructure Asset Management Plan to achieve the top Band of 3.
- 3.12. Following a ‘dry run’ of the questionnaire in the summer of the 2015, in the return of the SaQ for 2015/2016 and 2016/2017 the Council was assessed to be a Band 2 authority. Following the continuing work of the Major Projects and Strategic Transport Policy Group to meet the requirements of SaQ the Council

can be declared a Band 3 authority for the next submission, expected to be due in the autumn of 2017

- 3.14.** The framework for Highway Infrastructure Asset Management sets out the activities that support asset management and with processes necessary to develop, document, implement and continually improve asset management. Asset Management Framework taken from Highways Maintenance Efficiency Programme (HMEP) Guidance:



- 3.15.** Apart from the Highways Infrastructure Asset Management Plan (HIAMP) the framework comprises of Asset Management Policy and Strategy, Setting and Measuring Performance, Asset Data, Lifecycle Planning, Works Programmes, Asset Management Leadership and Organisation, Risk Management, Asset Management Systems, Performance Monitoring and Implementation.
- 3.16.** Lifecycle planning principles for assets should be used to review the level of funding, support investment decisions, prioritise and substantiate the need for appropriate and sustainable long term investment.
- 3.17.** Development and use of lifecycle plans will demonstrate how funding and performance requirements are achieved through appropriate intervention (treatment option) and investment strategies, with the objective of minimising expenditure while providing the required performance.
- 3.18.** Lifecycle Plans for critical assets include Carriageways, Traffic Signals, Street Lighting and Structures. Further work is required to complete Footways and Drainage plans.

4. Other Options

- 4.1.** Do nothing and settle for a lower band score (Band 2). However, this would mean that the Council has no credible strategy for investing in assets and resulting in a significant loss of external funding for maintenance equal to £70k-£163k through to 2020/21 This would also affect the Council's reputation as other local authorities across the UK adopt the approach, develop and use collaborative working to do so.

5. Reasons for Recommendations

- 5.1.** This report provides an overview of the work undertaken to establish the Council with a framework which has the means to deliver a more efficient and effective approach to management of highway infrastructure assets. An appraisal of the HIAMP and appendices will benefit from Member involvement, engagement and support.

6. Corporate Implications

6.1. Contribution to Council's Vision & Corporate Priorities

- 6.1.1.** The HIAMP and appendices support the delivery of the Council's Vision and Corporate Priorities.

6.2. Financial Implications

- 6.2.1.** The Council will lose up to 30% (equal to £70k) of the Incentive Fund allocation from the Department for Transport (DfT) if it does not continue to implement and improve on the asset management at Band 3 through to 2018/19 The percentages for funding allocation for Bands 1 and 2 will further decrease in subsequent years, with only authorities in Band 3 being awarded their full share of the funding.

6.3. Legal Implications

- 6.3.1.** The Council has statutory obligations to maintain the highway and the HIAMP is an integral part of delivering this obligation.

6.4. People Implications

- 6.4.1.** The level of resources to ensure that the HIAMP can be maintained will be reviewed.

6.5. Property Implications

- 6.5.1.** The Council has an obligation to ensure it maintains its highway assets.

6.6. Consultation

- 6.6.1.** There will be a Member drop in session arranged where the HIAM framework, HIAMP and various aspects of it's associated policies and strategies will be consulted upon.

6.6.2. A Stakeholder Engagement and Consultation Plan will be devised and implemented.

6.7. Equalities and Diversity Implications

6.7.1. Different user groups have different needs and part of the development of the final HIAMP will be subject of a full equality analysis as part of the Stakeholder Engagement Plan. It is important that the Council's assets are maintained in a condition that meets the needs of all its residents and the HIAMP and supporting documents will assist in this.

6.8. Risk Assessment

6.8.1. This forms part of the HIAMP which is an integral part of the risk based approach. The key risk is that the Council will lose a significant level of incentive grant funding for the Department for Transport if it does not retain Band 3.

6.9. Value for Money

6.9.1. The HIAMP documents the asset management process to provide clarity and transparency and to ensure the highway infrastructure is efficiently maintained and that investment is targeted to ensure the assets are maintained in their optimum condition.

6.10. Community Safety Implications

6.10.1. Understanding the Community Safety impacts and maintaining the highway efficiently is a key part of the HIAMP, particularly in respect of the developing investment plan, highway inspection regimes and managing reactive maintenance.

6.11. Environmental Impact

6.11.1 Well maintained and accessible highway infrastructure is vital and fundamental to the economic, social and environmental well-being of the community. Environmental impact will be considered in the effective re-use of materials, sustainability of the supply chain, flood risk and managing surface water systems, low energy lighting systems and ensuring that corporate policies are considered alongside the HIAMP.

7. Background Papers

TAMS Report to Cabinet on 22 September 2015, Agenda item no. 30.

8. Appendices

Appendix 1 – Highways Infrastructure Asset Management Plan (HIAMP)

**Southend on Sea Borough Council
Highway Infrastructure Asset Management
Plan**

June 2017



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Executive Summary (or Foreword by Cabinet Member)

The Council's highway network is estimated to have a gross value of £811 million (April 2014 valuation). The operation and maintenance of this vital asset supports the Council's corporate vision by delivering the agreed level of service to all road users and by providing value for money.

The Council is under increasing scrutiny in the way that it meets its road user expectations, justifies the infrastructure investment and demonstrates how best use is being made of scarce resources.

It has been fully recognised that embedding asset management in the highways service as demonstrated by best practice is fundamental if the highway network is to continue to be 'fit for purpose'. We will be continually challenging and improving our asset management practices and actively seeking out national and international best practice.

The residents of and visitors to Southend expect safe and reliable journeys. The Council are actively engaging with road users and other interested parties to receive and understand their views about the highway service we are delivering.

A key function of the Highways Infrastructure Asset Management Plan (HIAMP) is to set out how we intend delivering an affordable service with the resources available. Our lifecycle plans cover a wide range of activities, from inspections, to routine and cyclic maintenance, and include structural maintenance and more substantial refurbishments and improvements to all the Council's highway assets.

The lifecycle activities set out in this HIAMP are for what we have classed as the critical assets. A number of these activities reflect best practice (for example, inspection and routine maintenance intervals) and are designed to manage the risk levels.

Other activities, such as structural maintenance to carriageways, are periodic in nature and dependent on a wide range of asset condition factors and other criteria. To estimate the maintenance need, lifecycle planning models have been used to reflect how our critical assets behave over time and assist us determine the future investment need.

Setting out the highway infrastructure lifecycle plans in this manner provides full visibility of the activities required to deliver a safe and reliable highway network. It also enables asset owners and senior decision makers to assess and challenge current practices, helping to identify areas where improvements and efficiencies could be made.

The HIAMP sets out financial plans required to deliver the lifecycle activities. The financial plans provide an indication of the level of investment that is required to deliver the agreed level of service for the critical assets. It is also fully recognised that there are considerable pressures on public finances which impact on these financial plans. As a result, we have developed maintenance strategies for our critical asset types in order to make best use of the available funds and ensure that the highway network remains fit for purpose.

Updating the HIAMP

The Council is committed to continually improving asset management practices and these will be reflected in future periodic reviews and updates of the HIAMP.

Introduction

1.1 Highway Network

The Council's highway network is over 800 km in length comprising of multiple highway infrastructure asset types, such as carriageways, footways, structures (including bridges and retaining walls), traffic signals, traffic signs, highway drainage and street lighting.

It is predominantly urban, covering the length and breadth of the Borough, consisting of strategic and principal (A) roads, non-principal (B&C) roads, unclassified estate, plus a number rural roads and footways. It is vital to the local economy, tourists and the community, carrying high volumes of commercial and private vehicles and in order for the Council to fulfil its potential, it is important that this network is effectively maintained.

The Council has a significant stock of aging highway infrastructure assets built during the post war era from the late 1950s through to the early 1980s, to which many are approaching or exceeded their design/service life, therefore requiring prudent management to minimise interventions and maximise the benefit of the asset.

The urban nature of the Council highway network means it is in constant demand and has to cater for all types of users. The network is crucial for the day to day functioning of the Borough; as a result, the condition and availability of its highway assets is of great importance and value.

The Council is committed to ensuring the highway network is maintained in a manner that supports its corporate vision, aims and objectives.

1.2 Highway Infrastructure Asset Management Plan

The Council's Highway Infrastructure Asset Management Plan (HIAMP) facilitates the implementation of good highway infrastructure asset management through a framework approach to deliver the highest service levels with the available resources. The HIAMP will enable the Council to build upon the existing asset management practices and procedures within the authority and create a continuous improvement framework.

The HIAMP will assist in the delivery of the Council's corporate vision, together with its statutory duties, customer expectations and address its funding limitations. The HIAMP has been developed utilising the knowledge, expertise and experience of senior officers and the highway infrastructure teams within the Council, with the support of external consultants; and links the strategic objectives and the operational activities of the authority.

This HIAMP is the vehicle by which the Council intends to provide a long-term highway infrastructure asset management framework that meets their statutory responsibilities and manages the highway assets to a service level that is affordable, achievable, efficient and

cost-effective. The HIAMP links the need for long term highway infrastructure investment and to the Council's strategic goals, risk policy and desired day to-day service levels of service.

Key to the HIAMP is the constant development and review of detailed lifecycle plans for each physical component of the critical highway assets and the corresponding financial planning and spending priorities. This HIAMP provides a framework for asset management improvement as the data collection systems and data analysis improves.

The Council have adopted long-term works programming and for the critical assets whole life costing principles in an effort to ensure that the most economic cost options are identified and used for the works programming and funding decisions.

Key elements of the Council's infrastructure asset management approach, and set out in this HIAMP include:

- Taking a lifecycle approach to the management of critical infrastructure assets;
- Developing cost-effective management strategies for the long-term;
- Providing affordable levels of service and monitoring service performance;
- Managing risks associated with highway infrastructure assets;
- Sustainable use of physical resources;
- Establishing continuous improvement in asset management practices;

The Council's HIAMP has been aligned with the Highways Infrastructure Asset Management Guidance (HIAMG) which is regarded as best practice guidance published by Department for Transport's Highways Maintenance Efficiency Programme (HMEP) and supported by UK Roads Liaison Group. The Guidance makes 14 recommendations and is based around an asset management framework (an adapted version for Southend is at Figure 2.1) approach to aspire to all the benefits from infrastructure asset management.

1.3 Scope of HIAMP

Effective highway asset management requires good quality data, long-term programming and whole life costing models providing cost options which inform the works programming and funding decisions processes. Key elements of the Council's infrastructure asset management approach includes its:

- Asset Management Policy and Strategy;
- Asset Management Communications Strategy;
- Asset Management Performance Management and Continuous Improvement Framework;
- Life-cycle planning approach to the management of critical assets;
- Affordable levels of service;
- Management of highway infrastructure risks;
- Sustainable use of physical resources;

- Continuous improvement in the delivery of the asset management service;

This HIAMP's sets out the processes used for the management of the highway infrastructure assets, highlights the present strengths and weaknesses of the current management approach and seeks ways Southend can improve its asset management service.

1.4 Asset Management Framework

The Council has developed the following asset management framework for all its activities and processes which are necessary to manage, document, implement and continually improve delivery of its highway infrastructure asset management.

The framework is summarised below.

Southend's Asset Management Framework

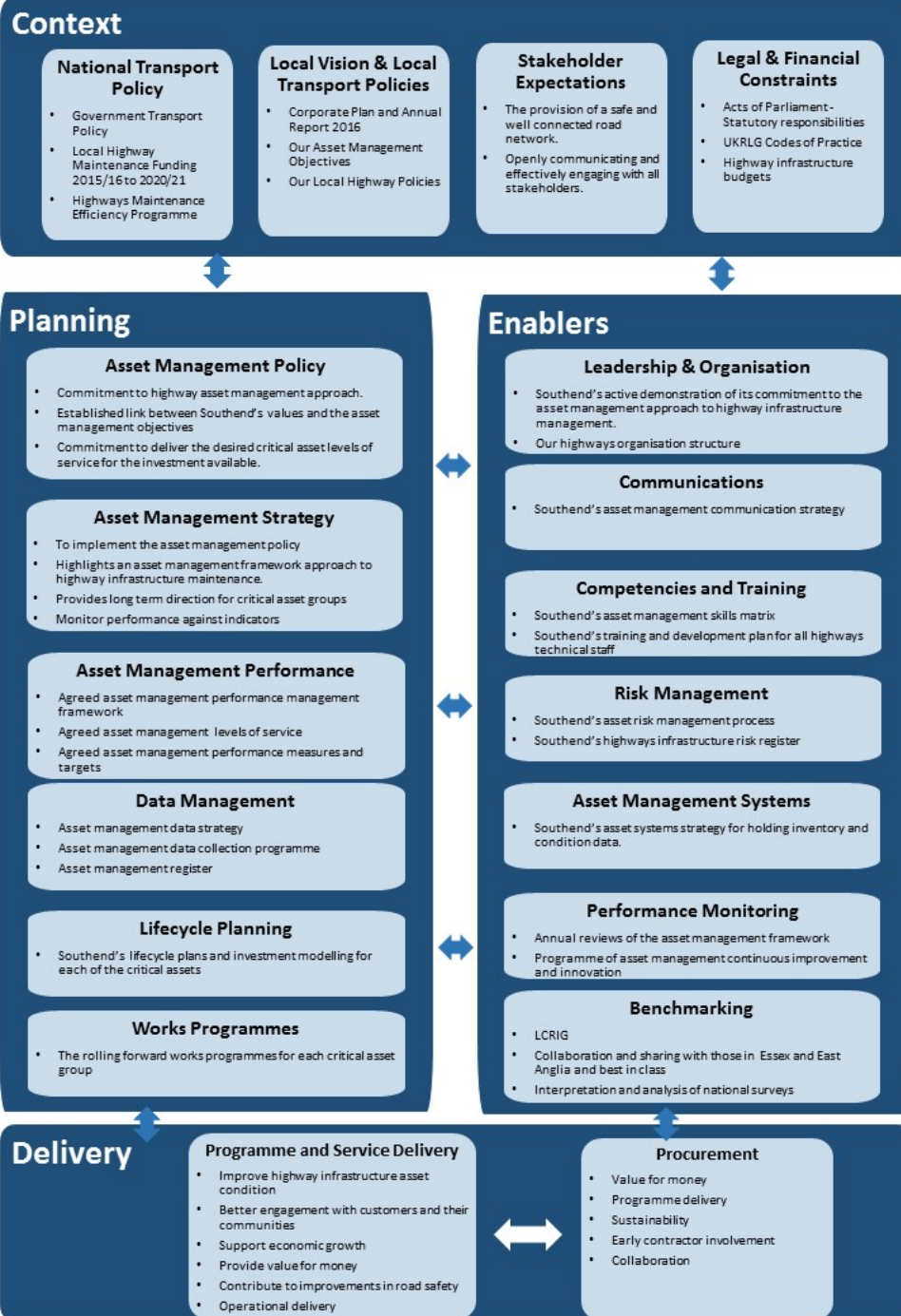


Figure 2.1 -Southend's Asset Management Framework

1.5 Asset Management Context

The asset management context includes a variety of relevant and influencing factors that need to be taken into consideration when determining the Council's expectations for the asset management service. These factors include: National transport policy, the Council's

vision and its local transport policies, the expectations of stakeholders together with its legal and financial constraints.

1.6 Asset Management Planning

The asset management planning sets out the key activities that are undertaken by the Council as part of their asset management planning process. These activities include:

- Asset Management Policy – the Council’s published commitment to highway infrastructure asset management and provides the link between the corporate vision and objectives and the asset management objectives;
- Asset Management Strategy – the Council’s published strategy on how the asset management policy will be delivered using the asset management framework, and includes all critical assets, and the Council’s commitment to continuous improvement;
- Asset Performance – the Council’s agreed levels of service and how the performance will be measured, reported, and actions taken to drive improvement;
- Data Management– the Council’s strategy for asset data management and collection, without which informed decisions cannot be made;
- Lifecycle Planning – the Council’s lifecycle plans for the critical assets to inform decision makers about optimum investments and impacts, when combined with investment scenarios and stakeholders desired levels of service;
- Works Programmes – the Council’s programme of works for each highway infrastructure critical asset;

1.7 Asset Management Enablers

Asset management enablers are the series of supporting activities that facilitate the implementation of the asset management framework. They include:

- organisational asset management leadership linking councillors, chief officers, asset owners, and all asset management staff;
- adoption of an asset management culture;
- effective communications with all asset management stakeholders;
- collaborating with all asset management stakeholders and suppliers to deliver an effective service;
- staff with appropriate asset management competencies and skills within the service;
- effective risk management processes for all critical assets;
- data management strategy;
- asset management performance framework;
- benchmarking asset management best practice with neighbouring highway authorities and best in class;
- collaborating with other highway authorities within Essex and the wider East Anglia;

- fostering a culture of continuous improvement and innovation in asset management practices and in works delivery;

1.8 Relationship to Other Documents

This HIAMP provides the linkage between the corporate vision and objectives and the detailed highway operational and business plans.

Other relevant key documents are:

- Highway Asset Management Policy and Strategy;
- Local Transport Plan 3 (2012 – 2026) (Revised 2015);
- Southend Borough Council Corporate Plan and Annual Report 2016;
- Performance Management and Continuous Improvement Framework 2017;
- HMEP Highways Infrastructure Asset Management Guidance (2013);
- Well Managed Highway Infrastructure – A Code of Practice. (2016);

1.9 Key Stakeholders

The highway network and all its individual elements is the Council largest and most valuable asset and in 2014 was valued at £811 million. Good management of these assets impacts directly on a broad range of stakeholders and users of the network including:

- Elected councillors;
- Council officers;
- Residents;
- Road, whether residents, those passing through or visitors;
- Statutory undertakers;
- Local businesses;
- Visitors/tourists.

The information generated by a HIAMP is designed to enable greater involvement by all stakeholders in the management of the highway infrastructure.

2. Asset Management Policy and Strategy

BS ISO55000:2014 (Asset Management) provides a succinct definition of asset management:

“Asset management enables an organisation to realise value from assets in the achievement of its organisational objectives”

The Council highway network is a fundamental part of the authority’s highway system and it is essential that it is effectively managed and maintained. The asset management framework approach aims to provide the process to improve the management of the highway assets ensuring the Council meets the needs of the community, while providing

support to the changing demands of businesses and supports the growth of the local economy.

In order to achieve this we have aligned the Highway Asset Management Policy objectives and delivery priorities with the corporate values and objectives. The Asset Management Strategy has been developed to deliver the Highway Asset Management Policy.

2.1 Asset Management Policy

The AMP is a high level document which establishes the Council's commitment to highway infrastructure asset management and demonstrates how the highway asset management objectives align with the Council corporate values and objectives. The Policy gives the asset management stakeholders visibility of how asset management supports the delivery of the corporate vision.

2.2 Asset Management Strategy

The Highway Asset Management Strategy is the Council's primary highway asset planning tool to ensure that the Highway Asset Management Policy is delivered and supports the wider objectives in the Corporate Plan.

The HAMS fulfils the following functions:

- It sets out the contribution to the wider objectives in the Corporate Plan, the Local Transport Plan and other strategies and plans at the local, regional and national level through the prioritisation of investments in maintenance of the highway infrastructure.
- It establishes the Council approach to prioritising, mitigating and managing critical risks associated with the highway network and ensuring that the network is resilient to major incidents such as extreme weather.
- It identifies, and where possible, quantifies the long term strategic highway asset planning risks that will affect the Council ability to deliver highway services in a sustainable fashion. These risks include construction price inflation, climate change and continued reductions in Central Government funding and the strategic actions that are needed to mitigate or manage these.
- It identifies the most cost effective way of achieving all of the above using forecasting models to enable the Council to select investment strategies and models to different maintenance activities that should minimise costs over the long term.
- It will form the basis of future LTP funding as the Government expects local authorities to have strategies and plans in place to justify future bids.

3. Levels of Service

The levels of service are developed for an asset, categorised under the service groupings and can be used to evaluate and measure performance.

Levels of service are:

“the agreed service quality for a particular activity or service area against which performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and affordability”.

Levels of service can be developed from both asset condition (existing / desired) and demand aspirations (i.e. what the asset is expected to deliver).

3.1 Why Use Levels of Service?

Levels of service are an integral component of the asset management process. They are used to define service delivery levels (or service options) for each asset type. The level of service are part of the criteria used to prioritise maintenance schemes, to monitor agreed performance measures and identify how the level of service are being delivered.

The Council levels of service will be used:

- to develop asset specific strategies to deliver the agreed level of service;
- to identify the costs and benefits of the agreed levels of services;
- as a measure of the effectiveness of the HIAMP.

Future developments of this HIAMP will seek to consult with customers of the proposed type and level of service to be offered and whether these align with the individual's expectations.

3.2 Current Practice

The Council adopted its Highway Maintenance Strategy in 2015 and it includes performance indicators (local and National) by which service delivery can be measured. The adoption of these performance indicators allows a greater level of accuracy and sophistication on the asset management performance.

3.3 Development of Levels of Service

This HIAMP contains initial target levels of service for each asset type and has been developed by considering the key factors that impact on both the operational and maintenance of each asset type. These target levels of service may include condition, demand or both.

The actual levels of service are determined through consultation with asset management stakeholders and includes legislative requirements, customer expectations, Council's corporate goals and objectives and best practice guidelines. In addition to these, levels of service will vary from asset type to asset type.

The initial levels of service were based on current practice and will be the subject of continuous monitoring and development. Annual reviews will be undertaken in order to review actual performance against targets.

4. Measuring Performance

4.1 Performance Management Framework (PMF)

The purpose of the asset management PMF is to support the Council in delivering its asset management priorities through a robust, transparent and repeatable process for recording, monitoring, analysing, and reporting performance for all its critical infrastructure assets.

A PMF, that links strategic and operational criteria, is fundamental to a holistic asset management approach. It enables the Council to assess and demonstrate the impact that different investment scenarios will have on the performance of the infrastructure network, levels of road user satisfaction, engineering/contract measures and condition targets.

In particular the PMF can:

- demonstrate actual performance against targets to all asset management stakeholders
- show the effectiveness of the spend on infrastructure assets

4.2 Importance of Performance Management

Successful asset management delivery requires the ongoing monitoring of performance in order to ensure that the agreed levels of service are being delivered. Performance management is important to the Council as it provides the ability to:

- Document the differences between actual and planned performance and identify the reasons for any differences;
- Prioritise and allocate diminishing resources effectively;
- Ensure value for money;
- Motivate and engage competent staff, and assign accountability;
- Identify and rectify poor performance at an early stage;
- Learn from past performance to help improve future performance;
- Increase public satisfaction and help improve services for service users;
- Implement action strategies to adapt performance.

4.3 Performance Monitoring

The performance of the highways service is benchmarked against a series of asset management performance indicators for the critical assets initially, with the intention of including the non-critical assets in time.

The asset management performance indicators assess the inventory data quality and coverage for each asset type identified and will be benchmarked against the 5-year action plan and improvement targets developed from the gap analysis.

Robust, high quality inventory and condition data allows the Council to monitor the impact of the HIAMP and review and implement changes if required.

5. Asset Data

The availability of good quality inventory data, condition data and supporting information is essential for asset management decision making. This requires the collection, and maintenance of robust, good quality asset data to analyse and report against present asset performance and the monitoring of progress towards achieving asset management targets.

The Council recognises that data is expensive to collect, analyse and maintain, therefore it has implemented a Data Management Strategy to help prioritise its capital funding for its works programmes and provide supporting evidence of its legal responsibilities. Condition of an asset generally relates to its structural integrity and is a key driver for future maintenance and renewals work.

5.1 Types of Data

The following asset data types are required:

- **Inventory:** - information on the quantity, location, size, type, age and key components make up of each asset component;
- **Condition:** - quantified and/or observed, a condition rating for a component or whole assets derived from either physical testing, machine based analysis or visual inspection;
- **Use:** - information on the use of assets in the form of information such as traffic counts, heavy vehicle routes, road classification etc.

Good asset data is the foundation on which all asset management processes are built; the availability of appropriate asset data allows all staff involved in the process to obtain an overall view and to apply a consistent management approach.

The Council's present position with respect to its key assets (carriageways, footways, structures, traffic signals, and street lighting) has been assessed as good, however it is recognised that there are gaps in the data, which will be addressed by the Data Management Strategy.

Asset data is required to support the following:

- effective monitoring of, and reporting on, the condition of critical infrastructure assets;
- life expectancy, before intervention of individual assets or asset components;
- asset management levels of service;
- asset management performance indicators;
- future investment scenarios;
- long-term forward works programmes and lifecycle planning;
- valuation assessments for each of the infrastructure assets and any calculation of asset depreciation.

5.2 Current Asset Data

The Data Management Strategy includes an analysis of the extent and reliability of the current asset data held and how to identify the existing data deficiencies. It is accepted that there is insufficient asset inventory data for some of the asset groups, most notably highway drainage.

The quality and quantity of the present inventory and condition data varies from asset group to asset group. Details of what data is currently available is discussed in more detail in each individual asset lifecycle plan (see Appendix D).

6. Data Management

6.1 Current Data Management Practices

The Data Management Strategy provides the current process and procedures to assess and validate the consistency, quality and completeness of data. Additionally, the Data Management Strategy outlines consistent processes and procedures for updating data. A robust Data Management Strategy ensures data is high quality, accurate with little or no gaps and provides high confidence in outputs derived from the data.

The inventory management procedures should include, inter alia, the following:

- Named asset owners responsible for the data for each asset group;
- Inventory verification/validation procedures;
- Updating and refreshing of data collection methods;
- Updating procedures for new works;
- Interaction with highway safety and other highway inspectors;
- Methods for updating the inventory;
- Identification and adoption of appropriate software.

The Council has a number of procedures in place for elements of the data, and is developing its Data Management Strategy to ensure data consistency. The Data Management Strategy will include validation procedures, quality standards and procedures.

6.2 Inventory and Condition Data Use

Inventory and condition data is required to support the following activities:

- Maintaining the highway inventory; so that we know accurately the extent of the highway assets being maintained;
- Routine maintenance management; so that we can demonstrate that safety inspections and reactive repairs are completed in accordance with the approved highway policies;

- Customer queries and service requests; enabling us to track customer queries and demonstrate that we have responded in accordance with our customer care requirements;
- Performance reporting; to monitor performance to a range of stakeholders in accordance with the performance framework.

Once fully implemented, the Data Management Strategy will improve the quality of asset data and it will assist in the development of our highway management practices. The improvement in asset data management will enable improved capability to:

- predict future needs; thus creating better coordinated and more cost effective plans;
- meet future Government requirements for asset valuation
- understand the risks associated with managing the road network, therefore allowing it to manage it better

In simple terms better data management will enable better and more informed decisions about our road network to be made, therefore providing a better value service.

7. Lifecycle Planning

Lifecycle plans demonstrate how investment and/or performance are achieved through appropriate maintenance strategies with the objective of minimising expenditure, and providing an agreed and affordable level of service over time.

Lifecycle planning can be applied to all highway infrastructure assets, however, application of lifecycle planning may be more beneficial to those assets that have the greatest value, require considerable maintenance investment, are high risk and/or seen as critical assets. In some cases, complex approaches may be appropriate and in these circumstances higher quality data and predictive modelling techniques will also be needed.

The benefits of lifecycle planning include the ability to support decision making through:

- long term investment scenarios and the development of appropriate maintenance strategies;
- the determination of the level of investment required to achieve and agreed level of service;
- the identification of future asset performance for different levels of investment and maintenance strategies.

7.1 The Lifecycle Planning Process

The Council is committed to implementing and maintaining a lifecycle planning approach to the maintenance of all critical highway infrastructure assets.

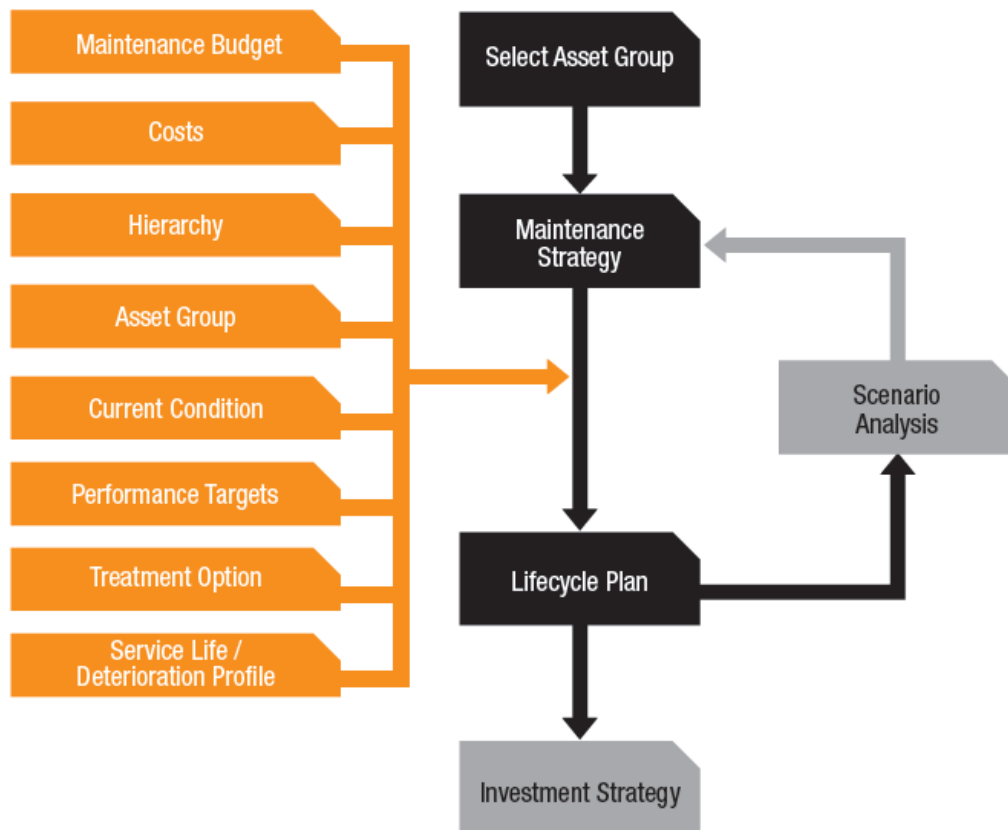
It is presently proactively developing lifecycle plans for most of its key assets including carriageways, footways, structures, traffic signals and street lighting

The outputs from the lifecycle planning scenarios will inform the Council forward investment decisions and support the case for highway asset investment. Outputs will feed into the Council's Performance Management Framework, influencing 'what if' questions such as 'how much budget is required to achieve the desired levels of service?', and, 'what level of service is affordable given the available budget?'

Figure 7.1, below, illustrates a lifecycle planning process that compliments a highway authority's Asset Management Policy and performance management framework. Development of a robust, realistic lifecycle planning process requires reliable and good quality asset data. This is using good practice including the HIAMG and the Institute of Asset Management's Asset Management Anatomy.

The Institute of Asset Management developed the Anatomy to provide an appreciation of asset management: what it is; what it can achieve; the scope of the discipline and a description of the underlying concepts and philosophy, and it aligns with ISO55000 Asset Management.

Figure 7.1 –Lifecycle Planning Process, HMEP Asset Management Guidance, figure 4, page 44



8. Work Programming

8.1 Introduction

The Council aspire to move towards a long term holistic forward works programme (FWP) which optimises whole life costs and integrates the individual asset type FWP's. The benefits of a long term holistic FWP are:

- Construction and operational efficiencies;
- Coordination of works leading to a reduction in possible congestion;
- reduced disruption to the public;

8.2 Current Works Programming

All of the asset types have individual work programmes covering more than one year, with support for a 3 year outline programme.

The individual asset type maintenance programmes are developed from asset condition data, priorities and budgets, resulting in a single year detailed programme of work. Carriageway maintenance projects are prioritised from reviewing the current network

condition using survey data (CVI, DVI, SCANNER and SCRIM condition surveys) processed through a Pavement Management System.

Lists of proposed schemes are developed for the different asset types – carriageway, drainage, footways, street lighting, safety schemes, and structures.

Co-ordination of these programmes relies on reviews of work planned for the year, finalised after the Council budget setting process. The adoption of a longer term work programme of, say 5 years, will support greater efficiencies in co-ordinating works on the highway. In addition, it will facilitate the identification of more cost effective solutions.

The current work programming process is shown below in figure 8.2:

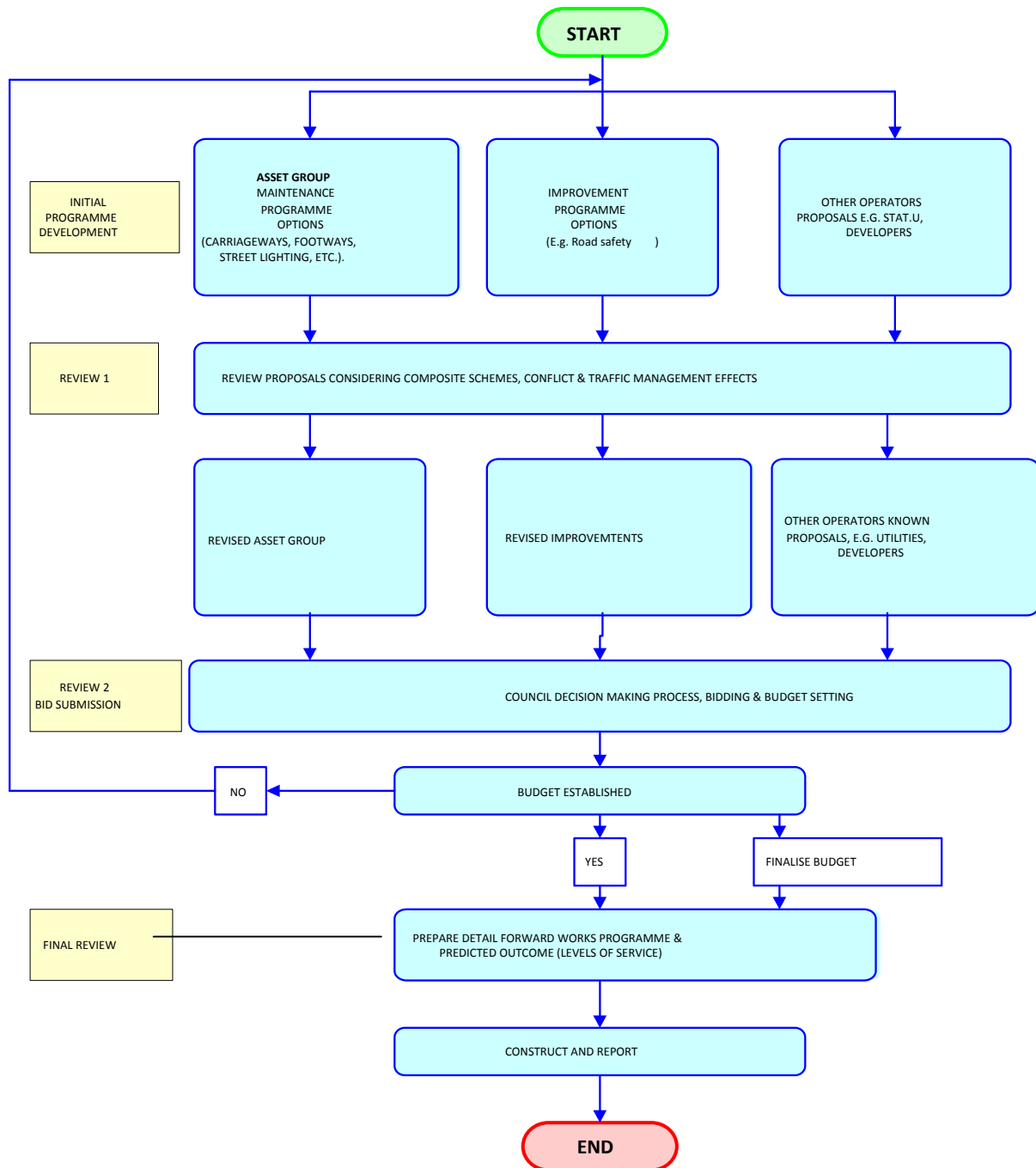


Figure 8.2 Annual Forward Works Programme Process

8.3 Development of a Forward Works Programme

Adoption of a 3 or 5-year forward works programme will support greater efficiencies in co-ordinating works on the highway and facilitate the identification of more cost effective solutions.

The Council proposes to develop a FWP process based on figure 8.3, below:

Figure 8.3 – Developing a Programme of Works, HMEP Highway Infrastructure Asset Management Guidance, Figure 6, Page 53



The Council will investigate whether to adopt a Whole Life Cost (WLC) and Value Management (VM) approach to develop and prioritise the FWP and the selection of the annual maintenance programme. The Council aims to have implemented a 3 or 5-year FWP by 2022/23. The FWP will be developed based on affordable and realistic levels of funding, and this will be reviewed if the actual funding levels available differ.

8.4 Scheme Condition Accuracy

The accuracy of each scheme's condition within the FWP will vary, depending on the time period that the scheme sits within the wider programme:

- **Year 1** – current financial year, work programme already agreed;
- **Year 2** – next financial year, recommendation of works for next round of funding. These schemes should stand scrutiny for economic viability and a genuine need for delivery before they become year 1 schemes.
- **Year 3 to Year 5** - represent a reasonable assessment of likely need, which will include condition and treatment solution options, to be confirmed as the schemes move up the programme.
- **Year 6 to Year 10** - are a best assessment based on age, design life, and condition and residual life. In future, these will be supported by the outputs from asset deterioration modelling.

The accuracy implications of the above assessment are shown in the following table.

Accuracy of programme items		
Years	Subjective Description	Treatment or Scheme Definition Level
1	Scheme will be implemented in year	Actual treatment
2	Firm recommendation	Specific treatment or scheme
3-5	Reasonable assessment	Treatment or scheme type
6-10*	An assessment of long term funding need	Generic treatment
* These years' schemes will require treatments and will be reviewed annually and will move according to scheme condition and funding levels.		

The forward works programme is developed from the data available, however as a result of data gaps and numerous variables, assumptions have to be made based on local engineering experience and expertise. It is not possible, therefore, to predict accurately the precise condition of an asset at any point over a 10 year period, however, it is possible and desirable to predict the scale and types of treatments needed to be carried out in future years on a network wide basis. Such predictions are necessary in order to identify long term future investment need and as a key input into asset valuation.

8.5 Current Work Programmes

8.5.1 Carriageways & Footways:

Current programmes of schemes generally cover a 12 month period with indicative schedules for a further 12 months. The programmes are based on the results of the various condition surveys and engineering inspections, with preparatory software formulating future programmes. It is expected that similar datasets and process will be used to generate a 5-year forward works programme.

8.5.2 Highway Structures:

A 2-year forward works programme has been put in place for all routine maintenance operations. The aim is to produce a 5-year FWP for highway structures using inspection results, estimates of life cycles and the age profiles of critical components. Greater use is to be made of bridge condition indicators (BCI) and the information generated from these.

8.5.3 Street Lighting - Programmed Replacements:

The forward works programme of replacement and improvement works has been driven by the LED replacement programme.

8.5.4 Signs and Safety Fences:

A works programme for safety fences is produced annually. Works for signs and pedestrian barriers are not programmed, however maintenance is conducted on these assets if required and are within the boundaries of a major maintenance scheme.

8.5.5 Traffic Signals & Pedestrian Crossings:

There is currently no annual programme of renewals and replacements. Works are identified for replacement/alterations as part of long term capital funding.

9. Risk Management

Risk management supports the approach adopted for making decisions through the asset management planning process and is covered in the Well Managed Highway Infrastructure, Code of Practice and ISO 31000, Risk Management (47).

A risk can be defined as an uncertain event which has an effect on the desired performance of an asset or a series of assets. A risk factor is the product of the severity of an event and the likelihood of its occurrence.

Well Managed Highway Infrastructure advises that good risk management requires identification of asset risks, assessing its impact and probability of occurrence. Risk management includes calculating the risk factors, defining the category of risk and timescales to rectify any potential defects to address the risk.

9.1 Southend Corporate Risk Management

The Council has an established risk management process, which is illustrated in the following diagram:

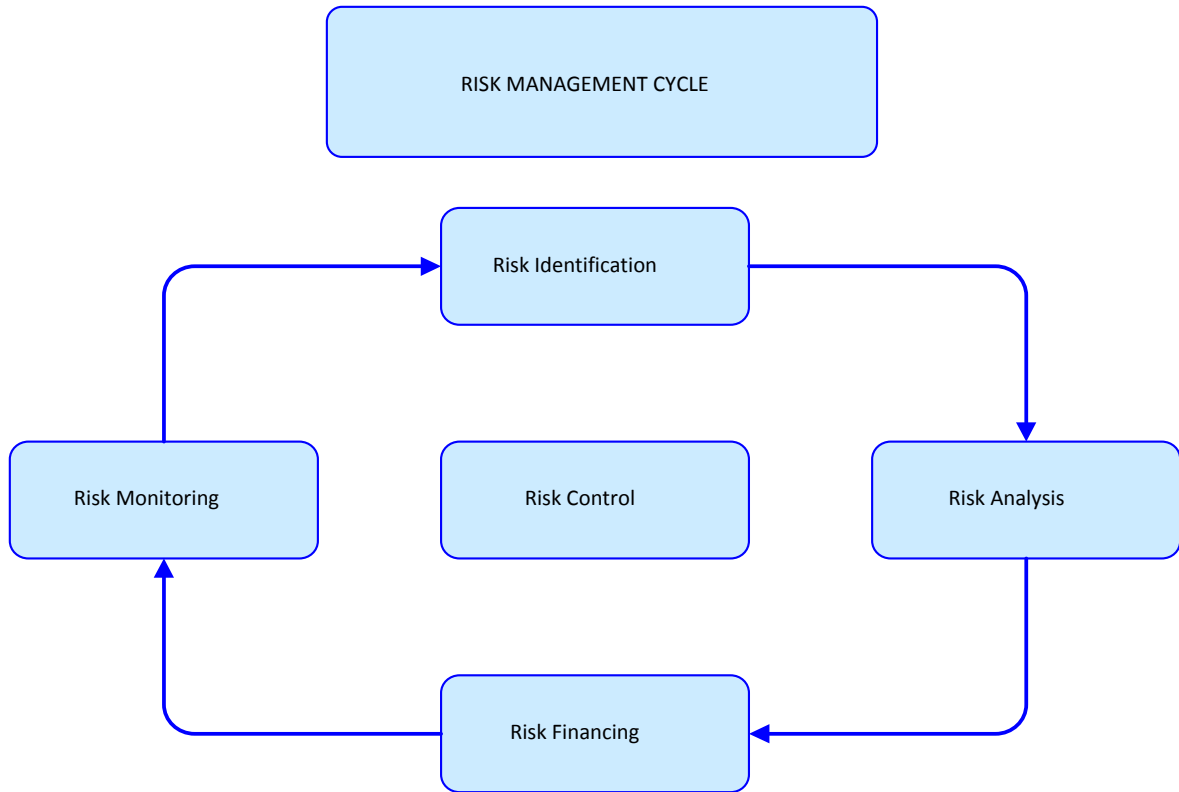


Figure 9.1 Southend Risk Management Process

9.2 Risk Management Process

The aims of the process include:

- Delivery of the Corporate vision and objectives;
- Avoidance of significant loss, damage or injury;
- Avoidance of damage to the Council's reputation;
- Optimisation of the benefits of innovation, and,
- To assist with any anticipated and the management of the consequences of changing social, environmental and legislative requirements.

This process is applied to the highways service.

The steps in the process are as follows:

9.3 Risk Register

9.3.1 Risk Identification

Each significant activity is reviewed step by step, investigating all aspects of the activity for risks; taking into consideration existing accident records, claim history and national guidance.

As part of this process we have considered each of the following five principal areas:

- **People** – asset management processes, the possibility of human error, and the chance of injury including from stress.
- **Equipment** - all the equipment used, from large machinery in construction to office aids, establishing the hazards associated with their use.
- **Materials** - chemicals in use or formed during work may be subject to assessment under the Control of Substances Hazardous to Health Regulations.
- **Environment** - includes noise, dust, light, ventilation, etc. and may involve effects on the environment from the works. There may, in addition, be issues surrounding the disposal of waste created by any of the processes.
- **Security** – Consider how we can protect vulnerable employees (especially lone workers), equipment, plant and premises from loss, damage and injury. The mobility/portability of items may require different treatments; if in doubt officers should refer to the Council's Risk Management and Insurance Service.

Additionally, the interaction of these five factors need to be considered since the majority of hazards are generally due to a combination of two or more factors. When planning schemes it is necessary to consider how these factors might impact on the delivery of the scheme.

9.3.2 Risk Assessment (in the Risk Management Context)

Risk assessment means quantifying how likely a risk is to occur and how damaging the effects will be if it does. Risk is not always bad; without innovation the organisation could stagnate. Risk must be viewed in proportion to the potential benefits of new ways of working, etc. Risk management is about getting the risk/benefit balance broadly right.

There is often confusion with the work based risk assessments required by current health and safety legislation. Although the process used is similar, risk assessment in this context is much wider than simply health and safety; it embraces political, financial, reputation risks as well as those potentially affecting the health and safety of the workforce.

Risk appetite is the extent to which the Council embraces risk management rather than tries to control, avoid or transfer it. An example would be the level of excess the Council is prepared to carry rather than to insure.

Combining the likelihood and severity allows the estimation of the significance of the risk and whether further effort is needed to manage it. Proportionality matters: the Council would not normally spend more on controlling risk than it would cost if the related event happens.

9.3.3 Defining Risk Levels (Severity)

The severity of a risk event is assessed in the following way:

A **high severity** risk may lead to:

- a fatality
- destruction/loss of essential buildings/resources
- non-provision of a vital service
- ministerial intervention
- prolonged adverse national media coverage over several months
- a big financial loss (say £1m, or enough to threaten the continuity of the service)

This is termed a **level 3** risk or one that will require action by corporate management.

A **medium severity** risk can lead to:

- life changing injury/ill health
- long-term loss of use of essential buildings/facilities
- significant disruption to provision of service
- adverse comments from MP
- some adverse national media coverage
- manageable financial loss subject to control(s)

This is termed a **level 2** risk or one that could be managed by the department.

A **low severity** risk may result in:

- minor injury or ill health
- short-term unavailability of essential buildings/resources
- minor short-term disruption of service provision
- adverse local media coverage
- minor financial loss

This is termed a **level 1** risk or one that could be managed by the budget holder.

9.3.4 Defining Risk Levels (Likelihood)

The likelihood of a risk event occurring is assessed in the following way.

High likelihood: If the event is very likely to happen in the next 12 months, i.e. a regular occurrence with the loss-causing circumstances arising frequently (daily or weekly). "is very likely to happen" - **likelihood 3**

Medium likelihood: If the event is likely to happen at some point over the next one to two years, i.e. the loss-causing circumstances arise occasionally (a few times a year). "is quite likely to happen" - **likelihood 2**

Low likelihood: If the event has never happened before or has happened but very rarely. "is unlikely to happen" - **likelihood 1**

9.3.5 Calculating the Risk (to Prioritise Necessary Risk Management Action)

Of necessity it is appropriate to concentrate on risks that could threaten delivery of an effective service. In order to establish this, the following process is followed:

Multiply the risk level (the severity of the event) by the likelihood to produce an overall score (based on the Risk Matrix shown below in Figure 9.2).

For example, high impact x high likelihood is 3 x 3 = 9.

Likelihood	High (3)	3	6	9
	Medium (2)	2	4	6
	Low (1)	1	2	3
		Low (1)	Medium (2)	High (3)
		Severity		

Figure 9.2 Risk Matrix

Action to control risks scoring 6 or more may require inclusion in the departmental or corporate risk register. Mitigating action may reduce risks scoring 3 and 4. For 1 and 2 ratings, there may be no need for immediate action. If the solution is inexpensive and easy it should be undertaken in any event.

Risk level should regularly be re-evaluated to take account of risk management action undertaken to reduce risk and consequent rating.

9.3.6 Risk Control

Controlling risk means identifying action(s) to reduce the likelihood, the impact, or both. These actions can be:

- **Preventative:** actions that would stop the event happening or reduce its impact - physically restricting access to hazardous chemicals, insisting on two signatories, implementing authorisation limits, protective equipment, use of sprinklers, etc.
- **Detective:** actions that will detect the event happening in time to allow the individual to stop the worst outcomes occurring - quality checks, alarms, exception reports, accident reports, insurance claims. Best of all is a "trigger event" that tells the individual when the risk is becoming more likely (e.g. statistically, if

graffiti/vandalism is increasing and is not being tackled, it is often followed by serious damage culminating in arson).

- **Directive:** a particular form of preventative control - procedure manuals, guidance notes, instructions, training. These say how to do things safely – but if they are not followed, the risks will still remain.
- **Modifying** risk means changing the activity (or the way it is done)
- **Transferring** risk means using an insurer to cover the cost of damage, or arrangements such as joint working, partnerships or contracting out. However, such arrangements always have a cost and need to be used with caution.
- **Eliminating** risk means stopping an activity because modifying it or controlling it would not reduce the risk to an acceptable level or would be unacceptably costly.

9.4 Risk Management Strategy

A Risk Management Strategy usually requires both departmental and corporate risk registers to be reviewed regularly. Items on the corporate risk register should be reviewed as required by the Management Board to ensure that those risks threatening the delivery of Council objectives are actively managed.

The register records an assessment of the potential severity and likelihood of the risk with the current levels of control in place. It then looks at what actions could be taken to reduce or manage the risks further. The risk is then reassessed and a senior officer nominated with responsibility for project managing the agreed improvements.

The revised risk assessment score allows the Management Board, to prioritise risk management action on those risks with the highest scores.

The current Corporate and Directorate Risk Registers are included in Appendix G.

A series of relevant risk registers exist as illustrated below. However currently, no service wide risk assessment has been carried out for all the highways maintenance service. It is intended that this will be undertaken, in line with the process outlined above, as a significant activity within the Council's Improvement Plan.



10. Resilient Network

Resilience in the context of the HIAMP is the ability for the highway network to recover from planned or unexpected events and return to providing the required level of service for stakeholders. It is about increasing the physical resilience of highway systems to extreme weather and other events, so when these occur the highway network continues to function.

10.1 Department for Transport Resilience Review

In 2014, the Department for Transport (DfT) undertook a review of the resilience of the UK highway network to extreme weather events. This followed a period of extreme weather in 2013/14, which saw high winds and heavy rainfall.

The key recommendation for local roads was:

“Local Highway Authorities identify a ‘resilient network’ to which they will give priority, in order to maintain economic activity and access to key services during extreme weather. Where Authorities have held formal reviews of the winter’s events, they should ensure that these are enacted; Authorities which were not affected should nevertheless continue to prepare themselves for future extreme weather.”

This recommendation aligns with the Council’s wider strategies, including the Winter Service Plan, Local Flood Risk Management Strategy, and the Climate Change Strategy for Southend 2020. The Climate Change Strategy sets out our corporate strategy for adaption to the future impacts of climate changes.

The Council detailed methodology for developing resilient highways network is explained in Resilient Network Report issued in 2016.

11. Financial Management and Valuation

This section describes the financial implications of this HIAMP. It forecasts the long-term operation, maintenance and capital financial requirements based upon the programmes included in the plan. It is recognised that while there will never be a strategy which warrants zero maintenance, there should be sustainable funding to maintain steady state condition of the asset as a minimum. This should also be accompanied with a clear investment plan which prioritises timely intervention at optimal intervals.

11.1 Sources of Funding

Maintenance of highway assets is generally funded from a combination of Capital and Revenue budgets.

Capital allocations are made by Central Government through the Local Transport Plan (LTP) process taking into account factors such as road length, classification, traffic figures and road condition data derived from the Road Condition Maintenance Data, published by DfT (Network Condition & Geography Statistics Branch) and from local condition surveys.

Revenue allocations are generally funded from a combination of local council tax, business rates, Central Government revenue support and other grants.

The Local Transport Plan settlement is apportioned to both principal and non-principal roads. The non-principal road funds are granted as a block settlement to reduce the maintenance backlog under the Governments 10 Year Transport Plan and are supplemented by revenue funds.

Other sources of funding include Government Grants, and Emergency Capital Funding from Council Reserves and other ad hoc sources.

11.2 Highways Maintenance Expenditure

The highway maintenance budget until recently has been based principally on historical budgets amended to take account of inflation and other influences on the network. Over recent years, however a significant increase in investment has been allocated to highways to provide a stimulus to network asset improvement.

How funding need is assessed - Current Practice

Funding needs for most highway assets is considered using condition assessment information, mainly for carriageways, footways, bridges, safety barriers, trees and street lighting, but there remains some assets where condition information is limited. Further work is required to ensure that this process identifies, in greater detail, the overall funding needed in the medium and long-term.

The current asset management approach for future improvement include;

- Extending condition information to cover all critical assets and to ensure it is fully utilised in decision making;
- A greater consideration of whole life costing with the necessary outcome that the works programmes are able to demonstrate that they are meeting best value principles;
- A requirement for new funding to be increased year on year in line with demands generated by, amongst other factors;
- New adoptions and improvement schemes;
- Increasing pressures from traffic growth;
- Effects of major development projects;
- Changes in regulations.

How Funding is Distributed – Option Appraisal

Allocation of annual funding has been based upon an historic basis supported by whole life costing, condition data, and life cycle planning approach.

The identification of costed options with affordable related levels of service and allows better informed choices to be made. This enables the Council to accurately assess the value of treatments to maintain assets.

Before undertaking this process it is important to identify those options that are unacceptable due to political, social, environmental or economic reasons, and to ensure that robust and fully inclusive levels of service are clearly defined so that the results of the process can be utilised to best effect.

'Initial' option appraisal can be carried out for a single asset or service in order to select the best option in the absence of any other constraints or influences. A 'higher-level' prioritisation, with its greater sophistication, takes into account the competing, and perhaps conflicting demands of the different services and assets across the network.

Capital investment on highways infrastructure was just over £15 million in 2016/17 with almost £16 million planned for 2017/18 and £15 million in 2018/19.

11.3 Department for Transport (DfT) & Local Government Plans

Since 2006 the DfT has used a formula based approach to deliver both the Highways Maintenance Capital Block and the Integrated Transport Block funding to local highway authorities. From 2015/16, the DfT introduced a new approach to the allocation of the Highways Maintenance Capital Block Grant.

The revised model is now based upon three elements;

- Needs based formula
- Incentive funding
- Challenge fund

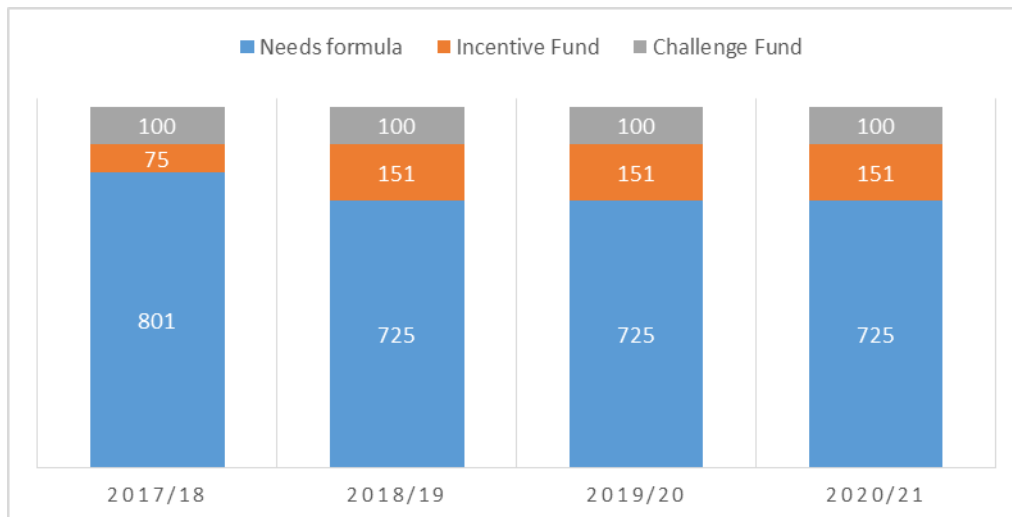


Figure 11 - 3 Local authority highways maintenance funding: 2017/18 - 2020/21

The DfT set aside £578 million for the incentive fund scheme; and requested that all highway authorities submit a Self-assessment Questionnaire (SAQ) to determine the authority's asset management Band Level. Highway authorities are allocated incentive funding based upon the Band Level determined by the self-assessment.

In January 2016 the SAQ evaluation assessed the Council as Band 2 for the 2016/17 incentive fund allocation, meaning that the Council received 100% of the incentive fund

allocation. If the Council remains in Band 2, the allocation will fall to 90% in 2017/18 and then to 70%, 50% and 30% over the following three years respectively. Achieving Band 3 will ensure that the Council continues to receive 100% of our allocation of the incentive funding in each and every year up to 2020/21. The table below details the funding available based upon our current banding, the last column of the table shows the financial impact of remaining at Band 2 for the duration of the funding period.

	Indicative incentive element by “Band” for self-assessment ranking (£'000)			Loss, if at Band 2 and not Band 3
	Band 3	Band 2	Band 1	
2017/18	116	104	70	12
2018/19	233	163	70	70
2019/20	233	117	23	116
2020/21	233	70	0	163

11.4 Future Needs

Demands upon the existing highway network will continue to grow as planned growth areas are developed. Southend’s road network will need to respond to various changes including climate change and the need for increased resilience to adverse weather. This HIAMP, predictive deterioration assessments and future maintenance strategies will need to take these factors into account. Although good progress has been made in recent years in improving overall condition, continued programmes of investment will be required in the future.

11.5 Asset Valuation

During each financial year, local authorities have been working towards compiling their Whole of Government accounts (WGA) returns as well as their own Statements of Accounts.

Whole of Government Accounts (WGA) is a set of financial statements for the UK public sector that consolidates the audited accounts of over 1,500 organisations to produce a comprehensive, accounts-based picture, of the fiscal position in any one year.

Up to 2017, local authorities have been recording the value of their highway infrastructure assets at historical cost within their accounts. However, in March 2017, CIPFA/LASAAC, the body responsible for the Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code), made the decision not to support WGA for local highway authorities.

The Council has been working to provide depreciated replacement costs for its critical assets and as this work is done and does provide information on its highway asset values.

Appendices

Appendix A - Supporting Documents

Highway Infrastructure Communications Strategy

• Purpose of the Strategy

The purpose of our Highway Infrastructure Communications Strategy is to ensure that all the asset management communications we provide to our asset management stakeholders, are clear and informative about how we manage our highway infrastructure assets. Whether its performance management information, asset specific policies and strategies or long term investment modelling we want to receive feedback to inform and improve our ongoing service delivery. Our asset management stakeholders includes residents of Southend, interested user groups, our staff, our service providers and their respective supply chain.

We have developed this Communications Strategy so that we can:

- Establish effective lines of communication to be able to engage with our asset management stakeholders.
- Gather asset management customer intelligence so that it can be used to improve our asset management service.
- Improve our relationship and communications channels with our asset management stakeholders
- Demonstrate how we are delivering our asset management policy and thus our Corporate Values.
- Recognise that we have scarce resources and that those resources must be allocated effectively and that in maintaining our highway infrastructure assets we deliver value for money.

In developing this Strategy, it is our expectation that we will:

- Continuously develop and strengthen our highway asset management service through working with our stakeholders.
- Encourage individuals and communities to engage in our desire to improve and develop our asset management service.
- Provide up-to-date highway asset management information on all related matters.
- Demonstrate the effectiveness of our asset management service.
- Provide where required supporting information on why we make asset management decisions, especially when there are conflicting priorities.
- Keep people better informed.
- Highlight the pressures on our asset management service and the tools and techniques we use to deliver the service effectively.

Strategic Priorities

In 2015 we published our Council Plan and Annual Report setting out the Councils recent achievements, the need to make significant savings and looking forward for the next three years. It also contains our Corporate Values as set out below:

Living our Values

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

Excellence:	We aspire for excellence in our work
As one:	We work as one organisation responsible
Responsible:	We are all responsible for the performance of our organisation open & honest
Open and Honest:	We are open, honest and transparent, listening to other's views customer care
Customer Care:	Good customer care is at the heart of everything we do
Supportive:	We support, trust & develop each other

To support the successful delivery of our Corporate Values, it is important that we communicate and engage effectively on how we manage our highway infrastructure and includes having in place a clear asset management communications strategy that is aligned with these strategic priorities.

The key communication and community engagement priorities for Southend on Sea Borough Council are to:

- Use the most effective internal and external communications channels in which to invest our increasingly limited resources.
- Focus on being truthful about our highway asset management service and how we will protect the present and future value of the highway infrastructure assets.
- Increase the number of stakeholders who are better informed about our highway asset management service and the number who are more actively involved in commenting on how we develop the service going forward.

• General Principles of Asset Management Consultations

We will apply some general principles to our asset management consultations.

- There will be open involvement with all regardless of gender, faith, race, disability, sexuality, age and social deprivation.

- We will continue to co-operate with neighbouring boroughs and public bodies to ensure that all our highway asset management matters are appropriately addressed.
- We will seek views of interested and affected parties as early as possible.
- We will choose consultation processes which balance appropriately: cost and time constraints; community impact; and available resources.
- Our consultation and any publications will be clear and concise and avoid unnecessary jargon, without understating the complexities of any decision.
- We will inform those who respond to any consultation of any later stages in the process.

Asset Management Consultation Database

Over time, we will build up an extensive database of organisations and individuals wishing to be involved in our asset management consultations. Any individual or organisation wishing to be included may be added to the database at any time.

• The Highway Infrastructure Asset Management Plan (HIAMP)

The various documents that make up our HIAMP for a local highway authority is known as the HIAMP. Our HIAMP contains critical highway infrastructure asset specific policies and data relating to our respective critical asset condition and inventory. These policies are supported by evidence, generally in accord with national policies and affordability which are set out as the affordable levels of service for Southend.

Consultation is required at various stages in the asset management policy preparation,

The following approach applies to our Highways Asset Management Strategy:

Who we will consult

- Statutory organisations including adjoining councils, infrastructure providers and government bodies whom we consider may have an interest in highway infrastructure asset in Southend. Based on the subject of document we will consult the following groups as we consider appropriate:

Internal	Highway Asset Management Stakeholders			
	Responsible	Accountable	Consult	Inform
Staff	✓	✓		
Elected members	✓			
Other Directorates			✓	

Trade Unions			✓	
Cabinet members/Portfolio holders.	✓			
Scrutiny Committee		✓		
Ward members				
External				
Local road users			✓	
Residents and Communities			✓	
Local businesses			✓	
Local Media (Radio & print)				✓
Emergency services			✓	
Visitors to Southend				✓
Supply chain			✓	
Statutory Undertakers			✓	
Special Interest Groups			✓	
Schools			✓	
Voluntary and community groups			✓	
Adjacent highway authorities			✓	
Department for Transport			✓	
Highways England			✓	

When we will consult

- Quarterly – Each Quarter, when we produce our Asset Performance Report which will provide information on how we are managing our assets.

- Annually – In April each year we produce our annual report on the condition of our critical assets, the level of funding necessary to keep these assets in the steady state, and the actual level of funding been allocated. It will also set out the implications of the allocated funding long term on our critical highway assets.
- We will consult whenever we update our highway infrastructure asset policies.
- Following the consultation, we will proactively consider the responses received and either update the draft report appropriately then resend out for further consultation before publishing, or where the impact of the responses is minor, publish the report without further consultation.

How we will consult

- When appropriate and helpful we may publish a press release outlining our proposals before we commence consultation.
- We will contact appropriate organisations and individuals directly by post or electronic means.
- We will include with the initial notification either an internet link to the consultation documents on the SBC web site or send out a hard copy.
- We may leave consultation documents on display at locations open to the public such as council offices and libraries.
- We may publicise consultations by methods such as leaflets, newsletters, press releases, public notice, social media, existing forums, community events, public exhibitions, workshops and joining with other consultations where feasible and appropriate.
- All consultation documents will be available on our website, and this will include all supporting documents.
- We may provide a hard copy of a document as soon as reasonably practicable after it has been requested. Documents will be sold at a price reflecting publication costs.
- Consultees will be encouraged to respond to all consultations online via our consultation portal (www.southend.gov.uk/ldfconsultation) as this is the quickest and most effective method of responding.
- Response forms will be available electronically. Responses made via letter, email and petition not using the consultation portal format will also be accepted. However, we will encourage all consultees to use our proposed submission template.
- We will explain how consultation comments have been taken into account when the final document is published.
- Arrangements will be made, on request to make all documents available in alternative formats, including Braille, should this be required. All documents will be made available in other languages on request.

Delivering our Objectives

This strategy defines our communication objectives:

1. To ensure that our asset management communications activities are a reflection of the full diversity of our community and there is equality of access to our services
2. We all understand the contribution we all can make and are playing our part.
3. Recognising how we are increasing our efforts to understand what local communities are saying.
4. Give individuals more of a say in the services they receive
5. Listen to our stakeholders to better understand the best, most efficient way of delivering our services and thus satisfy all our customers
6. Provide support to all staff know so they abide by the standards of communication expected
7. To strengthen the reputation of Southend as an effective and efficient provider of high quality asset management services that deliver the agreed values and priorities
8. To ensure that all our communications are consistent and co-ordinated across all channels.

Appendix B - Forward Works Programme

Appendix C - Lifecycle Plans

Carriageways

Street Lighting & Illuminated Signage

Traffic Signals

Appendix D - Asset Data Analysis 2017

(Excerpt from Southend-on-Sea Borough Council – Highway Asset Management Strategy (January 2016))

What are Southend's Highway Assets?

Southend-on-Sea's highway infrastructure assets include:-

- 494km of carriageways and 874km of footways (next to the carriageway);
- 109 bridges, 14 subways and underpasses, 22 retaining walls and 15 large culverts (>1.5m width);
- 22,630 road drainage gullies
- 14,290 street lights, 3,004 illuminated signs and 833 illuminated bollards
- 196 traffic signal junction approaches and 172 pedestrian crossings
- 4,414 non-illuminated signs and 10,240 non-illuminated bollards

They collectively comprise the most valuable assets under our stewardship with a gross value of £811M (in 2014).

The term 'highway asset' is used to refer to highway and traffic management infrastructure because they provide important economic, social and environmental services and benefits to people living, working and travelling in Southend. As with all assets they require careful management to ensure that they continue to provide these benefits at the least possible cost.

Appendix E - Improvement Action Plan

Asset Management Improvement Action Plan

Action	Timescale	Review
Asset Management		
Complete the modelling and appraisal of investment options for carriageways	Autumn 2015	Autumn 2018
Development of investment models for footways	Autumn 2017	Autumn 2018
Develop Asset Information Management Plan	Spring 2016	Spring 2018 Annual review
TAMS Policy, Core Strategy, Prioritisation Framework and Carriageway Investment Strategy to be approved by Cabinet.	Autumn/Winter 2015	Autumn/Winter 2017 Annual review
Undertake a review of staff training needs in relation to the Institute of Asset Management competencies framework.	Spring 2016	Spring 2018 Annual review
Develop initial options and scope for Structures Investment Strategy	Autumn 2016	Autumn 2018
Develop full Structures Investment Strategy.	Autumn 2017	Autumn 2018
Supporting Documentation Review	Spring 2016 to Autumn 2017	Spring 2018 Annual Review
Resilience		
at	Autumn 2015	Autumn 2018 Annual review
Complete surveys of condition and connectivity of drainage assets on the A127	Autumn 2015	
Revise maintenance hierarchies for carriageways, footways and cycleway in line with the revised Codes of Practice.	Spring 2016	Spring 2017 Annual review

Undertake consultations with emergency services, Environment Agency and Anglian Water on the Resilient Network.	Spring 2016	Spring 2018 Annual review
Approval of Resilient Network by Cabinet.	Summer 2016	Summer 2018
Complete surveys of drainage condition on the Resilient Network in Critical Drainage Areas.	Autumn 2016	Autumn 2017 Annual review
Customer focus		
Produce a Stakeholder Communication Plan for the TAMS	Autumn 2015	Autumn 2017 Annual review
Benchmarking and collaboration		
Develop common approach to production of Whole of Government Accounts with Local Councils' Highway Investment Group	Autumn 2015	Autumn 2017 Annual review
Develop performance benchmarking with Local Councils' Highway Investment Group	Spring 2016	Spring 2017 Annual review

Appendix F – Risk Register

**Appendix G – Asset Management Performance
Management & Continuous Improvement Framework**

Appendix H – Asset Management Competence Framework

**Appendix I – Process Classification Document/Forward
Programme & Budget Setting**

Appendix J – Definition of Benchmarking Principles

Appendix K – KPI Benchmarking

**Appendix L – Communication Plan & Engagement
Guidelines**

Appendix M – Data Management Strategy

Appendix N - Glossary of Terms and Abbreviations

ADEPT - Association of Directors of Environment, Economy Planning and Transport

This is an umbrella organisation representing local authority county, unitary and metropolitan directors responsible for 'Place based' services.

APSE – Association for Public Service Excellence

APSE is a network of some 23,000 officers and councillors responsible for frontline services in local authorities in England, Northern Ireland, Scotland and Wales. APSE helps councils to share information and best practice.

Asset Management

A strategic approach which identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.

Asset Valuation

The calculation of the current monetary value of an authority's assets purely in terms of their maintenance and replacement costs. It excludes therefore any consideration of the value to the community in terms of the economic and social benefits of providing a means for people to travel in order to work, socialise and live.

CIPFA - Chartered Institute of Public Finance and Accountancy

A professional body for people in public finance where public money needs to be effectively and efficiently managed.

Critical Assets

For the purpose of Highways Infrastructure Asset Management, Critical Assets are defined as Carriageways, Footways, Street Lighting, Structures (Bridges, Retaining Walls, etc.), Traffic Signals, Traffic Management Systems (Variable Matrix Signs, Traffic Signs, etc.) and drainage.

CVI - Coarse Visual Inspection

This is a coarse, rapid survey, usually carried out from a slow-moving vehicle, which allows authority's unclassified road network to be assessed each year.

Depreciation

The consumption of economic benefits embodied in an asset over its service life arising from use, ageing, deterioration, damage or obsolescence.

Deterioration

The change in physical condition of an asset resulting from use or ageing. Often displayed as a 'deterioration curve' in graphical form.

DfT - Department for Transport

Government department responsible for providing policy, guidance, and funding to English local authorities to help them maintain their highway networks, improve passenger and freight travel, and develop new major highway schemes.

DRC - Depreciated Replacement Cost

The current value of the asset, normally calculated as the gross replacement cost minus accumulated depreciation and impairment.

DVI - Detailed Visual Inspection

The DVI survey is more comprehensive than the CVI, carried out as a walked survey, with defects and inventory collected with a greater number of defect classifications.

HIAM – Highways Infrastructure Asset Management

LCRIG - Local Council's Road Investment Group

To develop and promote a fresh approach to highway asset management that engenders wider stakeholder involvement and focuses on investment outcomes for present and future generations. To develop new common methodologies to understand /communicate the true state of Highways Infrastructure to facilitate long term robust business plans and determine the correct level of investment for today and the future.

SaQ – Self-assessment Questionnaire

For 2017/18, each local highway authority in England (excluding London) is invited by DfT to complete a self-assessment questionnaire, in order to establish the share of the Incentive fund they will be eligible for in 2017/18. This includes those authorities who are currently deemed Band 3 from the 2016/17 round.

TAMS – Transport Asset Management Strategy

WGA - Whole of Government Accounts

Preparing the Whole of Government Account (WGA) was necessary to meet the undertaking in the Code for Fiscal Stability to produce consolidated accounts for the whole public sector on the basis of International Financial Reporting Standards (IFRS). Publishing audited WGA also improves the transparency of government's finances. It attempts to show in a single document what the government owes, owns, spends and receives. For now the process has been suspended.

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APPENDIX C

Carriageway Lifecycle Plan - Investment Options for Road Maintenance

1. Purpose of this document

1.1 This document presents the results of scenario testing that explain the implications of different funding levels and maintenance methods for the future condition of roads within the Borough. The report also provides recommendations for an investment strategy for road maintenance.

1.2 The recommended strategy will form part of the Council's Transport Asset Management Strategy.

2. Background

2.1 How much does the Council spend on major maintenance of roads?

2.1.1 Since 2010/11 the Council has spent an average of £2.1M of capital each year on major maintenance of roads. This included grant funding from the Department for Transport and also included additional capital funding from the Council.

2.1.2 In 2017/18 and 2018/19 the Council has allocated £1.0M each year for maintenance of roads and pavements in addition to the money it receives from the Department for Transport. In 2017/18 the total allocation specifically for roads is £2.518M which is greater than the average spend since 2010/11.

2.2 Is the overall condition of roads getting better or worse?

2.2.1 Evidence from road condition surveys indicates that the condition of Southend's road network is gradually declining. Between 2014/15 and 2015/16 the percentage of roads in poor condition (with potholes and unevenness) rose from 12.7% to 13.5%.

2.2.2 This is in spite of additional capital funding provided by the Council since 2014 to road maintenance over and above the funding allocations it receives from Central Government.

2.2.3 Currently the Council allocates its capital money for road maintenance solely to resurfacing. Whilst this approach provides long term solutions for the specific roads treated, individual resurfacing schemes require a significant capital investment and therefore the Council can only treat a limited number of roads using this method.

2.2.4 This means that with current budgets it would take the Council nearly 200 years to resurface every local street in the Borough.

2.3 The need for a long term strategy for maintenance

2.3.1 A sustainable road network is vital to the future prosperity of the town particularly in view of the key role of tourism to our economy as well as the need to realise potential for economic growth in the Southend Airport area, Shoeburyness and other regeneration areas.

2.3.2 Failure to prevent decline in the condition of the network can lead to a disproportionate increase in the cost of road repairs and personal injury or damage claims and can deter inward investment in the Borough.

2.4 The forecasting model

2.4.1 The Council has tested a number of scenarios using a forecasting model to find out what the implications of the funding shortfall are over the next 20 years and to identify how much budget is required to ensure that the length of roads affected by poor condition does not increase.

2.4.2 The forecasting model was also used to identify if adopting a proactive approach to maintenance would enable the Council to do this at a lower cost than could be achieved by only doing resurfacing.

2.4.3 An additional scenario was tested to identify how much investment would be required to improve the overall condition of the Borough's roads.

2.4.4 The forecasting model was developed using detailed statistical analysis of data on the condition of Southend's roads and historical data on maintenance carried out in the Borough. It uses this analysis to show how the likelihood of deterioration changes over time following different types of maintenance.

2.4.5 The model also accounts for different types of road, reflecting the level of usage by traffic and the construction of the road amongst other factors.

2.5 Road maintenance options

2.5.1 There are 3 key types of maintenance that are considered in the forecasting model.

Resurfacing

2.5.2 This involves planing off and relaying of a new surface course over a whole section of road and, dependent on the condition of lower layers, replacing varying amounts of these lower layers too. This is carried out using specialised machinery.

Patch repairs

2.5.3 This involves localised repairs, for example, around a group of potholes and sections that are cracked or likely to deteriorate in the short term.

Proactive maintenance

2.5.4 These involve the laying of a thin surface on top of the old surface, which is called Microasphalt. This can improve the smoothness and appearance of the road as well as greatly reducing the rate of deterioration of the road structure. Also, because they are typically ¼ of the cost of resurfacing it is possible to treat far more roads with existing budgets. This also means that, on local roads, the Council can avoid the need to do expensive resurfacing for at least a further 15-20 years.

3. Summary of findings

3.1 This summary presents the results of 4 scenarios as follows:

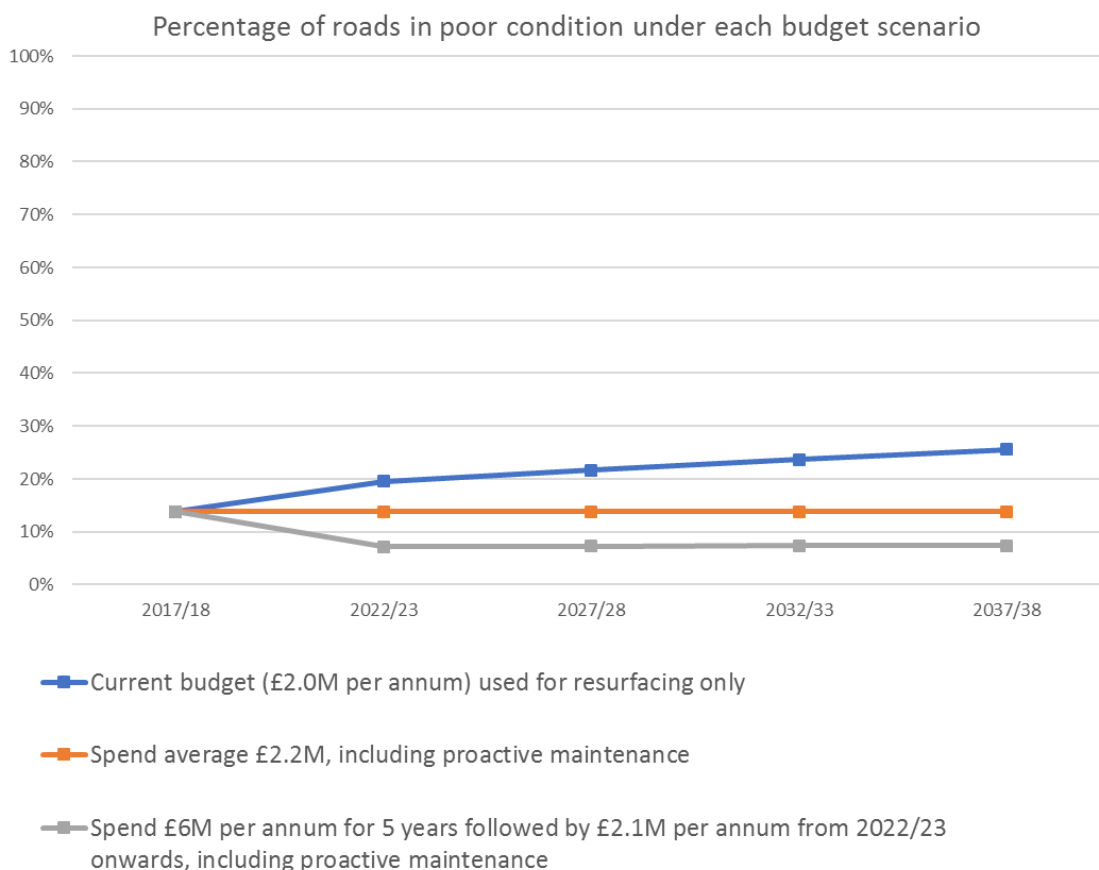
3.1.1 Continue to allocate the same level of annual spend on road maintenance as provided in the 2017/18 budget

3.1.2 Increase the amount of resurfacing to ensure that the percentage of roads affected by poor condition does not increase over the next 20 years

3.1.3 Use a proactive maintenance approach (with Microasphalt) to ensure that the percentage of roads affected by poor condition does not increase over the next 20 years

3.1.4 Invest additional money to halve the percentage of roads affected by poor condition in 5 years (by 2022/23)

3.2 In each scenario the model produces a forecast of the change in percentage of roads affected by poor condition. These are summarised in the chart below.



3.3 The results of forecasting indicate that if the Council continues to allocate the same level of annual spend on road maintenance as provided in the 2017/18 budget (£2.0M) the percentage of roads in poor condition will double over the next 20 years.

3.4 If the Council continues to allocate capital money only to resurfacing and reconstruction of roads then it will require an additional £0.6M (£2.6M) each year to ensure that the length of roads affected by poor condition does not increase over the next 20 years.

3.5 However, if the Council adopts a proactive maintenance approach using Microasphalt treatments it will only require an additional £0.2M (£2.2M) each year to ensure that the length of roads affected by poor condition does not increase over the next 20 years.

3.6 If the Council invests an average of £6M each year for 5 years then it will be able to halve the length of roads affected by poor condition. Thereafter, using a proactive maintenance approach the Council would need to spend £2.1M each year to ensure that the length of roads affected by poor condition does not increase.

3.7 It is unlikely that prudential borrowing could be used to finance such an investment as there are few opportunities to make savings in the reactive repairs budget (which currently stands at approximately £0.150M per year). Also, the Council has successfully maintained a very low rate of payouts for highway claims so there is little scope to make further savings in this area.

4. Conclusions and recommendations

4.1 The forecast model demonstrates that £2.2M of capital is required each year for road maintenance over the next 20 years in order to avoid any further increases in the percentage of roads affected by poor condition. This requires approximately £0.2M of additional capital compared with the current 2017/18 allocation.

4.2 Without this additional investment the percentage of roads in poor condition is forecast to nearly double over the next 20 years.

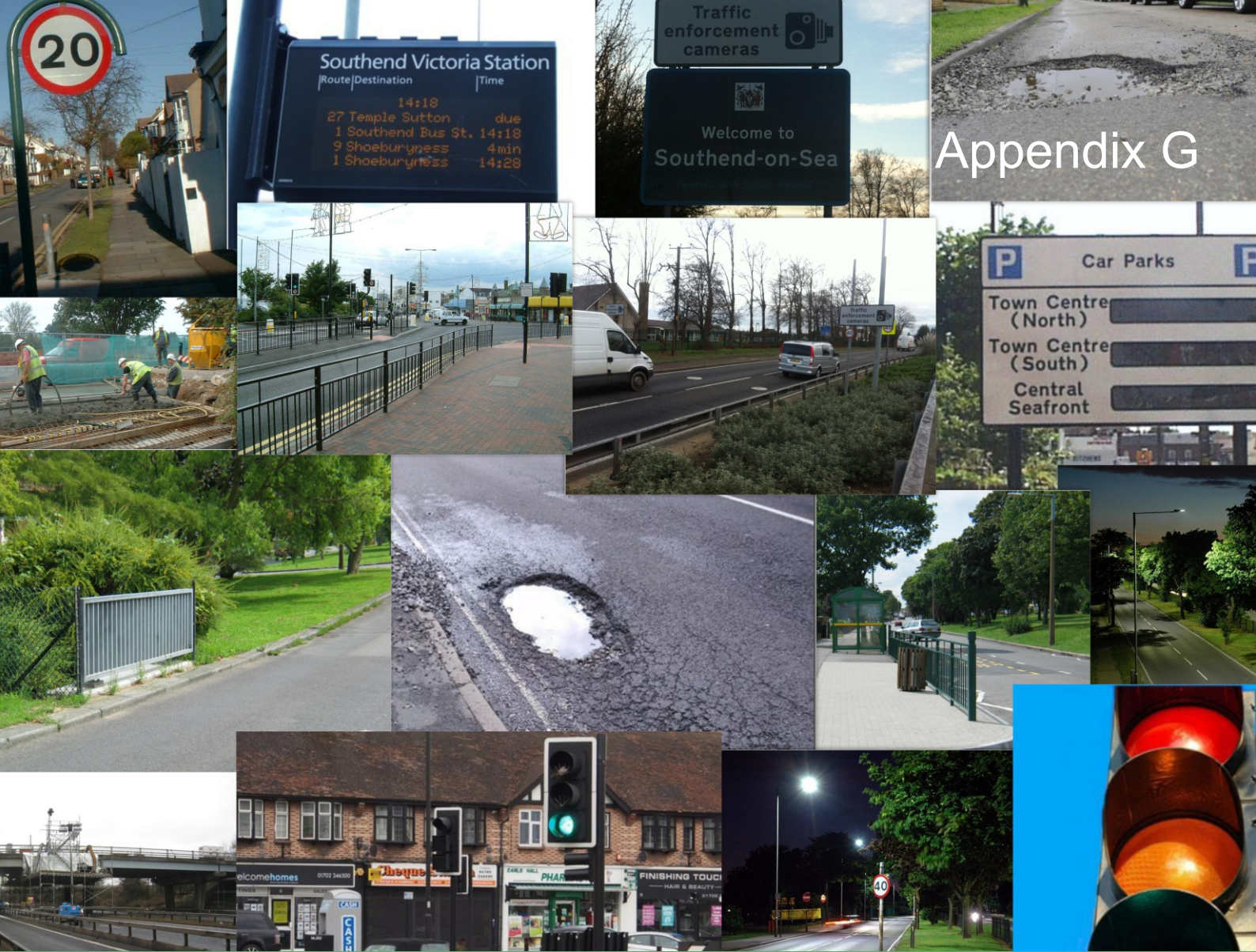
4.3 The forecast model has also demonstrated that a proactive maintenance approach is needed to achieve this. This will enable the Council to extend maintenance treatments to far more roads each year than would be possible if the Council continued with only resurfacing.

4.4 Without a proactive maintenance approach the Council would need to spend an extra £0.6M each year compared with the current 2017/18 allocation to avoid further increases in the percentage of roads affected by poor condition. This reflects the fact that individual resurfacing schemes require more significant capital investment than would be the case with the proactive maintenance approach.

4.5 Therefore it is recommended that a proactive maintenance approach is adopted as a strategy for maintaining Southend's roads.

4.5 A further option was tested to estimate the costs of works required to halve the percentage of roads in poor condition. This option would require £6M each year for 5 years followed by continued investment of £2.1M each year for the rest of the 20 year period.

4.6 There are limited opportunities to make savings through this last option . However, it is recommended to undertake further work to identify the benefits of targeted investment in road maintenance in key areas within the Borough such as regeneration areas and areas susceptible to flooding. In the latter case it is recommended that future proposals for investment in road maintenance are considered as a coordinated package with improvements to drainage and culverts.



Asset Management Performance Management & Continuous Improvement



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Asset Management Framework

Southend on Sea Borough Council has developed the following Asset Management Framework for all its activities and processes which are necessary to manage, document, implement and continually improve delivery of its transport infrastructure asset management.

Performance Management and Continuous Improvement Framework

The purpose of the Asset Management Performance Management and Continuous Improvement Framework is to support Southend on Sea Borough Council in delivering its asset management priorities through a robust, transparent and repeatable process for recording, monitoring, analysing, and reporting performance for all its critical infrastructure assets. A Performance Management and Continuous Improvement Framework, that links strategic and operational criteria, is fundamental to a holistic asset management approach. It enables Southend on Sea Borough Council to assess and demonstrate the impact that different investment scenarios will have on the performance of the infrastructure network, level of road user satisfaction, engineering/contract measures and condition targets.

In particular the Performance Management and Continuous Improvement Framework can:

- demonstrate actual performance against targets to all asset management stakeholders
- show the effectiveness of the spend on infrastructure assets

Importance of Performance Management

Successful asset management delivery requires the ongoing monitoring of performance in order to ensure that the agreed levels of service are being delivered. Performance management is important to Southend on Sea Borough Council as it provides the ability to:

- Document the differences between actual and planned performance and identify the reasons for any differences
- Prioritise and allocate diminishing resources effectively;
- Ensure value for money;
- Motivate and engage competent staff, and assign accountability;
- Identify and rectify poor performance at an early stage;
- Learn from past performance and improve future performance;
- Increase public satisfaction and help improve services for service users;
- Implement action strategies to adapt performance.

Performance Monitoring

The performance of the highways service will be benchmarked against a series of asset management performance indicators for the critical assets initially, with the intention of incorporating the non-critical assets over time.

The asset management performance indicators assess the inventory data quality and coverage for each asset type identified and will be benchmarked against the 5-year action plan and improvement targets developed from the gap analysis. Robust, high quality inventory and condition data allows Southend on Sea Borough Council to monitor the impact of the Highway Infrastructure Asset Management Plan (HIAMP) and review and implement changes

if required. Results from the performance indicators are reviewed at regular intervals with senior decision makers.

PLACE MPR – Asset Management local Indicators

PI	Short Name	Calculation/collection method	Current Target	Collection
MP2	KBI 21 -Satisfaction with road safety environment	Calculation/Collection method - NHT Survey	65%	Yearly
MP3	KBI 03 -Ease of access	Calculation/Collection method - NHT survey	80%	Yearly
MP4	KBI 04 -Ease of access (disabilities)	Calculation/Collection method - NHT Survey	80%	Yearly
MP5	KBI 05 -Ease of access (no car)	Calculation/Collection method - NHT Survey	80%	Yearly
MP7	KBI 08 -Satisfaction with Local PT Information (BVPI103)	Calculation/Collection method - NHT Survey	50%	Yearly
MP8 (a)	KBI 12 -Satisfaction with specific aspects of Pavements & Footpaths	Calculation/Collection method - NHT Survey	65%	Yearly
MP8 (b)	KBI 13 -Overall Satisfaction with Cycle Routes & Facilities	Calculation/Collection method - NHT Survey	65%	Yearly
MP9	KBI 17 -Overall Satisfaction with Traffic Levels & Congestion i.e. queues	Calculation/Collection method - NHT Survey	50%	Yearly
MP10	HMBI 01 -Condition of road surfaces	collection - NHT survey	40%	Yearly
MP11 (a)	Contract KPI -Lot 1	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (b)	Contract KPI -Lot 2	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (c)	Contract KPI -Lot 3	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (d)	Contract KPI -Lot 4	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP11 (e)	Contract KPI -Lot 5	Calculation/Collection method - Service manager/contract meetings	75%	Quarterly
MP12	HMBI 11 -Provision of drains	Calculation/Collection method - NHT Survey	60%	Yearly
MP13	HMBI 22 -deals with flooding -roads and pavements	Calculation/Collection method - NHT Survey	55%	Yearly
MP14	HMBI 12 -Keeps drains clear and working	Calculation/Collection method - NHT Survey	60%	Yearly
MP16	HMBI 9 -Maintenance of highway verges/trees/shrubs	Calculation/Collection method - NHT Survey	60%	Yearly
MP17	Reduction of the number of street light outages	Calculation/Collection method - Dead sure reports	1,500	Yearly
MP18	HMBI 5 -Provision of street lighting	Calculation/Collection method - NHT Survey	65%	Yearly
MP21	TCBI9 -Location of permanent traffic lights	Calculation/Collection method - NHT Survey	70%	Yearly
NI 178(i)	Bus services running on time: Percentage of non-frequent services on time.		74.0%	Quarterly

Types of Performance Monitoring

Audits can include customer satisfaction surveys, sample condition surveys and adhoc inspections. Random audits can be used to independently audit the performance of the Highway authority who is working under quality management systems. System audits where software systems have been implemented will provide a source of performance management data. Monthly audits where established systems are in place to obtain monthly performance statistics. Annual audits are where indicators are based on information supplied annually.

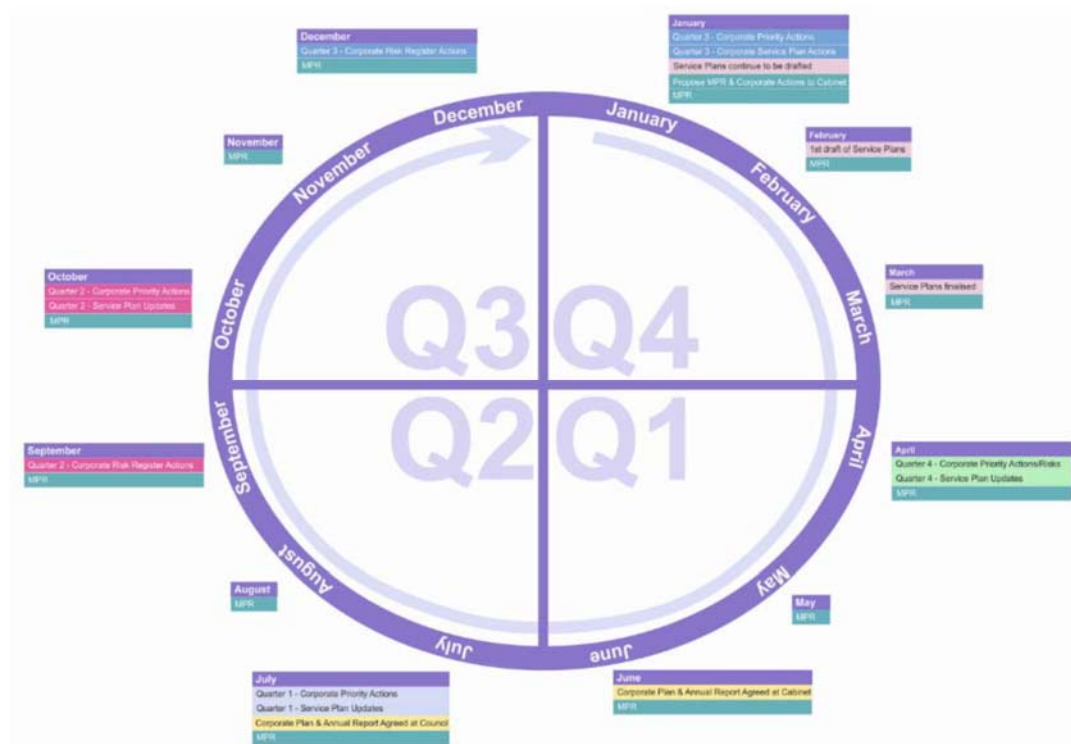
Performance Reporting including The Performance Timeline

All elements of Performance Management in the Department for Place and its Continuous Improvement Framework are built around the annual performance timeline. Monitoring and regularly reporting on performance is essential for ensuring that the Department for Place achieve the Council's priorities and that the information informs decision-making and future plans.

The Department for Place have a number of key Corporate Performance Indicators which are monitored and reported in the Council's Monthly Performance Report (MPR). This report is presented to the Departmental Management Team (DMT) and the Corporate Management Team (CMT) and Cabinet.

The Corporate Priority Actions and Risks are also monitored and reported to the meetings above on a quarterly basis. Within the Service Plans for each Service Area there are a number of Indicators, Actions and Risks, which are specific to their areas of expertise, together with robust analysis that supports this data. These are monitored and reported quarterly to DMT.

All Indicators, Actions and Risks are recorded and monitored on the Corporate Performance Management Software (Covalent).



The Department for Place aims to operate a Performance and Risk Management system where everyone knows;

- What needs to be achieved,
- What is required of them and when
- What is measured and managed
- What progress is being made

The Department's resources must be aligned, focusing effort in the right places and delivering maximum value for the residents and visitors of Southend. The Department must proactively manage any risks that might affect delivery by regularly reviewing progress and taking action to stay on target. To help achieve its aims the Department will strive to ensure that the following characteristics, which have been identified as important in high performing organisations are embedded across the Departmental service areas:



The effective management of performance within the Department for Place follows the seven values of the Council, which are;

1. **Excellence** - we aspire for excellence in our work
2. **As One** - we work as one organisation
3. **Responsible** - we are all responsible for the performance of our organisation
4. **Open and Honest** – we are open, honest and transparent
5. **Customer Care** - good customer care is at the heart of everything we do
6. **Supportive** - we support, trust and develop each other
7. **Valuing All** - we value the contribution of our people

The Department for Place also embeds the Council's vision of 'Creating a better Southend' supported by the following five aims as included within the Departmental Service Plans, linking Corporate Priorities, Indicators and risks to these aims;

- Clean
- Safe
- Healthy

- Prosperous
- Led by an Excellent Council

Continuous Improvement is used by the Department for the on-going improvement of services delivered within the Service Areas.

Key Principles (creating a culture of);

- Continuously understanding customers' needs
- Optimising organisational performance
- Focusing on means to an end
- Continuous learning on mistakes
- Continuously improving systems and processes
- Fixing root causes of problems
- Every level is responsible for continuous improvement

Risk Management

Using the Risk Management Policy Statement and Strategy 2015 (found at <http://seattle/Pages/Risk-Management.aspx>) as a guide, Department for Place is aware of the need to manage risks. Service Plans for each Service Area include a section for Departmental Risks, these are reported on Quarterly. Deputy Chief Executive for Place will liaise with the Directors to identify those risks that are of such significance that they are required to be monitored via the Council's Corporate Risk Register. Corporate Risks are considered monthly by CMT and in detail quarterly. The risks are monitored and updated on Covalent for ease and consistency of management.

Risk Register and Scoring Process

The Council's risk policy and toolkit provides a methodology for undertaking risk management and includes the 'impact' and 'likelihood' criteria and scoring process that can be applied to the risk register. It also includes an outline of how to apply principles of risk appetite and tolerance to consideration of risk – that is the amount of risk the Council is willing to accept (appetite) and the boundaries of what the Council is willing to venture (tolerance) in pursuing its objectives.

Benchmarking

The Department will use benchmarking as a way to measure the quality of our policies, services, programs, strategies and compare with standard measurement or similar measurements of our peers. The objectives of benchmarking are;

1. To determine what and where improvements are called for.
2. To analyse how other organisations achieve their high performance levels
3. To use this information to improve performance.

Code of Conduct:

Principle of Preparation – Be fully prepared for exchange with partners to ensure you get the most out of the time of benchmarking with them.

Principle of Contact - Respect the corporate culture of partner local authorities and work in accordance with procedures mutually agreed. Avoid revealing the name of a contact in an open meeting without having obtained prior consent from the contact.

Principle of Exchange - Be honest, complete and timely with information submitted. Provide the same type and level of information to partners that you have requested.

Principle of Confidentiality - The participation of a local authority in a study is confidential and must not be revealed to a third party without the prior consent.

Principle of Use - Use information obtained through Benchmarking only for purposes stated to and agreed with the Benchmarking partner.

Principle of Legality - Do not provide the results of a benchmarking study without first having obtained the consent of the parties that participated in the study.

Principle of Completion - Follow through with each commitment made to your Benchmarking partner in a timely manner.

Principle of Understanding and Agreement – Understand how benchmarking partners would like to be treated and agree how your partner expects you to use the information provided.

Benchmarking for asset management is carried out using the NHT Survey on a yearly basis. The data is compared to previous years and other authorities to identify potential for improvement. The Authority are members of Eastern Highways Alliance, CQC Efficiency Network and Local Council's Road Investment Group (LCRIG).

Customer Expectations

Highway networks are provided for the benefits of customers. The customer's view of the service being provided is, therefore, a highly important piece of information. Customers should be directly involved in establishing the target performance of the asset. It is then the role of the Highway Authority to demonstrate that customer defined performance is being striven for, within existing budgetary and resource constraints.

Customer consultation is an important tool for defining and managing customer expectations. Customer surveys can be used to establish the degree of satisfaction with current levels of service. Specifically surveys can assist by identifying:

- Which aspects of the service are of most importance to the customer e.g. is street-lighting more important than snow clearing during the winter?
- The degree of satisfaction with particular aspects of the service.

Combining these two elements can provide useful information to assist authorities to focus their attention on the areas of greatest customer need.

Customer Satisfaction Survey

The Authority participates in the National Highway and Transport (NHT) Public Satisfaction Survey in order to understand the customers view on Highways and Transport Services. Results are available at www.nhtsurvey.org The Council has been part of this survey since 2010. This helps us to understand the views of residents and to be able to compare results with other authorities and is recommended in the Pothole review - Public Opinion Surveys Recommendation 2 (**HMEP: The Pothole Review (first published by HMEP in April 2012)**).

The Authority also uses the Govmetric System which provides a quick and easy way for customers to provide us with direct feedback every day. It measures the level of customer satisfaction with SBC website content and for customer contact made by telephone and face to face with the Customer Service Centre. The information provided is collated into a series of monthly reports. These provide insight into where the Authority is performing well and where customers would like to see Improvement. Reports covering Customer Comments can also be made available but are not placed on the intranet due to their sometimes sensitive nature. The Department for Place has access to the Govmetric system and can run reports for each service area. Local indicators for Govmetric satisfaction are set up for Highways services.

Customer Communications

Customer contact with the Authority is recorded and managed using a Customer Relationship Management (CRM) System which for the Council is currently Lagan. Actions taken are then monitored and reported for all services within the Department.

Customer Reviews / Keeping Customers Informed

The Department regularly reviews its web pages to ensure that the information is current and up to date. There is a Departmental representative in the Performance Team who works with the service areas and the media team in creating the pages and links to get the information out in the public domain in a concise way. We also use social media like Twitter and Facebook in a variety of ways. Twitter is used to inform on road closures, road works, and public transport information, planning news and various events across the Borough. This media holds a more formal relationship with followers and does not encourage communication, (although they can interact, it is restrictive) unlike Facebook which encourages interaction, debate and communication in the form of comments on posts, this media is mainly used for promotional/ marketing and tourist information.

Consultations with residents

The Department consults with local residents, businesses and voluntary groups on various different subjects/ projects (statutory and non- statutory) as and when required. This can range from planning and licensing applications, major transport schemes or general service changes. The Department recognises that the local community has a wealth of knowledge and experience and we are committed to engaging and working with these communities to improve services and wellbeing for all that live and work in the Borough.

Freedom of Information (FOI)

Freedom of Information (FOI) requests are received by the Corporate FOI Team, who record these on Covalent and pass to the Lead Officer within the Department to search for the information held and formulate a response; the time limit for responses is 20 working days from the date of receipt. Should an Officer receive a FOI request directly they will forward these either to SouthendFOIrequests@southend.gov.uk or the Lead Officer. The Freedom of Information Act 2000 gives the public extensive access rights to all types of information held by the Council.

Further information can be found at <http://seattle/Pages/Freedom-of-Information.aspx>.

Subject Access Requests

Department for Place has a Data Controller who deals with Subject Access Requests which are received. Subject Access Requests are submitted under the Data Protection Act for a small fee and allow an individual access to the following;

- To be told if the Authority holds personal information about them
- To ask what it uses the information for
- To be given a copy of the information
- To be given details about the purposes for which the Authority uses the information
- To ask for incorrect data to be corrected
- To have any abbreviations of jargon explained that may not be clear
- To receive a reply within 40 calendar days
- Subject Access applies to both computer and manual records
- Release of the Data Subjects information is a legal requirement and may carry heavy penalties if it is deemed the Council failed to comply with the request in a satisfactory manner.

Complaints Management

The Department welcomes comments, compliments and complaints to help us deliver our services to the highest possible standard and to maintain improvement. Continuous feedback is a valuable source of information for monitoring our performance; this highlights the areas where we can improve as well as recognising the things we do well. To make sure we deal with complaints in accordance with the Council's Complaints Procedure there is a corporate manual, which can be viewed at <http://seattle/Pages/Comments-Complaints-and-Compliments.aspx>, all complaints received for the Department are dealt with by a dedicated Complaints Officer who logs these onto Covalent and sends to the appropriate team to respond to.

The three Stages of Complaints is as follows;

Stage 1 - a written response from the relevant Group Manager within 10 working days.

Stage 2 - investigated and response provide by the relevant Director or Deputy Chief Executive within 10 working days.

Stage 3 - appeal to the Council's Chief Executive and Leader of the Council, investigation is undertaken by the Corporate Complaint Representative and a report presented to the Chief Executive for consideration and response within 35 working days.

The complainant has the right to go to the Local Governance Ombudsman (LGO) if they feel their complaint has not been dealt with appropriately. However, the LGO will only deal with a case if it has exhausted the Council's procedures. Each comment, compliment and complaint is logged and monitored weekly and monthly statistics are reported to DMT to ensure that the Service Level Agreement is met.

All complaints and comments regarding the highway assets are monitored and reviewed in order to improve the service and customer satisfaction.

Data collection and quality

Robust and timely data is essential to inform decision making and identify where performance needs to be improved. Making decisions based on incorrect or inaccurate information or data can lead to a wrong decision being made with the potential for significant consequences. Data requirements should be designed beside the principle of 'right first time, every time' in order to avoid wasting time and money spend on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases, and maintaining outdated systems.

The Department for Place have adopted five key characteristics of good quality data;

Accuracy - Data has to be accurate to be high quality. Accuracy means the data reflects the reality. It is important to remember that data can be complete, yet remain inaccurate. The concept of 'right first time, every time' is useful in making sure there isn't unnecessary checking, correcting or reformatting of information once it has been submitted thus saving valuable staff time and resources.

Validity - Data should be recorded and used in line with relevant rules or definitions. This will ensure consistency between different reporting periods and will enable benchmarking with other organisations.

Reliability - Data should be collected using a consistent method or approach, particularly if collected across different collection points and over time. Managers and stakeholders should be confident that progress reflects real improvements rather than as a result of variations in the method or approach of data collection.

Timeliness - Data must be available quickly and frequently enough to support and influence service or management decisions.

Relevance - Data should only be captured if it is relevant to the purposes for which it is being used. If data isn't used then there is no justification for it to be captured. Therefore it is good practice to review requirements periodically and make changes accordingly.

Also anybody who is responsible for collecting a performance indicator should:

- Fully understand the definition and method of collecting/recording the data;
- Ensure the data is checked every time it is produced;
- Ensure the source of the data is accurate – for example that the process for inputting the data is clear and well understood and minimises mistakes.

Any checks that the Department have carried out demonstrate the data used is accurate. At the end of each financial year Group Managers will be required to sign a declaration that all of the performance information produced by their service is accurate. Spot checks will be undertaken by Internal Audit.

Data Protection Principles

- Personal data shall be processed fairly and lawfully and, in particular, shall not be processed unless specific conditions are met.
- Personal data shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes.
- Personal data shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed.
- Personal data shall be accurate and where necessary kept up to date.
- Personal data processed for any purpose or purposes shall not be kept for longer than is necessary for that purpose or those purposes.
- Data will be destroyed after use in line with the Councils Corporate deletion policy.
- Personal data shall be processed in accordance with the rights of Data Subjects under this Act.
- Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of/ or damage to personal data.
- Personal data shall not be transferred to a territory or country outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data.

Levels of Service

This section describes how the levels of service are developed for an asset, categorised under the service groupings and used to evaluate and measure performance. Levels of service are: “the agreed service quality for a particular activity or service area against which performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and affordability”. Levels of service can be developed from both asset condition (existing / desired) and demand aspirations (i.e. what the asset is expected to deliver).

Why Use Levels of Service?

Levels of service are an integral component of the asset management process. They are used to define service delivery levels (or service options) for each asset type. The levels of service are part of the criteria used to prioritise maintenance schemes, to monitor agreed performance measures and identify how the level of service are being delivered.

The Southend on Sea Borough Council’s levels of service will be used:

- To develop asset specific strategies to deliver the agreed level of service;
- To identify the costs and benefits of the agreed levels of services;
- As a measure of the effectiveness of the HIAMP.

Future developments of this HIAMP will seek to consult with customers of the proposed type and level of service to be offered and whether these align with their expectations.

Highways Contract Management

The following Contracts are in place, with a summary below on how they are managed.

Lot 1 – Highway Minor Maintenance, Bridge Maintenance & Strengthening, Sea Defences, Foreshore Maintenance & Flood Risk Management – Marlborough Surfacing Ltd – Service Manager – Neil Hoskins

Lot 2 – Highway Improvements – Eurovia Infrastructure Ltd – Service Manager – Justin Styles

Lot 3 – Traffic Signals – Urban Traffic Control – Service Manager – Richard Backhouse

Lot 4 – Traffic Signals Control System – Imtech – Service Manager – Richard Backhouse

Lot 5 – Planned Machine Resurfacing – Marlborough Surfacing Ltd – Service Manager – Neil Hoskins

Performance meetings are held monthly, minuted and stored securely on a secure server. Key Performance Indicators are reviewed and are uploaded onto Covalent (monthly) and there is a performance indicator measure for each Lot.

Cashable and Non Cashable savings

Cashable Savings are savings which release money for redeployment elsewhere. In some cases these savings are ring-fenced.

Capex or capital expenditure is defined as expenditure which creates future benefits. A capital expenditure is incurred when a business spends money either to buy fixed assets or to add to the value of an existing asset with a useful life that extends beyond the tax year.

Opex or operational expenditure is defined as expenses incurred in the course of ordinary business, such as sales, general and administrative expenses.

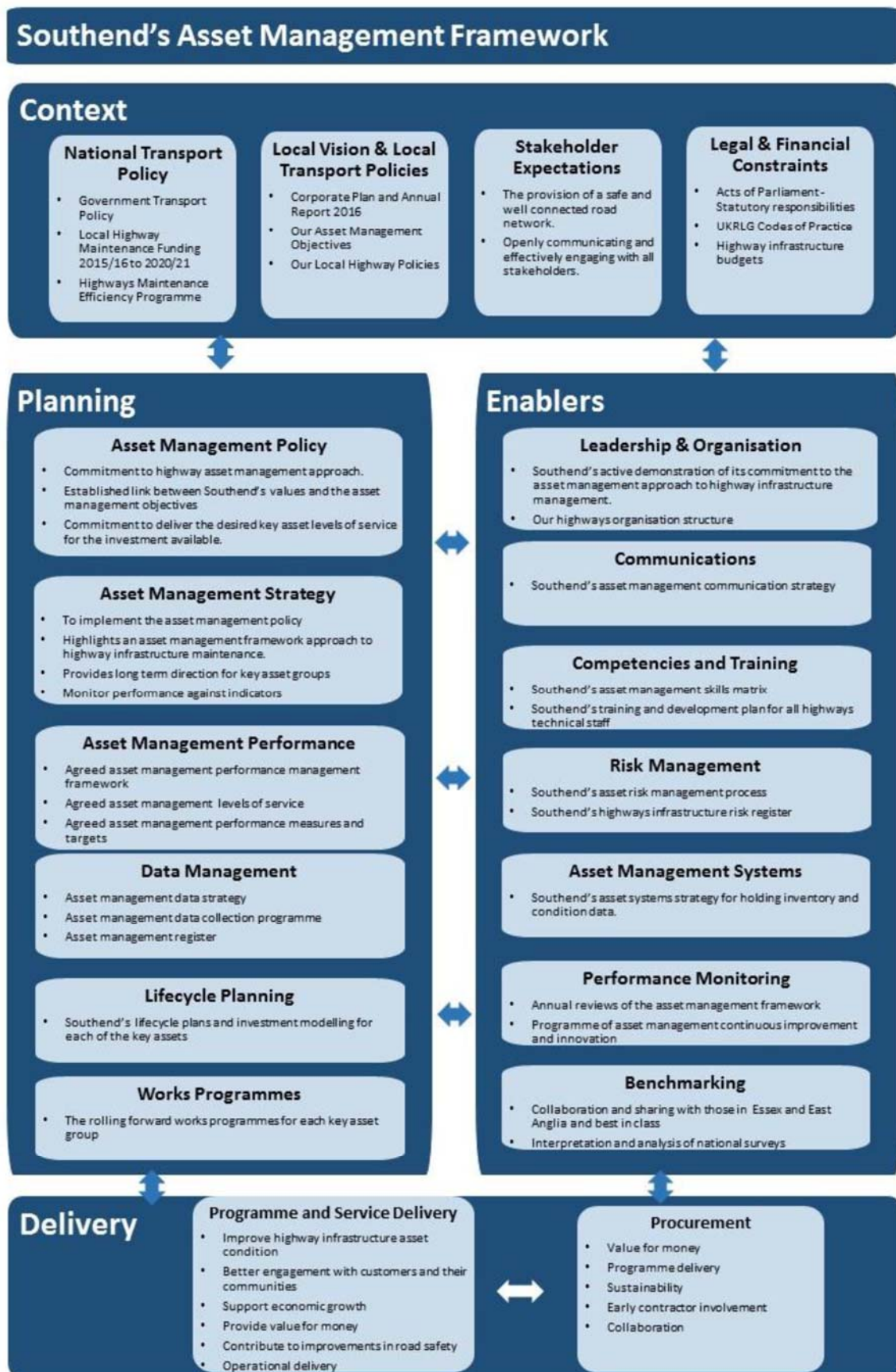
Non-cashable Savings are savings that are achieved by the ability to deliver continued or better results or to cope with rising workloads – without a proportionate increase in resources. The saving is identified as the amount of resources that would have been required had this not been possible.

Each year cashable and non-cashable savings for the service are identified and efficiencies are assessed to identify areas for improvement. This information is shared with senior decision makers.

Lean Review

When conducting a lean review Southend on Sea Borough Council will adopt the lean principles as recommended in the Highways Maintenance Efficiency Programme 'A Lean toolkit for Highway Services Version 1 December 2013' and will document the findings of any transformational service review and regular monitoring of the progress to ensure a process of continuous improvement is in place and evidence of improvement, efficiency and savings have been achieved.

The framework is summarised below



Legal/ Regulatory - Ability
 Performance Management
 Risk Management
 Financial Management
 People Management
 Business Awareness
 Report Writing
 Risk Balancing
 Strategic Thinking
 Decision Making
 Convergent/ Divergent Thinking
 Business Continuity
 Communication

Legal/ Regulatory - Appreciation
 Sustainable Energy Management
 Lifecycle Management
 Whole Life Costing
 Monte Carlo Risk Assessment
 Prince2/MS Project

Legal/ Regulatory - Experience
 Project Management
 Contract Management

Legal/ Regulatory - Knowledge
 Highways Law
 Street Works Law
 Environmental Law
 Insurance Law
 OJEU Procurement
 Statutory Law Orders
 Regulations - CDM
 Emergency Planning
 Data/Information Management
 Procurement Management
 Research

Technical - Appreciation
 Geometric Design
 Road Restraint Systems
 Material Engineering
 Highway Engineering
 Bridge Structural Engineering
 Drainage Engineering inc. SUDs

Technical - Experience
 Operational (Service) Delivery

Technical - Knowledge
 Value Engineering
 Network Management
 Traffic Management
 Work Cost Estimates
 Purchase Order

Director

Skill 1 Appreciation Skill 2 Knowledge
 Skill 3 Experience Skill 4 Ability

ICT - Experience
 IT Application User - Agresso

ICT - Appreciation
 IT Application User - Symology
 IT Application User - AutoCad

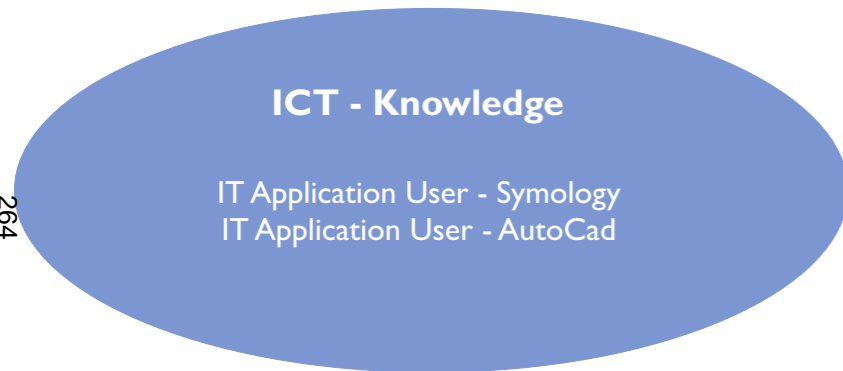
263

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Skill 2
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Skill 3
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Skill 4
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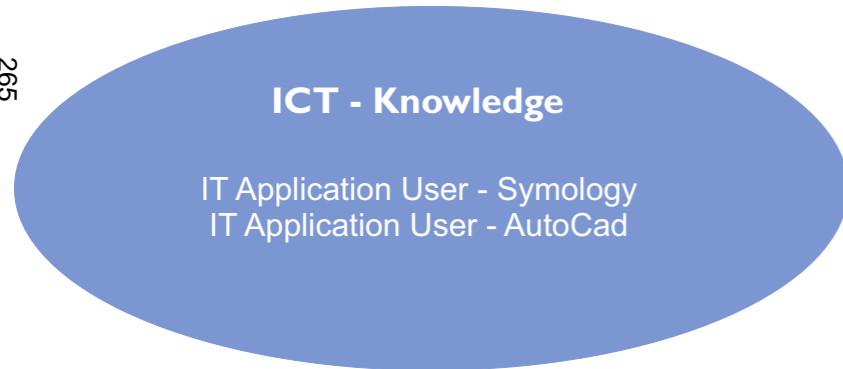
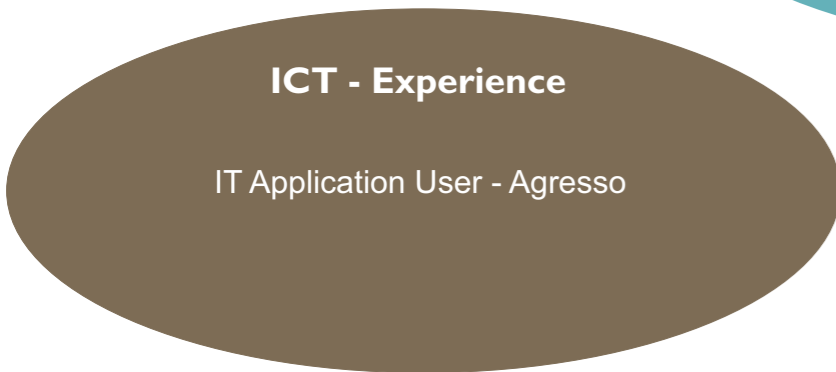
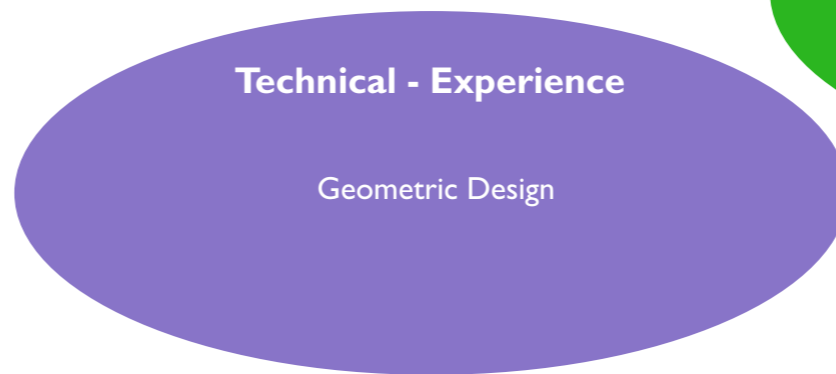
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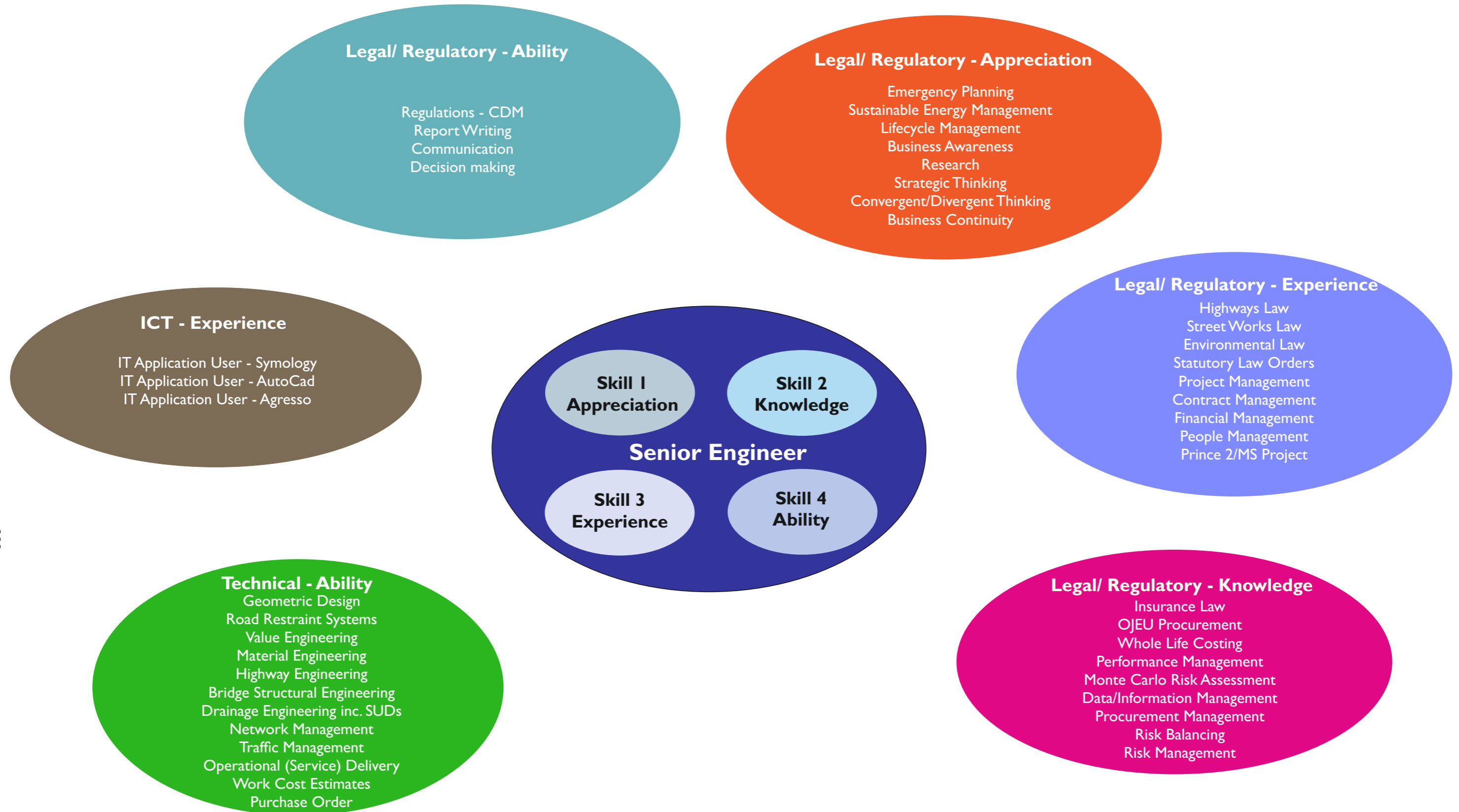
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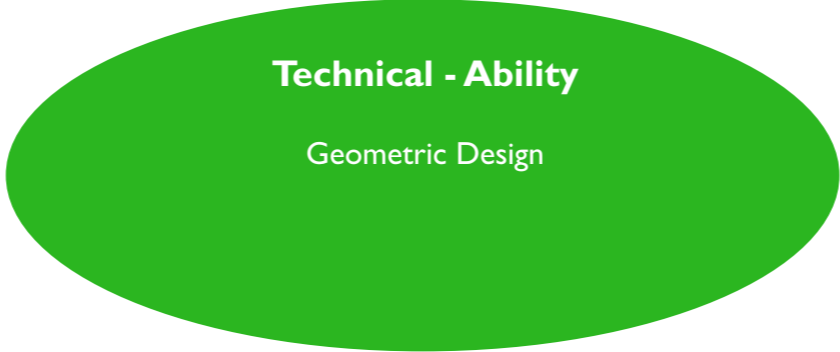
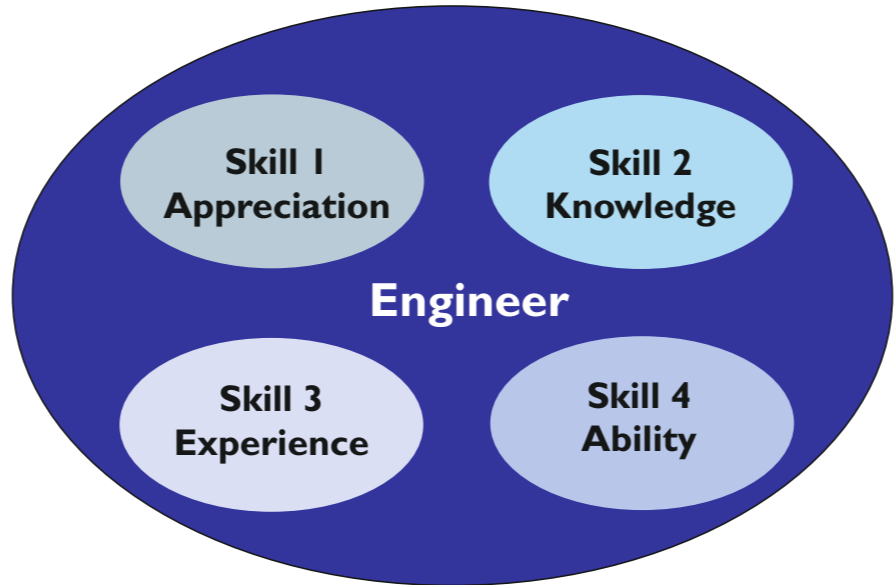
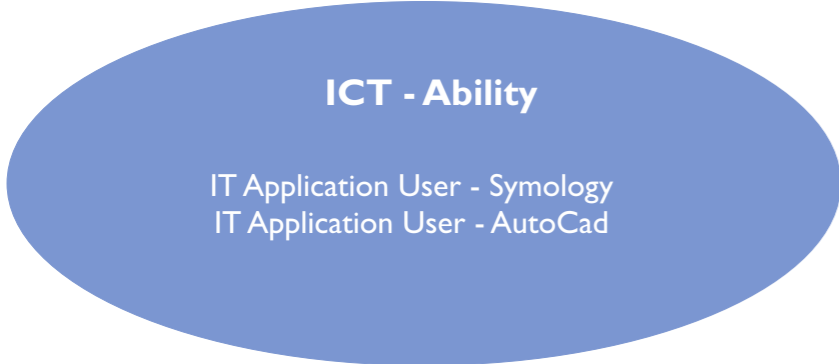
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Legal/ Regulatory - Ability

- Regulations - CDM
- Report Writing
- Communication

Legal/ Regulatory - Appreciation

- Emergency Planning
- Sustainable Energy Management
- Lifecycle Management
- Business Awareness
- Research
- Strategic Thinking
- Decision Making
- Convergent/ Divergent Thinking
- Business Continuity

Legal/ Regulatory - Experience

- Highways Law
- Street Works Law
- Environmental Law
- Insurance Law
- Project Management
- Contract Management
- Financial Management
- People Management
- Prince2/MS Project

ICT - Experience

- IT Application User - Symology
- IT Application User - AutoCad
- IT Application User - Agresso

Assistant Engineer

- Skill 1 Appreciation**
- Skill 2 Knowledge**
- Skill 3 Experience**
- Skill 4 Ability**

Technical - Appreciation

- Geometric Design
- Road Restraint Systems
- Material Engineering
- Highway Engineering
- Bridge Structural Engineering
- Drainage Engineering inc. SUDs
- Network Management
- Traffic Management
- Operational (Service) Delivery
- Work Cost Estimates
- Purchase Order
- Value Engineering

Legal/ Regulatory - Knowledge

- Insurance Law
- OJEU Procurement
- Whole Life Costing
- Performance Management
- Risk Management
- Monte Carlo Risk Assessment
- Data/Information Management
- Procurement Management
- Risk Balancing

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ICT - Experience
IT Application User - Agresso

Legal/ Regulatory - Appreciation
Emergency Planning
Sustainable Energy Management
Lifecycle Management
Business Awareness
Research

Legal/ Regulatory - Experience
Project Management
Contract Management
Financial Management
People Management
Report Writing

ICT - Ability
IT Application User - Symology
IT Application User - AutoCad

Technician

Skill 1 Appreciation **Skill 2 Knowledge**

Skill 3 Experience **Skill 4 Ability**

Legal/ Regulatory - Knowledge
Highways Law
Street Works Law
Environmental Law
Insurance Law
OJEU Procurement
Statutory Law Orders
Regulations - CDM
Whole Life Costing
Performance Management
Risk Management
Monte Carlo Risk Assessment
Data/Information Management
Procurement Management
Prince2/MS Project
Communication

Technical - Experience
Road Restraint Systems
Value Engineering
Material Engineering
Highway Engineering
Bridge Structural Engineering
Drainage Engineering inc. SUDS
Network Management
Traffic Management
Operational (Service) Delivery
Work Cost Estimates
Purchase Order

Geometric Design

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ICT - Ability
IT Application User - Symology

Legal/ Regulatory - Appreciation
Highways Law
Street Works Law
Lifecycle Management
Data/Information Management
Financial Management
Risk Balancing

Legal/ Regulatory - Experience
Decision Making
Communication

ICT - Appreciation
IT Application User - Agresso

Highways Inspector

**Skill 1
Appreciation** **Skill 2
Knowledge**

**Skill 3
Experience** **Skill 4
Ability**

Technical - Appreciation
Geometric Design
Road Restraint Systems
Value Engineering
Material Engineering
Highway Engineering
Bridge Structural Engineering
Drainage Engineering inc. SUDS

Technical - Knowledge
Operational (Service) Delivery
Work Cost Estimates

Technical - Experience
Network Management
Traffic Management

270

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Southend-On-Sea Borough Council

Highways Infrastructure Asset Data Management Strategy

September 2016

Purpose of the Strategy

The purpose of our Highways Infrastructure Asset Data Management Strategy is to effectively manage our transport infrastructure assets by proactively collecting all relevant data to a frequency and level of quality that ensures Southend's asset management policy is delivered.

It is acknowledged that all data will be held in suitable decision support systems (DSS), is accessible to all those requiring data access and data security is in accordance with the Southend corporate data security policy.

We have developed this Data Management Strategy so that we can:

- Complete regular life-cycle planning scenarios for all transport infrastructure assets to support Southend's investment modelling.
- Hold and update the most relevant transport infrastructure asset inventory attributes in line with best practice.
- Undertake regular condition surveys of transport infrastructure assets in accordance with the respective Codes of Practice.
- Process all inventory and condition data to develop prioritised annual, 3 and ultimately 5 year works programmes.
- Calculate the Southend transport infrastructure asset valuation in line with the CIPFA asset valuation requirements.

In developing this Strategy, it is our ambition is to:

- Maintain in a serviceable condition and fit for purpose, Southend's transport infrastructure assets.
- Run regular lifecycle planning scenarios for its transport infrastructure assets to inform Southend's investment modeling.
- Establish an accurate transport infrastructure asset inventory to support its decision making.
- Collect transport infrastructure asset condition data using accredited systems and processes and that the outputs are a priorities works programme using optimum interventions.
- Understand the depreciated replacement cost and gross replacement costs for our transport infrastructure assets.

Strategic Priorities

In 2015 we published our Council Plan and Annual Report setting out the Council's recent achievements, and the need to make significant revenue savings and to look forward for the next three years. It also contains our Corporate Values as set out below:

Living our Values

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

Excellence:	We aspire for excellence in our work
As one:	We work as one organisation responsible
Responsible:	We are all responsible for the performance of our organisation open & honest
Open and Honest:	We are open, honest and transparent, listening to other's views customer care
Customer Care:	Good customer care is at the heart of everything we do
Supportive:	We support, trust & develop each other

To support the successful delivery of our Corporate Values, it is important that we have a clear understanding of the scope of our transport infrastructure assets, its condition, the optimum investment need, and that the subsequent output is an optimum annual works budget. These will be aligned with the strategic asset management priorities and delivers our asset management policy.

The key data management priorities for Southend on Sea Borough Council are that:

- All critical asset data will have a designated owner, and that owner have responsibilities to comply with the corporate and local data management requirements.
- All data whether procured or from internal condition surveys, is appropriately date stamped and its 'ownership' is with Southend.
- Data collection is undertaken on a risk based approach for frequency, method of collection and the reliability and repeatability of outputs.
- All data collected, or processed is held in the most appropriate DSS for the type of critical asset the data relates.
- We will undertake a review of the present number of DSS used to hold transport infrastructure data so that we can reduce system overlap, multiple uploading of data, and the costs of holding multiple system licences.
- We will archive and dispose of critical asset data only when data has been superseded, the relevant asset has been disposed of and the archived data to be disposed complies with any corporate requirements.
- All data quality, updating, collection and processing is reviewed on a regular basis in accordance with any corporate requirements.

The Highways Infrastructure Asset Management Plan (HIAMP)

The various documents that make up our HIAMP for a local highway authority is known as the HIAMP. Our HIAMP contains transport infrastructure asset specific policies and data relating to

our respective transport infrastructure asset condition and inventory. These policies are supported by evidence, generally in accord with national policies and affordability which are set out as the affordable levels of service for Southend. Data management is required at various stages in the asset management policy preparation, in supporting our HIAMP.

Delivering our Objectives

This strategy defines our data management objectives:

1. Use the most cost effective asset collection process and DSS in which to invest our increasingly limited resources.
2. Focus on reducing the numbers of asset systems being used to:-
 - o hold critical asset management data and
 - o deliver improvements to the present and future value of the transport infrastructure assets.
3. Increase the number of our asset management staff who are better informed about our transport asset management inventory and condition data and the number who are more proactively involved in using this data to improve the condition of the transport infrastructure.

CABINET

Tuesday, 19th September 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 Director for Planning & Transport authorised:

1.1 Request to Implement an Experimental Traffic Regulation order in Lifstan Way near to the Railway Bridge

Following the removal of the coach parking areas in Seaway Car Park, the introduction of an Experimental Traffic Regulation Order to prohibit parking by coaches for part of the day each day of the week.

1.2 Utilise the Gas Works for a Temporary Car Park

Approval to undertake the statutory consultation for the introduction of a Traffic Regulation Order to enable the use of the site as a temporary car park on a trial basis.

2. The Deputy Chief Executive (Place) authorised:

2.1 Request to Implement an Experimental Traffic Regulation order in Lifstan Way near to the Railway Bridge and other potential locations

Further to 1.1 above, the inclusion of goods vehicles over a chosen weight (usually a minimum of 5 tonnes), in addition to coaches/buses, to the parking restrictions to be imposed by the Experimental Traffic Regulation Order. The restrictions will also be introduced in Ness Road, Shoeburyness and other locations as and when identified.

2.2 Parking Permits

Subject to the overall changes meaning that the yield of the total parking income budget is unaffected, the issuing of parking permits for the following organisations:

- Kite Surfers to be able to purchase a permit at a cost of £100 in the same manner as beach hut owners – Zone 3A
- Fishermen at Old Leigh – Zone 3A
- Conversion of the loading bay at Pier Arches to enable existing permit holder traders to purchase a permit at a price of £400 p.a. to assist businesses in parking/loading/unloading.
Note: currently there are two permits

- RNLI to be able to receive free permits (3 No.) and St. John's Ambulance two free permits (2no.) to park along the seafront
- The Methodist Church in New Road (6No.) to park in Belton Gardens North Car Park
- Leigh Town Councillors to park in Elm Road Car Park
- The Mosque to be able to receive discounted vouchers for Colchester Road at 50% of the normal price
- The Samaritans to continue with two existing permits (2 No.) for Queensway East Scheme as well as parking vouchers

2.3 Energy Company Obligation: Help to Heat, Local Authority Flexible Eligibility Statement of Intent

The launch of the Local Energy Advice Programme (LEAP) funded by the Energy Company Obligation (ECO) (approved by Ofgem), with the administration of the statement of intent to be managed by the LEAP Service.

2.4 A127 Kent Elms Junction Improvement – National Productivity Investment Fund Allocation (NPIF)

The utilisation of the NPIF to support the scheme which will extend the total capital available to meet the estimated final turn out cost of the scheme including the new footbridge.

3. The Director for Adult Services and Housing authorised:

3.1 New Agreement with Northumbrian Water Ltd (t/a Essex & Suffolk Water)

The entering into a modified form of agreement with Northumbrian Water Ltd to re-inforce the fact the Council is acting as an agent for the water company and not a re-seller, in collecting water charges from Council Tenants in properties without water meters.

4. The Deputy Chief Executive (People) authorised:

4.1 Pension Guarantee Agreement re Southend Care Ltd.

Further to Minute 564(8) of the meeting of Cabinet held on 19 January 2016, the completion of the Pension Guarantee Agreement with Essex County Council, with Southend Borough Council under-writing the pension liabilities of Southend Care Ltd and indemnifying Essex County Council against any losses to the Pension Fund.

5. The Director of Finance and Resources authorised:

5.1 Southend Integrated Equipment Service – Lease Renewal, The Forum, Unit 8 Coopers Way

The proposed lease renewal at Unit 8 Coopers Way, where SBC is the Head lessee and Essex Partnership University NHS Foundation Trust being the Sub Tenant providing occupational therapy and wheelchair assessment service within the premises.

6. The Director for Legal and Democratic Services authorised:

6.1 Notice of Intention to Cease Membership of the Local Government Association (LGA)

The giving of Notice to the LGA of the Council's intention to cease its membership on 31 March 2018.

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