

Public Document Pack  
SOUTHEND-ON-SEA BOROUGH COUNCIL

**CABINET**

Date: Tuesday, 19th June, 2018

Time: 2.00 pm

Place: Jubilee Room (Committee Room 1) - Civic Suite

Contact: Colin Gamble

Email: colingamble@southend.gov.uk

**A G E N D A**

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Minutes of the Meeting held on Tuesday 13th March 2018**
- 4 **Community Safety Resources**  
Report of Deputy Chief Executive (Place) attached
- 5 **Southend Development Plan Review: Comprising South Essex Joint Strategic Plan and Southend New Local Plan**  
Report of Deputy Chief Executive (Place) attached
- 6 **Social Value Policy**  
Report of Chief Executive attached
- 7 **Annual Report and 2017/18 Year End Performance Report**  
Report of Chief Executive attached
- 8 **Corporate Risk Register 2018/19**  
Report of Chief Executive attached
- 9 **Modern Slavery Statement 2018/19**  
Report of Chief Executive attached
- 10 **Air Quality**  
Report of Deputy Chief Executive (Place) attached
- 11 **Ambition Southend: Skills and Labour Market Strategy**  
Report of Deputy Chief Executive (Place) attached
- 12 **Gambling Policy Review**  
Report of Deputy Chief Executive (Place) attached
- 13 **Wheeled Sports Facility**  
Report of Deputy Chief Executive (Place) attached
- 14 **Joint Targeted Area Inspection**  
Report of Deputy Chief Executive (People) attached

- 15 Research, findings and recommendations on current and future provision of the Syrian Vulnerable Person Resettlement Programme**  
Report of Deputy Chief Executive (People) to follow
- 16 Consultation on St Mary's Prittlewell CofE Primary School Permanent Expansion following a period of Temporary Expansion**  
Report of Deputy Chief Executive (People) attached.
- 17 Annual Public Health Report**  
Report of Deputy Chief Executive (People) attached
- 18 Annual Treasury Management Report 2017/18**  
Report of Chief Executive attached
- 19 Provisional Capital Outturn Report 2017/18**  
Report of Chief Executive attached
- 20 Revenue Outturn Report 2017/18**  
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- 21 Council Debt Position**  
Report of Chief Executive attached
- 22 Notice of Motion - Jewish Manifesto for Local Government**  
Notice of Motion attached
- 23 Council Procedure Rule 46**  
Report attached

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

## **Meeting of Cabinet**

**Date: Tuesday, 13th March, 2018**

**Place: Committee Room 1 - Civic Suite**

- Present:** Councillor J Lamb (Chair)  
Councillors A Holland (Vice-Chair), T Byford, J Courtenay and L Salter
- In Attendance:** A Griffin, J K Williams, S Leftley, A Lewis, J Chesterton, J Ruffle, C Gamble, A Griffin, E Cooney, A Keating, B Martin and C Robinson, N Hoskins and L White
- Start/End Time:** 2.00 - 3.05 pm

### **810 Apologies for Absence**

Apologies for absence were received from Councillors Cox, Flewitt and Moring.

### **811 Declarations of Interest**

The following Member declared an interest as indicated:

Councillor Byford – Agenda Item 9 (Notice of Motion: Parking Provision for Remembrance Day Services) – non-pecuniary interest – son is a Commanding Officer of 1312 Squadron.

### **812 Minutes of the Meeting held on 9th January 2018**

Resolved:-

That the Minutes of the Meeting held on Tuesday 9<sup>th</sup> January 2018 be confirmed as a correct record and signed.

### **813 Minutes of the meeting held 18th January 2018**

Resolved:

That the minutes of the meeting held on 18<sup>th</sup> January 2018 be confirmed as a correct record and signed.

### **814 Minutes of the Special Meeting held 29th January 2018**

Resolved:

That the minutes of the special meeting held on 29<sup>th</sup> January 2018 be confirmed as a correct record and signed.

### **815 Minutes of the meeting held 13th February 2018**

Resolved:

That the minutes of the meeting held on 13<sup>th</sup> February 2018 be confirmed as a correct record and signed.

**816 Minutes of the special meeting held 13th February 2018**

Resolved:

That the minutes of the special meeting held on 13<sup>th</sup> February 2018 be confirmed as a correct record and signed.

**817 Notice of Motion - Drinking Water Motion (Council, 22nd February 2018)**

At the meeting of Council held on 22<sup>nd</sup> February 2018, Members received a notice of motion calling on the Council to work in partnership to promote the availability of water refill points in Southend and to give consideration to ways that the public can access drinking water, in order to reduce the use and disposal of plastics in the town.

This had been proposed by Councillor Gilbert and seconded by Councillor McDonald.

Resolved:

1. That officers be requested to investigate the provision of a tap to the outside of the toilet block at City Beach, one of the Borough's busiest areas, and to renew any taps that may need improvements.

2. That officers be requested to improve signposting for drinking water taps, as some are out of sight (the information can be added to the website, tourist information centre, and associated material on safety in the hot weather).

3. That the campaign generally be supported (via the Media team), whilst acknowledging the Council's current activities.

Reasons for Decision:

To respond to the notice of motion.

Other Options:

None

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Cox

**818 Notice of Motion: Parking Provision for Remembrance Day Services (Council, 22nd February 2018)**

At the meeting of Council held on 22<sup>nd</sup> February 2018, Members received a notice of motion calling on the Council to implement free parking provision for veterans in respect of Remembrance Day Services within the Borough.

Resolved:

That the existing arrangements in respect of Remembrance Sunday be formalised and continued and that similar car parking concessions be extended to Armistice Day.

Reasons for Decision:

To respond to the notice of motion.

Other Options:

None

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Cox

## **819 Fire Safety Report**

The Cabinet considered a report of the Deputy Chief Executive (Place) setting out the interim results of the Council's Fire Safety Review, which was established following the Grenfell Tower fire on the 14<sup>th</sup> June 2017.

Resolved:

1. That the work undertaken by the Council and South Essex Homes in respect to Fire Safety, be noted and endorsed.
2. That a further update be submitted to a future meeting of the Cabinet.

Reasons for Decision:

As a result of the Grenfell Tower Fire the Council undertook a fundamental review of its fire safety policies and procedures and put in place appropriate resources to ensure it maintains its buildings in a safe condition whilst upgrading them where this is appropriate and practicable.

Other Options:

The Council could decide to maintain all operational properties in their current condition with fire improvement works and, where practicable, to bring them up to the requirements of the latest Building Regulations when they next undergo major alterations and/or extension. All operational buildings would still meet statutory requirements although it could be argued that the Council would not be meeting the section of the Regulatory Reform (Fire Safety) Order 2005 that requires Employers to 'put in place, and maintain, appropriate fire safety measures'. This option has, therefore been discounted.

The Council could commit to bringing all operational buildings up to current Building Regulation requirements. However, this will not always be practicable due to the construction and/or age of the building; the building may be listed on the National Heritage List for England, which could limit what works could be undertaken; or changes could be financially unviable. This option has, therefore been discounted.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Flewitt

**Called in to:- Place Scrutiny Committee**

## 820 Monthly Performance Report

Resolved:

That the submitted report be noted.

Note: This is an Executive Function.

Eligible for call in to all three Scrutiny Committees

Executive Councillor: as appropriate to the item.

**Referred direct to all three Scrutiny Committees**

## 821 Treasury Management Report

The Cabinet considered a report of the Chief Executive covering the treasury management activity and compliance with the treasury management strategy for both quarter three and the period from April to December 2017.

Resolved:

1. That the Quarter Three Treasury Management Report for 2017/18, be approved.

2. That it be noted that the treasury management activities were carried out in accordance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management in the Public Sector during the period from April to December 2017.

3. That it be noted that the loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

4. That it be noted that an average of £47.4m of investments were managed in-house. These earned £0.157m of interest during this nine month period at an average rate of 0.44%. This is 0.27% over the average 7 day LIBID and 0.14% over the average bank base rate.

5. That it be noted that an average of £5.0m was managed by an enhanced cash fund manager. This earned £0.023m during this nine month period at an average rate of 0.62%.

6. That it be noted that an average of £15.2m was managed by two short dated bond fund managers. This earned £0.176m during this nine month period from a combination of an increase in the value of the units and income distribution, giving a combined return of 1.54%.

7. That it be noted that an average of £16.3m was managed by two property fund managers. This earned £1.353m during this nine month period from a combination of an increase in the value of the units and income distribution, giving a combined return of 11.01%.

8. That it be noted that the level of borrowing from the Public Works Loan Board (PWLb) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m; GF: £150.8m) during the period from April to December 2017.

9. That it be noted that the level of financing for 'invest to save' capital schemes increased from £7.90m to £8.80m during the period from April to December 2017.

Reasons for Decision:

The CIPFA Code of Practice on Treasury Management recommends that Local Authorities should submit reports regularly. The Treasury Management Policy Statement for 2017/18 set out that reports would be submitted to Cabinet quarterly on the activities of the treasury management operation.

Other options:

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

Note: This is an Executive Function.

Eligible for call-in to: Policy & Resources Scrutiny Committee

Executive Councillor: Cllr Moring

## **822 Shoreline Strategy**

The Cabinet considered a report of the Deputy Chief Executive (Place) presenting the draft Southend Shoreline Strategy.

Resolved:

1. That the Southend Shoreline Strategy document for managing the Borough's coastal defences into the future, subject to approval by the Environment Agency, be adopted.
2. That the Deputy Chief Executive (Place), in consultation with the Executive Councillor for Transport, Waste and Regulatory Services, be authorised to approve the final strategy, following Environment Agency approval.
3. That it be noted that the total value of the Strategy at £410m (Present Value £134m) over a 100 year period, of which part will need to be funded from the Council's Capital Programme whilst other funding may include Flood Defence Grant-in-Aid and other external sources.
4. That the Strategy will be supported by an appropriate governance process, as set out in Paragraph 6 of the submitted report.
5. That the submission of the Strategy to the EA Large Project Review Group (LPRG) in June 2018, be approved.

Reasons for Decision:

There is a need to develop sub-regional elements of the Shoreline Management Plan into a more in-depth strategy for the Borough.

Adopting a comprehensive strategy and submitting it to the EA Large Project Review Group will enable the Council to maximise access to supporting funds.

Other options:

None.

Note: This is an Executive Function

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Cox

**\*Called-in to:- Place Scrutiny Committee**

### **823 Sex Establishment Premises**

The Cabinet considered a report of the Deputy Chief Executive (Place) setting out a Sex Establishments draft Statement of Licensing Policy as a basis for formal consultation.

Recommended:

That the draft Statement of Licensing Policy set out in Appendix 1 to the submitted report be approved for consultation. ||

Reasons for Decision:

To allow the Council to update the policy giving clearer guidance to applicants and objectors.

Other options:

Not to publish a revised policy and keep the existing one which is now outdated.

Note: This is a Council function.

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Cox

**\*Called-in to:- Place Scrutiny Committee**

### **824 Forum 2**

The Cabinet considered a report of the Deputy Chief Executive (Place) setting out the core accommodation requirements for the development of Forum 2, which the Council is taking forward in partnership with South Essex College and provided an update on the South East Local Enterprise Partnership (SELEP) funding bid to support the scheme.



Resolved:

1. That the content of the Design Brief for Forum 2, including the initial statement of the Council's requirements in respect to gallery spaces and a digital workspace hub, be approved.
2. That the current budgetary position in relation to the development of Forum 2, including the partners' progress in securing funding from the South East Local Enterprise Partnership Local Growth Fund, alongside the proposed completion date and programme for delivery, be noted.
3. That the proposed procurement route and the project governance arrangements, including the establishment of a joint Council/College Sponsoring Group and Project Board, be approved.
4. That the Deputy Chief Executive (Place) be approved as the Project Executive and, in consultation with the Executive Councillor for Culture, Tourism and the Economy, be given delegated authority to appoint the Main Design Team and Cost Consultant to progress the design from RIBA Stage 2 (Concept Design) through to RIBA Stage 7 (In Use).

Reasons for Decision:

To establish an agreed design brief position from which the Council, in partnership with the College, may progress the project alongside a formal project governance and management framework providing a solid foundation for the successful delivery of the project.

Other options:

As set out in the submitted report.

Note: This is an Executive Function.

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Holland

**\*Called-in to:- Place Scrutiny Committee**

## **825      Message and Special Treatment**

The Cabinet considered a report of the Deputy Chief Executive (Place) updating the standard conditions used to grant and renew the licences for persons carrying on establishments for massage or special treatments under the Essex Act 1987 and proposing the adoption of best practice Codes of Practice specific to the different treatments being offered.

Recommended:

1. That the Council specifies in each Massage or Special Treatment Licence the updated Conditions and the Codes of Practice relevant to each type of operation. In doing so, the Council is thereby approving the appropriate Code of Practice for each type of licence.
2. That the Codes of Practice continue to be updated in line with best practice and emerging new treatments.

Reasons for decisions:

To continue to maintain best practice and keep pace with the development of new treatments which are licensable under the Essex Act 1987 for massage or special treatment.

Other options:

To continue with the existing conditions in these establishments.

Note: This is a Council Function.

Eligible for call-in to: Place Scrutiny Committee

Executive Councillor: Cllr Cox

**\*Called-in to:- Place Scrutiny Committee**

## **826 Annual Procurement Plan**

The Cabinet considered a report of the Deputy Chief Executive (People) presenting the Council's Annual Procurement Plan for 2018/19.

Resolved:

That the Annual Procurement Plan 2018/19 set out in Appendix 1 to the submitted report, be approved.

Reasons for Decision:

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

Other Options:

None.

Note: This is an Executive Function

Eligible for call-in to: Policy & Resources Scrutiny Committee

Executive Councillor: Cllr Moring

**\*Called-in to:- Policy & Resources Scrutiny Committee**

## **827 Annual Education Report**

The Cabinet considered a report of the Deputy Chief Executive (People) presenting the Annual Education Report (AER) on the retrospective performance of Southend Schools for the academic year 2016/17.

Resolved:

1. That the new format of the Annual Education Report be noted.

2. That the Annual Education Report, recognising the very positive outcomes for learners across all Key Stages, be approved.

Reasons for Decision:

Recognition of the very strong performance of Southend Schools should be celebrated and the new AER will allow more people to access their achievements.

Other Options:

None.

Note: This is an Executive Function

Eligible for call-in to: People Scrutiny Committee

Executive Councillor: Cllr Courtenay

**\*Called-in to:- People Scrutiny Committee**

## **828 Secondary School Places**

The Cabinet considered a report of the Deputy Chief Executive (People) providing an update on the current position regarding the future provision for Secondary School places across the Borough from 2018-2020 and beyond.

Resolved:

1. That the position regarding the provision of sufficient secondary school places, be noted.
2. That the decision to pursue a Free School option be reversed in favour of the expansion in existing secondary schools.

Reasons for Decision:

The decision to revert to an expansion as opposed to a free school has been taken for a number of reasons as set out in the submitted report.

Other options:

The decision previously taken by Cabinet was in effect the alternative option.

Note: This is an Executive Function.

Eligible for call-in to: People Scrutiny Committee

Executive Councillor: Cllr Courtenay

**\*Called-in to:- People Scrutiny Committee**

## **829 School Term Dates**

The Cabinet considered a report of the Deputy Chief Executive (People) presenting the guideline school term and holiday dates for the academic year 2019/20.

Resolved:

That the school term and holiday dates for 2019/20 as set out in Appendix 1 of the submitted report, as a guide to schools, be approved.

Reasons for Decision:

As set out in the report.

Other Options:

None.

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

**830 Council Procedure Rule 46**

Resolved:

That the submitted report be noted.

Note: This is an Executive Function  
Eligible for call-in to the relevant Scrutiny Committee  
Executive Councillor: as appropriate for the item  
**\*Called-in to:- Policy & Resources Scrutiny Committee**

**831 Exclusion of the Public**

Resolved:-

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

**832 Council Procedure Rule 46 - Confidential Sheet**

Resolved:

That the submitted report be noted.

Note: This is an Executive Function.  
Eligible for call-in to the relevant Scrutiny Committee  
Executive Councillor: as appropriate for the item  
**\*Called-in to:- Policy & Resources Scrutiny Committee**

**833 Councillor Holland - Thanks**

The Leader of the Council informed Members that this was Councillor Holland's last meeting as a Cabinet Member and he thanked her for her sterling work.

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

# Southend-on-Sea Borough Council

## Report of Deputy Chief Executive (Place) to Cabinet

On 19<sup>th</sup> June 2018

Report prepared by:  
Carl Robinson, Director for Public Protection

Agenda  
Item No.

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### Community Safety Resources

#### Place Scrutiny Committee – Cabinet Member: Councillor Mark Flewitt A Part 1 Agenda Item

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#### 1. Purpose of Report

- 1.1 To present the recommendations of the 2017/18 Scrutiny Review of the Council's enforcement services and structures and to seek Cabinet's agreement to fund the proposal for additional resources to support the Community Safety Team.

#### 2. Recommendations

That Cabinet:

- 2.1 Notes the Findings and Conclusions from the Scrutiny review;
- 2.2 Approve the additional resources and funding of £250,000 p.a. as detailed in section 4 and 7.2 of this report;
- 2.3 Approve that the new staffing requirement be positioned in the Council's Community Safety Unit.

#### 3. Background

- 3.1 Members will be aware of growing concerns amongst residents, community groups and businesses related to community safety across the Borough, but particularly focused in central Southend and the town centre itself. Much of this concern has focused around rough sleeping, homelessness, street drinking and anti-social behaviour associated with drug related crime. There have been a number of high profile incidents in recent months some of which have attracted national media attention and sadly the most recent of which resulted in a fatality.
- 3.2 What has become clear during this period is that the Council's existing Community Safety Team is not sufficiently resourced to be able to respond and support partner agencies like the Police, as it would wish to both at a strategic and operational level.
- 3.3 The Scrutiny Project Team considered the Council's role in providing an enhanced enforcement presence across Southend in respect of:

- tackling anti-social behaviour (e.g. neighbour on neighbour disputes, low level youth issues, car cruise activity and town centre generated ASB);
- Problem solving in partnership with other agencies, in areas across the Borough where ASB/crime is prevalent (e.g. local public parks, street drinking/begging in public places);
- Resource support to high footfall events and anticipated busy days, such as Bank Holidays and regular weekends during the summer months, and the community safety cover required over most weekends on the seafront and other key areas across the town;
- In addition, the resource will integrate with existing and proposed resources in the Southend Community Safety Hub (primarily supporting Essex Police), to increase visibility and 'eyes and ears' presence on the streets, and will be armed with specific powers to issue Fixed Penalty Notices under Essex Police's Community Safety Accreditation Scheme (CSAS) to address cycling on the footway, littering, dog fouling, begging and graffiti (not exhaustive).

3.4 The aim of the Scrutiny Project Team was to consider existing Council resources including those in South Essex Homes as well as the remit of the Police, and to focus on how best to provide a more effective enforcement function which could best meet the demands that the town and Council were facing.

3.5 The Scrutiny Project Team considered the Council's role in providing an enhanced enforcement presence across Southend in respect of anti-social behaviour; support to high footfall events and anticipated busy days such as Bank Holidays, and how any additional resource would integrate with existing and proposed resources in the Southend Community Safety Hub to tackle and solve problems in areas affected by anti-social behaviour and crime, in partnership with other services.

3.6 The membership of the Project Team was - Councillors Ayling (Chairman), B Arcscott, D Burzotta, M Davidson, D Garston, I Gilbert, R Hadley, M Stafford and C Willis. Officer support was provided by Carl Robinson, Simon Ford, Fiona Abbott and Beverley Gallacher. The Project Team held 4 meetings in total. In support of the review, Officers visited Guildford Council in October 2017 to see how they tackle issues and how they organise their enforcement resources. They have also visited the London Borough of Southwark to consider their partnership tasking process and enforcement team set up.

#### **4. Scrutiny Review – Findings & Conclusions**

4.1 The findings and conclusions from the review are set out below. These were considered by the Project Team at its meeting on 29<sup>th</sup> March 2018 and by the Policy & Resources Scrutiny Committee at its meeting on 12<sup>th</sup> April 2018 at which it was also agreed that the Chairman of the Project Team would present the report to a future Cabinet meeting (Minute 908 refers).

4.2 The Project Review Team was made aware that current Council resources consisted of 2 x 0.5TE in the anti-social behaviour team (SMAART) responsible for responding to complaints and enforcement in respect of anti-social behaviour. South Essex Homes has a Warden Service that responds to issues

of anti-social behaviour in respect of the Council's social housing, which has also undergone a review.

- 4.3 Due to the limited resources currently available, it was not possible to have a regular visible presence across the Borough and activity was generally concentrated on priority response only, often in support of Police activity.
- 4.4 As part of the review of the Community Safety Hub which was being undertaken in parallel to the Scrutiny review, the Project Review Team were made aware of the proposals to integrate the additional enforcement resource as a key component of the Hub, to provide an enhanced partnership response to tackle and solve issues in respect of anti-social behaviour.
- 4.5 It was concluded that additional resource was required to provide an enhanced enforcement presence in Southend. Appendix 1 details the proposed new Community Safety Team which includes a Team Leader and six Community Safety Officers under the remit of the Group Manager Community Safety. The new team would include the current 2 x 0.5TE from the current SMAART Team. (These 2x 0.5 posts would make up one post of the six new Community Safety Officer team).
- 4.6 It was concluded that any additional enforcement resource be placed in the Council's Community Safety Group and integrated into the Community Safety Hub to provide a key response, alongside partners, to the Community Safety Partnership and other strategic partnership priorities across Southend.
- 4.7 It was concluded that any additional enforcement resource should be deployed on a flexible working arrangement to include evening and weekend response and to be considered alongside other existing Council, South Essex Homes and Police resources, to provide an out of hours response to tackling anti-social behaviour.

## **5. Reasons for Recommendation**

- 5.1 The recommendation supports the Council's wish and the community's expectation that it plays an increasingly more active role, particularly at a more operational level. The proposal seeks additional funding to enable this role to be undertaken by enhancing the Community Safety Team's capacity to respond to local partnership tasking requirements, and to support delivery of the community safety partnership's strategic priorities particularly around violence and vulnerability.

## **6. Other Options**

- 6.1 The Council could choose not to invest additional resource within the financial year and wait for the proposal to be considered as part of the annual budget cycle. However, doing this would not enable the Council to respond to some immediate and pressing safety concerns in the way that it and its partners would wish and therefore this is not considered to be appropriate in this circumstance

## **7. Corporate Implications**

## 7.1 Contribution to Council's Vision and Critical Priorities

7.1.1 Becoming an excellent and high performing organisation.

## 7.2 Financial Implications

7.2.1 The proposed new Community Safety Team as proposed in Appendix 1 is estimated to cost an additional £250,000 p.a.

7.2.2 Some existing posts in the SMAART Team will be integrated into the new team, as well as some additional budget requirement. This will be 2 x 0.5 FTE staff and therefore will equate to one of the proposed six new Community Safety Officers.

7.2.3 A breakdown of the additional resource requirement is as follows:

- New additional staffing resource of 1 x Level 10 Team Leader and 5 x new Community Safety Officers at level 7.
- Allowances have been calculated on the assumption that approximately 2 members of staff will work night shifts at any one time which may attract a night time working allowance.
- Equipment of £1k per person and a residual £5k budget for uniforms etc.

|  |            |
|--|------------|
| Staffing (1 Team Leader and 5 new Community Safety Officers) | 217        |
| Allowances   | 21         |
| Equipment  | 7          |
| Uniforms   | 5          |
| <b>TOTAL</b>   | <b>250</b> |

7.2.4 As currently no revenue or capital budgets exist for the proposals in this report, it is recommended to use £125,000 from the Business Transformation Fund to establish the running of the Team for the remainder of 2018/19. The additional ongoing full year budget of £250,000 will then be included as part of budget setting for 2019/20.

## 7.3 Legal Implications

7.3.1 There are no legal implications at this stage.

## 7.4 People Implications

7.4.1 There are no people implications at this stage.

## 7.5 Property Implications

7.5.1 There are no property implications at this stage.

## 7.6 Consultation

7.6.1 The Policy and Resources Scrutiny review team undertook a number of review meetings which gave them the opportunity to further explore community safety



issues and resource pressures, which had been identified through the joint in-depth review undertaken by the Place and Policy & Resources Scrutiny in 2016/17 (meeting with partners such as the Police, PCC, the BID, and community organisations, such as Seafront Traders, HARP, YMCA). Officers supporting the Scrutiny Review also visited other local authorities to see at first-hand how their community safety teams were resourced and operated.

#### 7.7 Equalities Impact Assessment

7.7.1 Providing additional enforcement resources for tackling anti-social behaviour and other crime will have a positive impact on all sections of the community.

#### 7.8 Risk Assessment

7.8.1 There are no risk assessment implications at this stage.

### **8. Background Papers**

8.1 Reports of the Policy and Resources Scrutiny Review Team to the Policy and Resources Scrutiny Committee 12<sup>th</sup> July 2017 and 12<sup>th</sup> April 2018

### **9. Appendix**

9.1 Appendix 1 – Proposed New Community Safety Team Structure Chart.

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Deputy Chief Executive (Place)

To  
Cabinet  
On  
19<sup>th</sup> June 2018

Report prepared by: Mark Sheppard

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**Southend Development Plan Review: Comprising South Essex Joint Strategic Plan  
and Southend New Local Plan  
Place Scrutiny Committee  
Cabinet Member: Councillor Courtenay  
*A Part 1 Public Agenda Item***

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## 1. Purpose of Report

- 1.1 To outline the proposed changes to national planning policy and note the government intervention letters sent to Basildon Borough, Brentwood Borough and Castle Point Borough Councils.
- 1.2 To seek Member endorsement for a new approach to reviewing the Development Plan for Southend-on-Sea, including the preparation of a South Essex Joint Strategic Plan (JSP) in partnership with other South Essex local authorities and Essex County Council to provide a statutory framework to guide the preparation of South Essex local plans including a new local plan for Southend, the Southend New Local Plan (SNLP), and related documents. Once adopted the plans would supersede a number of existing Southend development plan documents.
- 1.3 As part of the preparation of a South Essex Joint Strategic Plan (JSP) seek Member agreement of:
  - a Memorandum of Understanding;
  - the draft plan timetable;
  - a Statement of Common Ground; and
  - a Joint Statement of Community Involvement for a six week consultation period, subject to the Association of South Essex Local Authorities agreement.
- 1.4 To provide an update on the preparation of the Southend New Local Plan and seek Member agreement to:
  - a draft timetable for preparation;
  - a Southend Statement of Community Involvement for a six week consultation period as appropriate, and

- the production of a number of key evidence base documents to support the preparation of the local plan.
- 1.5 To seek Member agreement to delegate authority to the Deputy Chief Executive (Place) in consultation with the Executive Councillor for Growth to agree a draft South Essex Joint Strategic Plan and Southend New Local Plan for preparatory consultation and amend the Local Development Scheme and Statement of Common Ground as appropriate to ensure the JSP and Southend New Local Plan timetable for preparation remains up-to-date.
- 1.6 To agree the necessary funding required for this proposal.

## **2. Recommendations**

- 2.1 That Members agree the preparation of a South Essex Joint Strategic Plan (JSP) and the Southend New Local Plan (SNLP) to provide a positive planning framework to manage and guide regeneration and development in the sub-region and Southend over a twenty year period.**
- 2.2 That as part of the preparation of a South Essex Joint Strategic Plan Members agree:**
- a JSP Memorandum of Understanding (Appendix 1);
  - the JSP preparation timetable (Appendix 3) ;
  - a Statement of Common Ground (Appendix 2); and
  - a Joint Statement of Community Involvement (Appendix 4) for a six week consultation period, subject to agreement of the Association of South Essex Local Authorities.
- 2.3 That as part of the preparation of a Southend New Local Plan Members agree:**
- the Local Plan preparation timetable (Appendix 3);
  - the Southend Statement of Community Involvement for a six week consultation period, as appropriate (Appendix 5); and
  - the production of a number of key evidence base documents to support the preparation of the local plan.
- 2.4 Members note that the JSP and Southend New Local Plan will replace, once adopted, existing Southend Development Plan Documents and other associated documents.**
- 2.5 That Members agree to delegate authority to the Deputy Chief Executive (Place) in consultation with the Executive Councillor for Growth (and any other relevant Executive Councillor) to agree and make amendments to the items described in paragraph 2.2 and 2.3 above, namely: JSP Memorandum of Understanding (Appendix 1); JSP and SNLP preparation timetables (Appendix 3); Statement of Common Ground (Appendix 2); Joint Statement of Community Involvement (Appendix 4); and Southend Statement of Community Involvement (Appendix 5).**

- 2.6 That Members agree to delegate authority to the Deputy Chief Executive (Place) in consultation with the Executive Councillor for Growth, in conjunction with the Local Development Framework Working Party, to agree and consult on preparatory drafts of the JSP and Southend New Local Plan and associated documentation under Regulation 18 of the Town and Country Planning (Local Planning) (England) 2012.**
- 2.7 That Members agree to delegate authority to the Deputy Chief Executive (Place) in consultation with the Executive Councillor for Growth to amend the Local Development Scheme (Appendix 3) to ensure the described key milestones of the JSP and Southend New Local Plan preparation remain up-to-date.**
- 2.8 That Members agree to delegate authority to the Deputy Chief Executive (Place) in consultation with the Executive Councillor for Growth to agree updates to the South Essex Statement of Common Ground (Appendix 2).**
- 2.9 Members note that the total funding required for this project is £1.466million as per Appendix 7, and agree that the funding of £341,000 in 2018/19 be met from the Business Transformation Reserve. Members also to note that the remaining funding required of £1.125million be considered as part of the 2019/20 budget setting.**

### **3. Background**

#### ***The Importance of Updating the Development Plan***

- 3.1 The delivery of a new updated Development Plan represents a significant investment by the Borough Council in creating a better Southend by providing a coherent long-term framework to manage development in a way that is sustainable and seeks to meet local housing needs, improve job opportunities, enhance health and well-being, improve transport provision and infrastructure, and protect and enhance the natural and built environment.**
- 3.2 The current adopted planning policy documents which make up the local development plan for Southend only have three years to run covering the period to 2021. These adopted plans do not reflect a number of recent Government policy initiatives, particularly the drive to deliver greater numbers of new housing to meet current and future local needs, or take into account more recent changing economic and social circumstances. In addition, proposed changes to national planning policy seek to introduce a number of significant changes to development plan preparation. There is therefore an urgent need to update the current development plan for Southend and to plan for a longer time frame to effectively meet the future needs of the Borough over the next twenty years.**
- 3.3 There is also an urgent need to plan strategically across the South Essex sub region to ensure that individual local authority local plan preparation provides a 'joined-up', co-ordinated approach to delivering future needs and meets the 'duty to cooperate' requirements of legislation. The current adopted strategic**

plan for Southend, the Core Strategy (2007), was prepared within the framework provided by the East of England Regional Plan. The East of England Regional Plan was abolished by the Government in 2013.

- 3.4 A new strategic plan for South Essex and local plan for Southend will need to embrace a number of significant challenges facing the area including meeting future housing and employment needs, making sure the necessary infrastructure is put in place to support such provision and protecting the local environment and heritage of the area.

### ***National Planning Policy Review***

- 3.5 A new draft National Planning Policy Framework (NPPF) and associated background papers were published by the Government for comment until 10<sup>th</sup> May 2018. Subject to consultation responses the Government plans to issue a revised National Planning Policy Framework (NPPF) in late 2018. Unlike previous revisions to national planning policy the revised consultation draft proposes a number of significant changes. A detailed report on the full implications of the draft consultation will be reported to Members in due course. The SO46 response is attached for information (see **Appendix 6**).
- 3.6 Of particular note, Chapter 5 of the new draft NPPF deals with the delivery of new homes. It requires an assessment of minimum housing need to be prepared using the new nationally prescribed approach in Planning Practice Guidance. For Southend this equates to 1,114 dwellings per annum. This represents a significant uplift in annual housing provision compared to past development rates. Only about a third of this total annual provision has been built each year since 2001 in Southend (in line with Core Strategy targets), the majority of this development taking place on previously developed land within the existing urban area.
- 3.7 The proposed new guidance also requires any unmet need within neighbouring areas to be taken into account. A five year housing land supply report should be prepared and agreed on an annual basis supported by an annual Housing Delivery Test. Where a five year supply is not in evidence, planning policies for the delivery of housing will not be considered to be up-to-date.
- 3.8 The proposed NPPF continues to advocate a plan led system, outlining that it is essential that plans are in place and kept up to date to articulate a vision for each area and addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure as well as a basis for safeguarding the environment, adapting to climate change and securing good design.
- 3.9 The Government is keen to ensure that every local authority has an up-to-date development plan and have incentivised their preparation by ensuring they are a prerequisite for successful infrastructure bids. The Government is also prepared to intervene where local authorities are not making sufficient progress and they have written to 15 authorities on this basis, including

Basildon, Brentwood and Castle Point. Of these South Essex authorities, only Castle Point has been advised that the Government will intervene and an option of Essex County Council preparing the local plan for Castle Point on their behalf has been set out.

- 3.10 While the importance of having an up-to-date Development Plan in place has continued, there has been a change in emphasis on the importance of planning at a wider strategic level and discharging the Duty-to-Cooperate more positively and effectively. The proposed NPPF outlines that Development Plans must address strategic cross-boundary priorities, which may be produced either individually or by working together with others in the form of a joint plan. New tests of soundness are proposed for examining Development Plans incorporating a requirement that the strategy proposed is appropriate and that it is informed by agreements with other authorities.
- 3.11 The Government also propose that a Statement of Common Ground is maintained between local authorities as a written record of the progress made during the process of planning for strategic matters across local authority boundaries.

#### **4. New Planning Policy Approach**

- 4.1 The six South Essex authorities (Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough and Thurrock Borough Councils) together with Essex County Council have been proactive in regards to establishing the *Association of South Essex Local Authorities (ASELA)* to facilitate on-going discussions on strategic matters and to provide strong leadership that is managed on a collaborative basis. A Memorandum of Understanding (MOU) has been agreed by the authorities to facilitate joint working as part of ASELA and a separate Memorandum of Understanding is proposed specifically for the preparation of the JSP - see **Appendix 1**.
- 4.2 The South Essex local authorities recognise that the long term healthy and sustainable growth in South Essex can only be delivered through a strategic solution. Table 1 outlines the proposed approach in providing a suite of planning policy documents to manage and co-ordinate development across South Essex. Both the JSP and Southend New Local Plan will cover a twenty year period.

**Table 1: Proposed South Essex Planning Portfolio**

|   |
|---|
| <b>South Essex Planning Portfolio 2018</b><br>(Managed through a Statement of Common Ground/ MOU) |
|---|

| South Essex Joint Strategic Plan (JSP)   | Local Policies (LPs)   | Implementation plan   |
|--|--|---|
| High level planning framework for 'local plans' setting out the overarching spatial strategy, housing target and distribution, strategic employment areas, key transport and other infrastructure priorities, strategic Development Opportunity Areas. | Local plans providing more locally specific policies and managing areas of change.<br><br>Local Plans will be prepared alongside the JSP but will need to be reviewed at key stages to ensure alignment. | Will support the delivery of the planning portfolio (JSP and LPS). Approach to be determined. |

- 4.3 The South Essex authorities will maintain a Statement of Common Ground, - see **Appendix 2** - which will provide a written record of progress made on preparing the South Essex Planning Portfolio, including, the key strategic matters being addressed, the governance arrangements for the cooperation process and where agreements have been reached by the authorities incorporating those in relation to the distribution of housing need.
- 4.4 In accordance with statutory provisions the JSP and Southend New Local Plan will be prepared in iterative stages, each stage being subject to public consultation. The plans will then be subject to examination before an independent Planning Inspector to ensure they are consistent with national policy, are positively prepared and are effective and justified, being supported by a robust evidence base.
- 4.5 Appropriate and proportionate evidence is essential for producing sound development plans and national planning policy guidance sets out the types of evidence that may be required. To facilitate the preparation of the JSP and Southend New Local Plan a number of topic based reports have been prepared or are in the course of preparation. To date these have included a Strategic Housing Marketing Assessment, Economic Development Needs Assessment, Retail Study and Recreational Needs Assessment.
- 4.6 The JSP and Southend New Local Plan will in combination provide an up-to-date development plan. Without this the Council will have very little influence over the location and type of new development, the provision of supporting infrastructure, and may be liable to government intervention. It is therefore essential that the two plans are prepared to provide a positive planning framework to manage and guide regeneration and development in the sub-region and Southend over a twenty year period.
- 4.7 To facilitate the preparation of the JSP the South Essex authorities have secured £871,000 from the Ministry of Housing, Communities and Local Government Joint Working Fund. A further £127,000 has been secured from the Ministry of Housing, Communities and Local Government Innovation Fund to assist consultation and web-based design for the Southend New Local Plan.



### ***South Essex Joint Strategic Plan (JSP)***

- 4.8 The preparation of a South Essex Joint Strategic Plan (JSP) is required to ensure that strategic matters can be planned and co-ordinated effectively across South Essex, therefore ensuring compliance with the proposed NPPF, including changes to the test of soundness for examining development plan documents.
- 4.9 The JSP will be a formal statutory Development Plan Document, providing the strategic planning framework for the six Local Planning Authority areas. Essex County Council will assist with preparing the JSP. The JSP will contain strategic allocations and policies, including an overall spatial strategy and amount of housing, employment and supporting infrastructure to be provided across South Essex and for each local authority.
- 4.10 Preparation of the JSP will be managed through a Project Delivery Board and Members Steering Group that will report to ASELA, which in turn will make recommendations to each constituent local authority.
- 4.11 A draft timetable to guide the preparation of the JSP and a joint statement of community involvement to engage and facilitate public consultation on the various stages of plan preparation in accordance with statutory requirements is set out in **Appendices 3 and 4**.

### ***Southend New Local Plan (SNLP)***

- 4.12 The Southend New Local Plan will be prepared in conformity with the JSP overarching policy framework, providing more detailed local development plan policies for guiding and assessing future planning applications within the Borough of Southend. The Plan will articulate and seek to deliver a long term vision for Southend, having regard to Southend 2050, which will assist in aligning and reflecting other Council and stakeholder strategies and investment plans, helping to facilitate confidence in the market and assist with infrastructure bids.
- 4.13 The need for additional development plan documents to supplement the SNLP will be kept under review. For instance, additional plans can be used to set out more detailed policies for managing growth for specific areas or types of development where appropriate. The current adopted joint area action plan for London Southend Airport and its Environs (JAAP 2015), prepared jointly with Rochford District Council, may need to be updated and reviewed as a separate document as the land straddles the authorities administrative boundaries. The recently adopted Essex and Southend Joint Waste Local Plan (2017) will also be subject to its own separate review.
- 4.14 A draft timetable to guide the preparation of the Southend New Local Plan and a statement of community involvement to engage and facilitate public consultation on the various stages of plan preparation in accordance with statutory requirements is set out in **Appendices 3 and 5**.

## **5. Other Options**

- 5.1 A failure to undertake preparation of a strategic plan for South Essex and a new local plan for Southend would result in the Council becoming increasingly unable to positively influence the scale, nature and location of change. This would lead to the potential increase in the risk of “planning by appeal” with the responsibility for decision making in effect being passed from the Council and the local community to both the Planning Inspectorate and the Secretary of State. It would also be likely that the Council would incur increasing costs in attempting to defend refusals of planning permission based on increasingly outdated development plans and related evidence base.
- 5.2 The preparation of a South Essex Joint Strategic Plan, Southend new Local Plan, and associated documents, provides the most effective option that would allow for the proper consideration of a range of spatial options and policies which address more recent changes in national planning policy, including the need to identify land to meet future housing and employment land requirements.

## **6. Reason for Recommendation**

- 6.1 To ensure the expeditious production of a Joint Strategic Plan for South Essex and a New Local Plan for Southend and associated evidence base to manage and guide future growth and development in the South Essex sub-region and Southend in a positive and timely manner, where the Council has control of decision making in the public interest as representatives of the local community.

## **7. Corporate Implications**

### ***Contributions to the Council’s Vision & Corporate Priorities***

- 7.1 The successful delivery of the Joint Spatial Plan for South Essex and Southend New Local Plan will contribute to the fulfilment of a number of spatial elements of the Council’s vision and priorities, for example, meeting local housing needs, improving transport provision and infrastructure, improving economic prosperity, and protecting and enhancing the natural and built environment.
- 7.2 The Southend New Local Plan will also provide the opportunity to build upon Southend 2050 and help define a new vision for Southend Borough going forward in consultation with the local community and key stakeholders.

### ***Financial Implications***

- 7.3 Financial and human resource input is necessary to fulfil the requirements of all statutory stages in the preparation and delivery of the JSP and Southend New Local Plan. It should be noted that taking a development plan document through to adoption does have significant financial implications owing to the statutory process which has to be adhered to.

- 7.4 **Appendix 7** sets out the finance required to deliver a Southend New Local Plan and contribution to the South Essex JSP, which totals £1.466million. It is recommended that the 2018/19 funding requirement of £341,000 be met from the Business Transformation Reserve. The remaining funding of £1.125million (19/20 - £585k, 20/21 - £410k and 21/22 - £130k) be considered as part of the 2019/20 budget setting. It is proposed that budget underspend is allowed to be carried over to subsequent years and will be reviewed annually. If further development plan documents are required in addition to the JSP and SNLP, additional finance is likely to be required.

### ***Legal Implications***

- 7.5 To meet its objectively assessed housing need each local authority must engage with adjoining local authorities under the Duty to Co-operate provisions set out in the Localism Act. It places a legal duty on local planning authorities to engage constructively, actively and on an on-going basis to maximise the effectiveness of development plan preparation in the context of strategic cross boundary matters.
- 7.6 Local planning authorities should make every effort to secure the necessary cooperation on strategic cross boundary matters before they submit their Local Plans for examination. Local planning authorities must demonstrate how they have complied with the duty at the independent examination of their Local Plans. If a local planning authority cannot demonstrate that it has complied with the duty then the Local Plan will not be able to proceed further in examination.
- 7.7 Local planning authorities will need to satisfy themselves about whether they have complied with the duty. As part of their consideration, local planning authorities will need to bear in mind that the cooperation should produce effective and deliverable policies on strategic cross boundary matters. The status of a Local Plan is prescribed in Section 38(6) of the Planning and Compulsory Purchase Act 2004, which gives primacy to the development plan. It states: "if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts the determination must be made in accordance with the plan unless material considerations indicate otherwise." As such, having an up to date Local Plan in place allows the local authority to plan positively and direct development to those sites and locations that are in accordance with the Councils Strategy for regeneration and growth. It will provide the authority with the framework to robustly defend planning decisions at appeal.

### ***People Implications***

- 7.8 Significant staff resources from the Strategic Planning Team will be required in order to contribute to the preparation of the South Essex Joint Strategic Plan as a joint partner and to produce the Southend New Local Plan. This will particularly be the case as much of the two plans preparation work will be running in tandem. Support from the Department of Place Business Support Unit will be required, particularly with regards to the public consultation

process. Support will also be required from the IT department in relation to the preparation of updated/revised web site provision for the two plans.

- 7.9 As the two plans are cross-cutting in their coverage inputs from a number of other Council departments will be required particularly in relation to transport, housing, employment, tourism, recreation, health and well-being, nature conservation and corporate strategy and communication.
- 7.10 If further development plan documents are required in addition to the JSP and SNLP then extra staff resources may be required.

### ***Property Implications***

- 7.11 A South Essex Joint Strategic Plan and New Local Plan for Southend will provide allocations and planning policy for all land in the Borough, including Council owned assets.

### ***Consultation***

- 7.12 One of the key elements of the local planning system is the recognition of the need for the earliest and fullest community involvement in the preparation of new planning documents. The South Essex Joint Strategic Plan and New Local Plan for Southend will be subject to statutory consultation under the 2012 Regulations. In addition they will be subject to an examination in public held by an independent government appointment planning inspector to consider whether the plans are 'sound' and may be put forward for adoption.
- 7.13 The consultation process for the South Essex Joint Spatial Plan will be carried out in accordance with the Statement of Community Involvement Statement (see **Appendix 4**) as agreed by all the South Essex partner authorities. The Southend New Local Plan public consultation process will be in accordance with the Council's Local Statement of Community Involvement (see **Appendix 5**).
- 7.14 Recommendation 2.6 of this report seeks delegated authority to agree preparatory versions of both the JSP and Southend New Local Plan for statutory public consultation. This will be in conjunction with the Local Development Framework Working Party, which has cross party representation. Further member involvement and views will be sought in combination with public consultation.

### ***Equalities and Diversity Implications***

- 7.15 An equalities impact assessment will be produced for the South Essex Joint Spatial Plan and Southend New Local Plan. The public consultation will give the opportunity for different sections of the community to input into the plan making process.

### ***Risk Assessment***

- 7.16 The plan preparation timetables for the South Essex Joint Spatial Plan and Southend New Local Plan are challenging. Significant staff resources within the Strategic Planning Team will be required in order to take forward the plans through their various statutory stages including the examination stages at inquiry before an independent inspector.
- 7.17 If these plans were not to be published and taken forward to adoption, the absence of the planning policies may result in inappropriate development taking place within and adjoining the local authority area to the detriment of the local environment and supporting infrastructure. In addition there would be no policy to manage strategically the development of key sites and infrastructure, as well as having adopted planning policy to help secure Government funding particularly in relation to securing significant improvements to infrastructure provision.

### ***Value for Money***

- 7.18 There will be significant beneficial impacts on value for money by carrying out the work proposed using in-house resources wherever possible. This will have considerable benefits in terms of building in-house experience and expertise for officers, as well as utilising local knowledge and experience within the Strategic Planning team which would not be gained otherwise. It will also provide adopted planning policies which will enable applications for funding from Government and other sources to be promoted to help deliver much needed infrastructure in the South Essex sub-region and Southend Borough.

### ***Community Safety Implications***

- 7.19 The South Essex Joint Strategic Plan and Southend New Local Plan will seek to improve the natural and built environment (including designing out crime in development and the public realm) thereby contributing towards improving community safety.

### ***Environmental Impact - Sustainability Appraisal***

- 7.20 All iterations of the South Essex Joint Strategic Plan and Southend New Local Plan will require a Sustainability Appraisal to be undertaken. The Sustainability Appraisal is an assessment of the potential significant social, environmental and economic impacts of development. It forms an integral part of the plan making process. It ensures that all policies and proposals are prepared with a view to contributing to the achievement of sustainable development. The appraisals will be used to assist decision-making and identification of the most sustainable policies to take forward

### ***Environmental Impact - Habitats' Regulations Screening Report***

- 7.21 Southend-on-Sea and the surrounding districts are home to a number of important designated sites for nature conservation. Habitats screening is an assessment of the potential significant effects of a policy on European Sites designated for their nature conservation importance. These include Special

Areas of Conservation, Special Protection Areas, and international Ramsar sites. As part of the preparation of the South Essex Joint Strategic Plan and Southend New Local Plan each policy included in the plans will need to be assessed for any significant impacts on sites designated of nature conservation value. Policy should only be approved after determining that it will not adversely affect the integrity of such sites.

## **8. Background Papers**

- 8.1 The Town and Country Planning (Local Development) (England) Regulations 2012
- 8.2 Planning and Compulsory Purchase Act 2004
- 8.3 Revised Draft National Planning Policy Framework (NPPF) (along with an accompanying draft Planning Practice Guidance (PPG) for viability and a Housing Delivery Test) - Ministry of Housing, Communities and Local Government March 2018
- 8.4 Local Plan Intervention: Letters to Councils - Ministry of Housing, Communities and Local Government. Published 23 March 2018
- 8.5 Monies secured by South Essex authorities from Ministry of Housing, Communities and Local Government Joint Working Fund - £871,000
- 8.6 Monies secured by Southend Borough Council from Ministry of Housing, Communities and Local Government Innovation Fund - £127,000
- 8.8 Southend on Sea Statement of Community Involvement 2013
- 8.9 Southend on Sea Core Strategy (2007)
- 8.10 Development Management Document (2015)
- 8.11 London Southend Airport and Environs Joint Area Action Plan (JAAP 2015)
- 8.12 Southend Central Area Action Plan (SCAAP 2018)
- 8.13 Essex and Southend Waste Local Plan (2017)
- 8.14 Association of South Essex Local Authorities Memorandum of Understanding

## **9. Appendices**

**Appendix 1:** South Essex Joint Strategic Plan – Memorandum of Understanding (MOU 2018)

**Appendix 2:** South Essex Joint Spatial Plan Statement of Common Ground (2018)

**Appendix 3:** Local Development Scheme (2018) – covering South Essex Joint Spatial Plan Draft Timetable and Southend New Local Plan Draft Timetable

**Appendix 4:** South Essex Joint Spatial Plan – Joint Statement of Community Involvement (2018)

**Appendix 5:** Southend New Local Plan – Statement of Community Involvement (2018)

**Appendix 6:** Revised Draft National Planning Policy Framework Consultation - SO46 Response

**Appendix 7:** Southend Development Plan Proposed Budget.

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## **APPENDIX 1**

### **STRATEGIC PLANNING IN SOUTH ESSEX**

#### **Memorandum of Understanding**

between

Basildon Borough Council

Brentwood Borough Council

Castle Point Borough Council

Essex County Council

Rochford District Council

Southend on Sea Borough Council

Thurrock Borough Council

This Memorandum of Understanding (MoU) sets out how cooperation between the six local planning authorities in South Essex and Essex County Council will be managed in respect to strategic planning issues.

The Localism Act 2011 places a Duty to Cooperate on local planning authorities and county councils<sup>1</sup> (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. Local planning authorities will be tested in relation to legal compliance with the Duty at examination, as well as whether strategic cooperation has resulted in a 'sound' and robust approach to delivering strategic objectives.

The Neighbourhood Planning Act 2017<sup>2</sup> requires local planning authorities to "identify the strategic priorities for the development and use of land in the authorities' area and set out policies to address those priorities in the development plan documents, taken as a whole. This clause was included to allow greater flexibility in the way that local planning authorities prepare local planning documents, and specifically to support the preparation of 'strategic' local plans, whether prepared individually or jointly with neighbouring authorities. However, several recent announcements from Government on proposed planning reforms indicate strongly that the Government's preferred approach is for strategic priorities to be managed on a joint basis across housing market areas through the use of joint strategic plans.

Building on the existing strong foundations of cooperation developed through the Duty to Cooperate, and within the wider context of the South Essex 2050 Ambition, the Local Authorities have agreed to move to a more formal approach to strategic planning. This will be developed through a 'portfolio' of plans, with a Joint Strategic Plan (JSP) setting out strategic spatial and

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<sup>1</sup> Localism Act 2011, Section 110.

<sup>2</sup> Neighbourhood Planning Act Part 1, Section 8

infrastructure priorities that are considered to be of mutual benefit, prepared alongside a suite of 'local delivery plans' to manage delivery within each of the local planning areas.

Work on the JSP will be steered within the governance structure of the Association of South Essex Local Authorities (ASELA) to ensure that it aligns with other strategic priorities. Although the JSP will be prepared on the basis of collaboration through ASELA, formal decisions on the JSP at key stages in its preparation (identified in each local planning authorities' Local Development Scheme) will be taken by the individual local planning authorities which will continue to retain the statutory local planning duty (as set out in the 2004 Planning and Compulsory Purchase Act and the 2017 Neighbourhood Planning Act).

A Statement of Common Ground will be prepared by ASELA, setting out the process and timetable for the plan, what local delivery plans will be needed (and how current local plans will be managed through the transition process), governance and working arrangements, and the key evidence needed to support the plan. Although the focus will be strategic development (housing and economic development) and infrastructure, other strategic priorities may be included where they are required to support delivery of the South Essex 2050 Ambition. The Statement will be reviewed on an ongoing basis and updated as and when needed. This will form key evidence to support the JSP and individual 'Local Development Plans' and should therefore be made available on each of the partner authority's websites.

In preparing the JSP, all ASELA partners agree to:

- Engage constructively, actively and on an on-going basis in relation to strategic planning matters under the Duty to Cooperate;
- Ensure a broad and consistent approach to strategic planning and development issues in the South Essex Area;
- Support better alignment between strategic planning, infrastructure and investment priorities in South Essex;
- Adhere to the governance structure of ASELA and ensure that activities are delivered and actions are taken as required;
- Be accountable for ensuring that the role and responsibilities as agreed in the Statement of Common Ground are adhered to;
- Be open and communicate about concerns, issues and opportunities in respect of collaboration and joint working;
- Act in a timely manner, recognising the time critical nature of consultations, technical projects and plan preparation;
- Adhere to statutory requirements. Comply with applicable laws and standards, data protection and freedom of information requirements;
- Encourage, develop and share best practice in strategic planning matters;
- Ensure adequate resources and staffing are in place to undertake effective collaboration and joint working (resources to be agreed through ASELA).

#### **Area Covered**

For the purposes of this MoU the geographic area of South Essex applies to the administrative areas of Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend on Sea Borough and Thurrock Borough Councils.

#### **Status**

This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

This MoU is not a development plan, nor a legally binding document, but will be used in the consideration of how the South Essex Local Authorities have jointly approached strategic planning issues and legal compliance with the Duty to Cooperate.

This MoU may be supported by other documentation, and other subject specific MoUs, which set out in more detail how the parties will work together to tackle more detailed matters with respect to strategic planning in South Essex.

It is accepted that an individual party or group of parties that are signatories to this MoU may also be signatories to other MoUs between themselves, or with other parties outside South Essex in respect of the Duty to Cooperate.

**Key outputs of this MoU are:**

- A Joint Strategic Plan setting out strategic spatial and infrastructure priorities across South Essex;
- A Delivery Strategy setting out how the strategic policy framework of the JSP will be delivered, accompanied by a risk assessment and risk management plan;
- A Statement of Common Ground setting out how a JSP will be delivered, what the evidence base is, including identification of various development needs;
- A Joint Strategic Plan Monitoring Report, prepared annually to chart and monitor delivery of the JSP.

**Governance, Roles and Responsibilities**

Preparation of the Joint Strategic Plan and associated Delivery Strategy will be steered under the governance arrangements of the Association of South Essex Local Authorities. Formal decisions on the plan at key stages (to be set out in individual Local Development Schemes) will be taken by individual Local Planning Authorities on the advice and recommendations of ASELA.

A Members Steering Group will be accountable for the preparation of the JSP, supported by an officer Project Delivery Board. The Steering Group will comprise political representatives from each of the ASELA partners (to be appointed by individual authorities) and the Lead ASELA Member for strategic planning. The officers group will comprise the Heads of Service (or equivalent) from each of the partner authorities, and the ASELA Lead Chief Executive for strategic planning.

'Task and finish' groups will be used to develop specific topics to support the JSP, to be identified by the Steering Group, as and when needed.

Terms of Reference for all groups will be established, setting out the roles, responsibilities and administration. These will be agreed by ASELA and reviewed annually to ensure they remain relevant.

Local authorities should ensure that adequate resources are provided in order to undertake the joint work programme as set out in the Statement of Common Ground. Additional resources may be provided by other relevant bodies, as agreed to undertake specified tasks under the work programme.

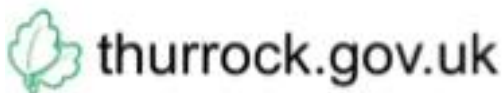
## **Risk Management**

The South Essex Authorities are committed to meeting the full nationally set local housing need across the sub-region. This will be managed on a strategic basis with the distribution across the LPAs reflecting the shared spatial strategy and priorities. Although preparation of the JSP will be steered through ASELA, decision-making will remain the responsibility of the individual local authorities. It is recognised that there is risks associated with this therefore a full risk assessment has been prepared and set out in the Statement of Common Ground and will be monitored on a regular basis, with any concerns raised through the JSP governance structures.

## **Review of the MoU**

This MoU is effective from the date it is signed by the Chief Executive and Leaders of all parties. It will be reviewed as and when indicated through the Statement of Common Ground.

DRAFT



# South Essex Joint Strategic Plan

# STATEMENT OF COMMON GROUND

June 2018

## 1. Introduction

1.1 In February 2017, the Government introduced the proposition that all Local Planning Authorities (LPAs) be required to prepare a ‘Statement of Common Ground’ (SCG) to help manage strategic planning matters across local authority areas and strengthen the Duty to Cooperate<sup>1</sup>. Further details of this proposal were set out in the consultation document, published in September 2017<sup>2</sup> and are now formally included in the draft revised National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG).<sup>3</sup> The Government’s objectives of the proposal are to:

- *increase certainty and transparency, earlier on in the plan-making process, on where effective co-operation is and is not happening;*
- *encourage all local planning authorities, regardless of their stage in plan-making, to co-operate effectively and seek agreement on strategic cross-boundary issues, including planning for the wider area’s housing need; and*
- *help local planning authorities demonstrate evidence of co-operation by setting clearer and more consistent expectations as to how co-operation in plan-making should be approached and documented.*

1.2 The requirement for a SCG will operate in tandem with two new proposed ‘tests of soundness’. These will be used at local plan examinations to ensure that there is not only a proactive and positive approach to strategic planning matters across housing market areas (as currently required by the Duty to Cooperate), but that there is a clear (and agreed) approach to how these will be delivered in all relevant local plans. The new tests will come into effect when the final version of the revised NPPF is published (currently anticipated by end of July 2018) and as currently proposed would require plans to be:

- a) informed by agreements with other authorities, so that unmet need from neighbouring areas is accommodated where it is practical to do so and is consistent with achieving sustainable development;*
- b) based on effective joint working on cross-boundary strategic matters that have been dealt with rather than deferred, as evidenced by the statement of common ground.*

1.3 The South Essex LPAs of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, have agreed to prepare a new Joint Strategic Plan (JSP) for the area. Although the SCG will be prepared to support the Duty to Cooperate as required by national policy, it will also set out the project management arrangements for the JSP. This is an iterative process, however, and this first stage SCG is being used by the Authorities as a ‘pre-commencement’ document for the JSP.

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<sup>1</sup> Housing White Paper - <https://www.gov.uk/government/publications/fixing-our-broken-housing-market> - Paragraph 1.9

<sup>2</sup> Planning for the right homes in the right places - <https://www.gov.uk/government/consultations/planning-for-the-right-homes-in-the-right-places-consultation-proposals> - Paragraphs 56 to 87

<sup>3</sup> A revised (draft) version of NPPF was published on the 5 March - <https://www.gov.uk/government/consultations/draft-revised-national-planning-policy-framework>

- 1.4 The SCG will be agreed and signed by all seven partner authorities by the end of July 2018, initiating the formal process for preparing the JSP. At this point, individual LPAs will update their Local Development Schemes (LDS) to reflect the new portfolio approach to plan-making across the sub-region.

## 2. South Essex - the Place

- 2.1 South Essex covers the local planning areas of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock. It is strategically located on the edge of London and is well connected with several strategic roads linking communities within and outside South Essex. It is also an important national and international gateway, with three major ports on the Thames Estuary and London Southend Airport.

### Figure 1: Map of South Essex

[insert map showing SE within wider 'regional' context]

- 2.2 Its close proximity to London and its position on the Thames Estuary are major factors behind the historical growth of South Essex and these will continue to be major influences on its future growth and wider relationship with the rest of Essex. However, these locational advantages need to be managed effectively to ensure that the benefits and future opportunities arising from these advantages can be realised.
- 2.3 The growth offer in South Essex is therefore potentially significant, but there are a number of challenges in making sure that growth is healthy, inclusive and sustainable over the long term:
- Major investment in transport and other infrastructure is required if South Essex is to play its full role in delivering high quality growth which is befitting of its location neighbouring a World City;
  - Weaknesses in business growth, the skills needed to maximise the opportunities provided by the diverse economic base and the entrepreneurial spirit of South Essex residents will need to be addressed;
  - Whilst the quality of life for many is high, there are significant inequalities within some communities, and as such growth must be inclusive;
  - There is space to grow across South Essex but there are challenges around ensuring this happens in a way that enhances the environmental offer, particularly in terms of green space, air quality and impact on climate change.
- 2.4 These challenges are common across the sub-region and require strategic solutions but there are also more locally specific issues being addressed by individual councils through their own place-shaping role. Therefore a combination of strategic and local approaches is needed to ensure that South Essex is an area that is inclusive, economically successful, dynamic and environmentally sustainable.

### 3. South Essex District by District

#### 3.1 *Basildon*

Basildon Borough lies 30 miles east of the City of London covering an area of approximately 10,900 hectares and is home to 185,000 people and an economic base for over 90,000 jobs. The Borough's main urban areas are the New Town of Basildon (which includes Laindon and Pitsea), Billericay and Wickford. 63% of land is designated Metropolitan Green Belt outside these areas.

3.2 The Council has identified specific ambitions which the Borough's Local Plan and JSP will contribute to delivering by helping to create well planned, attractive communities that are linked to services and job opportunities. Working with other South Essex Authorities, the Council's ambitions are to:

- support the educational and skill improvement of local people to ensure they can benefit more inclusively from growth, whilst helping them realise their potential;
- support the expansion and regeneration of sustainable economic and commercial growth centres, supported by a locally available and skilled workforce;
- plan for sustainable housing growth, supported by appropriate infrastructure, delivered in a timely fashion;
- provide greater influence on planning and infrastructure decisions, whilst acting as a combined voice to attract investment from the Government and the private sector to deliver sustainable growth;
- support the improvement of residents' health and wellbeing by conserving important natural and historic areas and planning for green infrastructure, health and cultural facilities alongside growth;
- plan for new and enhanced green spaces, protect and enhance wildlife, biodiversity, geodiversity, local landscape and priority habitats, and ensure a safer natural environment.

#### 3.3 *Brentwood*

Brentwood Borough is characterised by its village character, a "Borough of Villages" surrounding Brentwood market town at its heart, covering 15,100 hectares and home to 80,000 people. 89% of the Borough is designated Metropolitan Green Belt. Brentwood is ideally placed with high connectivity to London and wider transport networks, plus excellent access to surrounding countryside.

3.4 This 'best of both worlds' results in attractive places to live and work, and brings high land values. The proximity of the Borough to London means high levels of out-commuting, but the quality of local schools and other services attracts a high level of in-commuting too. There are however limited brownfield opportunities to accommodate increasing development needs. The Borough is further constrained in terms of its infrastructure and local services which are both at capacity. Balancing growth needs with the aim to maintain and enhance local character is therefore challenging.



### 3.5 **Castle Point**

Castle Point is a relatively small local authority area just 4,500 hectares in size, with a population of 88,000 people. It sits at the heart of the South Essex sub-region on the northern bank of the Thames Estuary between the larger settlements of Basildon and Southend. It is these larger settlements, along with London, on which Castle Point relies for its employment, services and leisure opportunities. The key planning issues comprise:

- the challenge of meeting housing need in a borough of significant Green Belt and other environmental constraints and where land availability is confined to small scale infill sites in the built-up area;
- the need to improve infrastructure to address congestion, historic underinvestment and provide capacity for growth;

### 3.6 **Rochford**

Located on a peninsula between the River Thames to the south, the River Crouch to the north and the North Sea to the east, Rochford is a district rich in heritage and natural beauty covering an area of 16,800 hectares. The majority of the district's 85,000 residents are located in the more accessible western extent within the towns of Rayleigh, Hockley and Rochford. Smaller villages and hamlets are dispersed across the eastern, less accessible parts of the district.

3.7 Development opportunities within the existing urban areas to provide local jobs and homes are limited by a lack of suitable brownfield sites. Outside the urban areas, over 12,400 hectares is designated Metropolitan Green Belt; considerable parts of the district are also subject to other environmental constraints given its coastal nature.

3.8 The district's economic strengths lie primarily in its entrepreneurial character, with an abundance of successful small and medium sized businesses, coupled with the presence of London Southend Airport, a regionally important asset, which has led to the development of a new high-quality business park in the district. The district is accessible from London but challenges remain in terms of road and rail capacity providing adequate east to west, and north to south connectivity.

### 3.9 **Southend-on-Sea**

Southend-on-Sea is the eastern-most extremity of South Essex lying on the northern side of the Thames Estuary at the point where it meets the North Sea. It has a linear form lying along the coast, and is bordered to the north by Rochford and to the west by Castle Point.

3.10 Southend is a sub-regional centre for employment and retail provision in South Essex as well as a major tourist resort and leisure destination with over six million visitors a year. With a population of 179,800 in an area of approximately 4,100 hectares, Southend is a densely populated urban Borough with nine mainline railway stations and the international London Southend Airport. The predominant land use in Southend is residential, interspersed with mature parks and seven miles of foreshore fronting the Thames estuary to the south and east. Southend has four areas of metropolitan green belt within its administrative boundary,

all of which form a small part of the extensive Green Belt separating settlements within South Essex.

3.11 Southend Borough Council's corporate vision is 'Creating a better Southend' and the Council is progressing its vision for 'Southend 2050'. The Southend Core Strategy (2007), along with the Council's other Development Plan Documents, has been instrumental to date in delivering a step change in regeneration and growth within the Borough. The Council's vision for Southend and Southend 2050 aim to:

- maximise opportunities for sustainable housing growth, supported by appropriate infrastructure, in a Borough with limited land availability;
- deliver sustainable, economic growth, providing employment opportunities within the Borough and supporting the growth of London Southend Airport;
- promote and enhance the tourism, cultural and leisure offer, including visitor accommodation, and having regard to the assets offered by the area in order to attract greater visitor numbers and promote more overnight and longer stays.
- secure improvements to infrastructure capacity to address congestion, historic underinvestment and to provide capacity for growth;
- ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment;
- create sustainable communities that contribute to the health and well-being of residents, including planning for health, community and cultural facilities, as well as new and enhanced areas of green and open space;
- conserve and enhancing the historic environment and natural environment, including the biodiversity assets of the foreshore;
- support the growth and regeneration of the town, district and local centres to serve the local and sub-regional population.

### 3.12 ***Thurrock***

Occupying 18 miles of riverfront and covering 16,300 hectares, Thurrock is situated on the northern side of the River Thames, 20 miles from central London. With a population of 157,000 which is forecast to rise to 200,000 by 2037, Thurrock comprises a diverse range of urban, rural and riverside environments, with over 65% of the Borough is designated as Metropolitan Green Belt. Much of the riverside area within Thurrock is urbanised with a mixture of residential, industrial, and port related development at the western and eastern ends of the Borough. Thurrock is made up of a number of settlements including Grays, Stanford/Corringham, South Ockendon and Tilbury together with a number of villages in the Green Belt.

3.13 The main employment sectors in the Borough are transport and logistics, port functions and retail. The strength of these sectors reflects Thurrock's key locational advantages, which include its close proximity to London and international gateways which make it an attractive proposition for inward investment. A testament to this is the increasing levels of private sector investment which has/will be generated by proposed or committed development at Purfleet, Lakeside, the Port of Tilbury, the new London Gateway super-port and Thames Enterprise Park.

3.14 Key place-shaping ambitions of the Council are to:

- Reduce inequalities and improve the attractiveness of the Borough as a place to live, work, visit and invest in.
- Deliver sustainable economic growth by meeting the land and property needs of business and Thurrock's major employers.
- Increase the scale and rate of housing delivery to meet the housing needs of all sections of the community.
- Maintain vibrant, prosperous and competitive town centres.
- Delivering the strategic and local infrastructure improvements required to support growth and the regeneration and health and well-being of local communities.
- Improve accessibility and encouraging sustainable travel.
- Maintain and protect the distinctive character and setting of the Borough and its historic built and natural assets.
- Protect and respect the key role of the River Thames as an economic, recreational and environmental asset.
- Address climate change and poor air quality.

#### **4. Essex County Council's role in the Partnership**

4.1 Essex County Council (ECC) is the strategic upper tier authority covering the county of Essex. To that end, ECC works closely with the districts and boroughs of Brentwood, Basildon, Castle Point and Rochford to provide several key public services and works in close partnership with Southend-on-Sea and Thurrock as neighbouring authorities that deliver against common aims and objectives. ECC is focussed on delivering inclusive economic growth, helping people get the best start in life and to age well, and to help create great places to grow up, work and live. Key to the achievement of these organisational priorities is ensuring that the key places and communities in South Essex feel the benefit of economic growth and sustainable development. As well as working closely with South Essex local authorities, ECC also works to support and influence regional and national partners, to deliver services and represent the best interests of the people of South Essex by:

- promoting economic growth, regeneration, infrastructure delivery, and sustainable new development;
- being a provider and commissioner of a wide range of local government services covering Brentwood, Basildon, Castle Point and Rochford including responsibility as the highways authority for the delivery of the Essex Local Transport Plan; Local Education Authority including early years and childcare; Minerals and Waste Planning Authority; Lead Local Flood Authority; lead advisors on Public Health and delivery of adult and children's social care services and;
- being an infrastructure funding partner, supporting the delivery of strategic and local infrastructure to ensure the delivery of community outcomes.

## 5. The South Essex 2050 Ambition

### **“South Essex: *the place to live, the destination to visit and the place for business to thrive*”**

#### **The Ambition**

- 5.1 In the Autumn of 2017, the Leadership of South Essex Councils embarked upon a programme of work which would lead to a shared ‘place ambition’ and greater collaboration on strategic priorities to support long term growth. This was initiated in response to the recognition that there was a need to work more effectively on strategic planning matters across South Essex and maximise the, potentially significant, opportunities strategic collaboration could bring to the area. The Association of South Essex Local Authorities (ASELA) was established in January 2018 to take the lead in implementing the Ambition (see Annex 1).
- 5.2 The ‘South Essex 2050 Ambition’ sets out the opportunity for growth and development across the sub-region and the positive effect it will have on the economy, together with the right scale and type of infrastructure to support growth. Operating together, the South Essex strategic growth assets could provide the infrastructure for people and businesses to experience a fully connected place (nationally and internationally) where they can take advantage of the unrivalled potential on offer in one area – business growth, employment opportunities, varied and interesting communities to live in and a rich diversity of cultural and recreational experiences to enjoy.
- 5.3 By 2050, the ambition is that all new development will be located in the most sustainable locations, will be of the highest quality, will support the emerging local industrial strategy priorities<sup>4</sup>, and will be well-connected by a fully integrated transport system and framework of green spaces. The current estimated need for housing across South Essex is 90,000 dwellings over the next 20 years<sup>5</sup>, but with the right conditions to support growth, more could be achieved. As part of the consideration of long term spatial options, the authorities are therefore exploring whether the development of new ‘Garden’ communities could offer a strategic solution to growth. The new communities could significantly enhance housing opportunities and community facilities for local people, and support new commercial and employment hubs, creating centres of business excellence within the sectors of industrial opportunity.

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<sup>4</sup> The South Essex seven Local Industrial Strategy priorities are Advanced Manufacturing; Construction; Environmental Technologies and Energy; Digital and Creative Services; Finance and Business Services; Life Sciences and Healthcare; Transport & Logistics

<sup>5</sup> The South Essex Authorities estimate that up to 4,500 new homes will be needed each year to meet housing needs. However this will have to be assessed against the Government’s new proposed methodology for determining Local Housing Needs, due to be published by the end of July 2018.

## 6. South Essex Strategic Areas of Opportunity

Five areas of strategic importance have been identified by ASELA as places that potentially offer the greatest potential to deliver the South Essex 2050 Ambition, with the right investment and leadership. The 'Strategic Areas of Opportunity' are:

### 6.1 *The River Thames and Thames Estuary*

The River Thames Estuary stretches along the Essex, Kent and London coastline, with around 40 miles being within South Essex. It is of both national and international importance with major port and tourism facilities as well as areas of nature conservation value. The aim is to maximise the economic potential of major visitor and recreational opportunities this offers South Essex and London, whilst protecting and enhancing the natural environment. In addition, there is the potential to increase the opportunities the river offers for enhancing transport connectivity between South Essex and London.

### 6.2 *London Southend Airport and surrounding area*

London Southend Airport offers major national and international connectivity and has the potential to further increase destination opportunities. Significant surface access improvements are essential to realise the full economic potential of the airport. The area surrounding the airport is currently being developed as a major business park facility and has the potential to unlock significant new business, employment and residential opportunities across the wider area.

### 6.3 *The A127 Transport Corridor*

The A127 provides a strategic east to west transport route across the sub-region stretching from Southend to the London Borough of Havering (LBH) in east London with direct access to the M25, A130 and A13. It is not trunked and spans three Highway Authorities in respects of ownership and management and crosses five Local Planning Authorities along its route. The ASELA authorities and LBH have collectively prepared a Statement of Common Ground with regards to the issues for sustainable growth and plan making that the A127 Transport Corridor presents; and the Highway Authorities are developing a joint Implementation Plan as part of the A127 Corridor for Growth (the Route Management Strategy).

The route already experiences significant capacity issues, particularly at key junctions. With the right investment this strategic corridor has the potential to unlock significant new business, employment and residential opportunities. It will also help to deliver north to south connectivity improvements and further improved travel flow benefits across the area. These improvements will be key to realising the 'Strategic Areas of Opportunity', including Basildon Enterprise Corridor. the economic potential of London Southend Airport and Southend on Sea as a major resort and visitor destination.

### 6.4 *Crossrail connectivity / A12/A129*

As part of the consideration of long term spatial options, the authorities are considering the potential for new 'Garden' communities. These and other economic opportunities in the sub-region would be dependent upon significant investment in improving its road and rail

transport infrastructure. The opening of the Elizabeth Line through central London offers major advantages in terms of connectivity to the new 'Garden' communities, joining up business and employment opportunities as far afield as Reading, and for improving linkages between London Southend Airport to London City and Heathrow Airport.

#### 6.5 ***Lower Thames Crossing, Thurrock Thameside and A13 Corridor***

The Lower Thames Crossing is a nationally significant new River Thames crossing linking the M2 in Kent and the A13 and M25 in Essex, offers the potential to unlock significant new business, employment and residential opportunities and improve travel flow benefits across the area. The scale of benefits arising from the new infrastructure will be dependent on the ensuring the right junctions along the route through South Essex, particularly the A13 serving the south Essex ports.

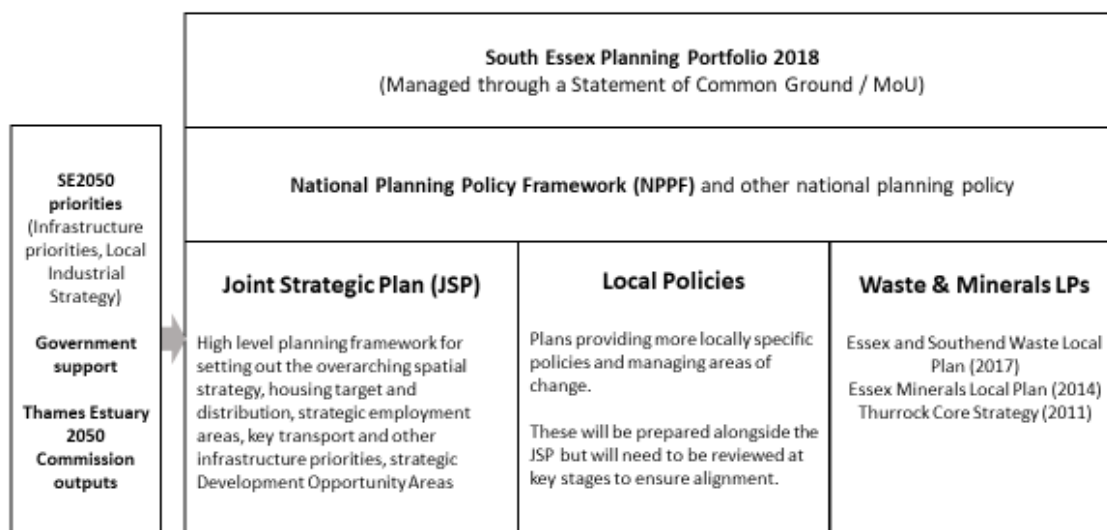
Within Thurrock Thameside/A13 corridor there are significant opportunities to build upon the areas historic focus for industrial and port related activity to support future economic and housing growth. Capitalising on strategic access provided by the C2C Thameside line and the A13, this SAO includes the development of a range of new strategic housing locations; the creation of new town centres at Purfleet and Lakeside providing new retail and leisure facilities together with the delivery of 6,000 new homes; the regeneration of Grays and Tilbury Town Centres; the continued expansion of the Ports of Purfleet, Tilbury and London Gateway and strategic employment development at Thames Enterprise Park.

The potential extension of Crossrail 2, with an Eastern Branch extending into South Essex, has the potential to address capacity constraints at Fenchurch St Station and to improve connectivity into central London

## **7. Implementing the South Essex 2050 Ambition**

- 7.1 Implementation of the South Essex 2050 Ambition will be steered through ASELA and a number of inter-related workstreams have been initiated to facilitate this. These cover strategic infrastructure priorities, the production of a local industrial strategy and the implementation of the spatial strategy. This SCG sets out how the spatial strategy workstream will be implemented through a new local planning 'portfolio', with a Joint Strategic Plan providing the overarching framework within which more focused local development plans will be prepared (see Figure 4 below).
- 7.2 The JSP will also provide a reference framework for the preparation of a Strategic Transport Framework, sitting under the three current statutory Local Transport Plans (LTPs) and forming part of the JSP. The Strategic Transport Framework will be prepared by the three Highway Authorities for South Essex, namely Thurrock and Southend Unitary Authorities and Essex County Council, with partners including the LPAs.

Figure 4: The South Essex Planning Portfolio



## 8. Delivering the South Essex Planning Portfolio

### 8.1 *The Joint Strategic Plan*

The South Essex 2050 Ambition will be delivered over the next 30 years, with some of it fully realised within the timeframe of the current South Essex JSP (period 2018-2038). Other longer-term components will be included in future reviews of the JSP<sup>6</sup>, as the plan's timeframe is rolled forward.

8.2 The JSP will provide the strategic context for the statutory development plan portfolio and will be prepared jointly by all LPAs and Essex County Council. Its scope will therefore be focused on the strategic policy matters that are common across all six local planning areas as follows:

- **South Essex Spatial strategy:** distribution of growth, town centre hierarchy and setting long term extent of the Green Belt
- **Strategic Areas of Opportunity (SAO)** and the role of each
- **Cross-cutting themes:** including promoting social cohesion; healthy and inclusive growth; high quality development and design; supporting sustainable development; climate change
- **Overall housing provision, distribution across SAO and housing needs**

<sup>6</sup> Regulations under the Neighbourhood Planning Act 2017 require that Local Development Documents and Statements of Community Involvement are reviewed every five years to ensure that they remain relevant and up to date - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/670593/Chief\\_Planner\\_Newsletter\\_-\\_December\\_2017.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/670593/Chief_Planner_Newsletter_-_December_2017.pdf)

- **Local industrial strategy priorities** and spatial implications (including strategic employment land allocations).
  - **Strategic transport and infrastructure priorities**
  - **Natural environment and resources**, including green and blue infrastructure
  - **Climate change and energy**
  - **Implementation and Monitoring Framework**
- 8.3 The South Essex Local Planning Portfolio will also rely on the policies set out in the national policy framework<sup>7</sup> and will therefore not duplicate any nationally set policies, unless there are specific local circumstances that justify a deviation from this. However, there may be a need for supplementary planning guidance in addition to the NPPF, to provide a local interpretation and implementation of national policy.
- 8.4 ASELA has agreed an accelerated timetable for preparing the plan given the urgent need to implement the shared ambition, building investor confidence and ensuring the right infrastructure is secured to support delivery of the strategic spatial and economic priorities. There are risks attached to delivery of the JSP within this timescale, however, particularly as it will be dependent on significant infrastructure investment. A risk assessment and management plan have therefore been prepared to help ensure that the agreed timetable is maintained and to support implementation of the JSP (see Section 6 and Annex 6).
- 8.5 Key milestones for preparing the JSP are set out below. A detailed work programme has also been agreed to help manage the preparation of the JSP across the seven local authorities involved and to ensure it continues to be treated as a priority by all involved.

February 2017: South Essex authorities agree to prepare Strategic Planning and Infrastructure Framework (through South Essex Strategic Planning Memorandum of Understanding) and commence exploratory projects, including South Essex 2050.

February 2018: Following completion of South Essex 2050, South Essex Authorities (including Brentwood) agree (through ASELA Memorandum of Understanding) to formally work together to prepare the JSP and develop a South Essex Local Planning Portfolio.

July 2018: ASELA agrees first stage Statement of Common Ground and Strategic Planning Memorandum of Understanding (MoU) and recommends for endorsement to all South Essex LPAs and Essex County Council. All South Essex LPAs update their Local Development Schemes (LDS) and agree to update their Statement of Community Involvement (SCI) to reflect the South Essex Local Plan Portfolio.

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<sup>7</sup> National Planning Policy Framework (NPPF), Planning Policy for Travellers Sites (PPTS) and National Planning Policy for Waste (NPPW)



Spring 2019: The Draft JSP with spatial strategy options (including preferred option) is published for Regulation 18 Consultation, in line with the SCI and agreed JSP timetable.

November 2019: The South Essex Draft JSP is agreed by all South Essex LPAs based on recommendation by ASELA

December 2019: Final draft version of JSP is published for Regulation 19 Consultation

March 2020: JSP submitted for Examination

Autumn 2020: JSP adopted by all South Essex LPAs

## **9. Local Plans**

9.1 The JSP will provide the strategic framework for the preparation of appropriate detailed Development Plan Documents (DPDs) which will provide more detailed planning policies and perform an essential place-shaping role on the ground, particularly to deliver the Strategic Areas of Opportunity. Ideally the suite of local planning documents required to deliver the JSP would be prepared in alignment so that it could reflect the emerging spatial strategy. However, there is a need to ensure that there continues to be a planning framework whilst the JSP is being prepared, particularly to meet five to 10 year land supply requirements. The transition from relying on individual local plans to the new planning portfolio is therefore being managed in the following way:

- The commitment from all South Essex to meet the full housing needs of the sub-region (as prescribed in the proposed new nationally set methodology) is set out in the planning MoU (Annex 2) which has been agreed by all seven partner authorities. The spatial strategy for delivering this will be agreed through the JSP process which aims to provide a framework for the first 20 years of the South Essex 2050 Ambition.
- Basildon will continue with its current local plan process given the advanced stage the plan has reached. The draft plan, which is expected to be submitted for examination in winter 2018, includes a clear commitment to review the strategy should this be necessary to support the approach set out in the JSP.
- Brentwood will continue with its current local plan process on its current timetable, but will support the JSP as it progresses.
- Castle Point currently has no up to date local plan in place and has therefore been subject to potential government intervention. The Council will therefore prepare an interim local plan covering the next ten years and focusing on planning for housing, with the ambition of meeting local housing needs in this period. In the longer term, local housing needs will be considered through the strategic assessment and allocations prepared for the JSP.
- Rochford and Southend are currently preparing new local plans to reflect the emerging strategy in the JSP. The Council's will also review the Southend Airport Joint Area Action Plan and its hinterland as an opportunity for growth for both councils

- Thurrock is currently preparing a new local plan which aims to reflect the emerging strategy in the JSP with the intention of publishing the draft (Regulation 19) plan in July 2019.

9.2 Timetables for all of the above local plan processes will be set out in the individual Local Development Schemes (LDS) but are summarised in Annex 5.

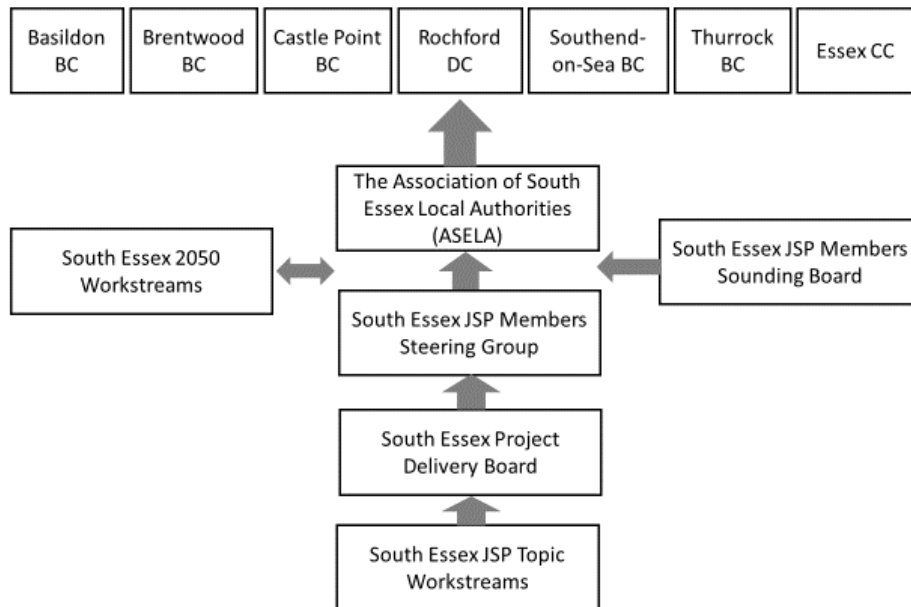
9.3 It is intended that the emerging JSP will provide the ‘effective strategic planning mechanism’ to ensure compliance with the requirements of the Duty to Cooperate, with the existing joint work, evidence base and shared governance through ASELA demonstrating that cooperation is proactive, positive and ongoing. At this stage, whilst there is a clear commitment to meeting the full housing needs across the sub-region, there are no housing allocations set out in the SOCG as this will be determined through the JSP and based on the agreed spatial strategy and updated evidence base. Details of the spatial strategy and how the longer term housing needs will be met will be set out in further iterations of this statement, as the JSP preparation progresses.

9.4 **Minerals and Waste Planning**

Planning for minerals and waste in South Essex is the responsibility of Thurrock and Southend Councils, and Essex County Council<sup>8</sup>. This is managed through separate local planning processes and will therefore not be part of the JSP. A separate SCG will be prepared to help manage the strategic minerals and waste planning matters.

**10. Making Decisions and working together**

Figure 5: JSP Governance Structure



<sup>8</sup> Essex and Southend Waste Local Plan (2017), Essex Minerals Local Plan (2014), Thurrock Core Strategy (2011)

- 10.1 ASELA has overall responsibility for implementing the South Essex 2050 Ambition and therefore the JSP as one of the main workstreams. However, statutory decision-making powers will remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation (see key milestones in Paragraph 4.7).
- 10.2 Preparation of the JSP is steered by a Members' Group comprising a representative from each of the LPAs and Essex County Council (see Terms of Reference in Annex 4). Arrangements for how this works in relation to the wider decision-making is set out in the JSP Memorandum of Understanding in Annex 2. A key part of the risk management arrangements is ensuring that there is buy-in from the wider local authority membership throughout the preparation process, given the challenging issues this will have to address. A Member Sounding Board will therefore be established to provide cross-party representations on the JSP at key stages.
- 10.3 Wider engagement will be managed through a range of mechanisms that will be set out in the South Essex 2050 engagement strategy and the Statements of Community Involvement (see Paragraph 5.5 below).
- 10.4 Overall project management for preparation and implementation of the JSP is provided by the JSP Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities (see terms of reference in Annex 3).
- 10.5 Although there is a statutory minimum requirement for public consultation and engagement with statutory consultees, there is also a legal requirement under the Duty to Cooperate to ensure that there has been positive, effective and ongoing cooperation with neighbouring authorities in Essex, Kent and London, including the Mayor of London. The engagement and consultation processes will be set out in the JSP's Statement of Community Involvement, due to be published alongside the Statement of Common Ground.
- 10.6 Developing a long-term spatial planning framework that is deliverable will also require ongoing engagement with a number of important strategic stakeholders, including those also subject to the Duty to Cooperate. Alongside the statutory engagement process, therefore, ASELA is developing a wider engagement strategy which will involve a number of key strategic stakeholders such as:
- Government Officials and Ministers
  - South Essex MPs
  - Thames Estuary Commission
  - Economic partners (e.g. Opportunity South Essex and the South East Local Enterprise Partnership)
  - Transport partners (e.g. Highways England and Transport East (Sub-National Transport Forum) and the Mayor of London.
  - Environmental partners (e.g. Environment Agency, Natural England, Greater Thames Natural Improvement Partnership, English Heritage)
  - Delivery partners (e.g. Homes England, housebuilders and utilities providers)

- 10.6 The LPAs are hoping to establish a JSP web site under the auspices of ASELA to provide a 'one stop' access point to effectively inform and engage with all interested parties and stakeholders of the purpose of the JSP, its progress and opportunities for influencing the plans contents as part of the public consultation process.

## **11. Managing the Risks**

- 11.1 Delivery of the South Essex 2050 Ambition depends on a wide range of factors and bodies, not just the local authorities. The risks associated with this will be managed by ASELA on behalf of the partner authorities. There are a number of risks specifically linked to preparing the JSP on an accelerated timetable, some of which are political risks, others are technical risks. A high-level risk assessment and management plan is therefore being prepared alongside the JSP; this will be monitored by the JSP Project Delivery Board, with any potential problems highlighted to ASELA as soon as they are identified. An initial Risk Management Plan is set out in Annex 6.

## **12. Monitoring and review**

- 12.1 Preparation of the SOCG is an iterative process reflecting the development of both the individual local plans and the JSP. It will therefore be reviewed at key stages in the JSP's preparation as well as at key stages for the individual local plans, for example, submission to the Secretary of State for examination.

## **Annex 1**

# **Association of South Essex Local Authorities Memorandum of Understanding**

between

Basildon Borough Council

Brentwood Borough Council

Castle Point Borough Council

Essex County Council

Rochford District Council

Southend on Sea Borough Council

Thurrock Borough Council

### **Background**

- 1.1 Stemming from housing and local planning issues initially, there has been a growing recognition of the opportunity and need for greater cross-boundary working on strategic infrastructure planning and growth across South Essex. In June 2017 Leaders and Chief Executives of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea, Thurrock and Essex County Council (the Authorities) agreed to initiate and shape a programme of work through the summer and autumn to explore a joint 'place vision' and the scope for greater strategic collaboration along the South Essex growth corridor.
- 1.2 The work during the summer and autumn has resulted in an emerging vision and identification of strategic growth opportunities that need testing and strengthening with the people and stakeholders of South Essex and beyond. It has also built a strong commitment amongst the Authorities to collaborative working. It was agreed that an Association of South Essex Local Authorities (ASELA) should be established to continue this collaborative work.

1.3 The Authorities wish to record the intention to establish ASELA and basis of our collaboration through a Memorandum of Understanding (MoU). This MoU sets out:

- a) The core purpose and aims of ASELA
- b) The principles of collaboration

## **2. Core Purpose and aims**

2.1. The core purpose of ASELA is to provide place leadership for South Essex. Recognising that through our collaborative approach we will be best placed to develop and deliver a vision for South Essex up to 2050, promoting healthy growth for our communities.

2.2. ASELA will focus on the strategic opportunities, regardless of individual local authority boundaries for the South Essex economic corridor to influence and secure the strategic infrastructure that will help our individual areas to flourish and realise their full economic and social potential.

2.3. The aims of ASELA will be to:

- Provide place leadership;
- Open up spaces for housing, business and leisure development by developing a spatial strategy;
- Transform transport connectivity;
- Support our 7 sectors of industrial opportunity;
- Shape local labour & skill markets;
- Create a fully digitally-enabled place;
- Secure a sustainable energy supply;
- Influence and secure funding for necessary strategic infrastructure;
- Enhance health and social care through co-ordinated planning; and
- Work with and provide a voice for South Essex to the Thames Estuary 2050 Growth Commission and Commissioners.

## **3. Principles of collaboration**

3.1. Our collaboration will be focused on three key areas:

- Tackling problems we can't solve individually
- Creating collective scale and impact
- Providing the place leadership to promote and sell the 'South Essex' proposition

3.2 The Authorities agree to adopt the following principles in working together:

- We are all in this together - and stronger if we work together

- We should build our governance incrementally- learning from the lessons from other places who are more advanced
- Through our collaboration we should be gaining something not losing something
- Local identities should not be lost
- We need to be a voice for SouthEssex

**4. Term and Termination**

4.1. This MoU shall commence on the date of the signature by each Authority and shall expire if ASELA dissolves.

**5. Variation**

5.1. The MoU can only be varied by written agreement of all the Authorities.

**6. Charges and liabilities**

6.1. Except as otherwise provided, the Parties shall bear their own costs and expenses incurred in complying with their obligations under this MoU.

**7. Status**

7.1. This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

**Signed by**

| Local Authority                 | Leader/Chairman of Policy and Resources Committee | Chief Executive | Date    |
|---------------------------------|---|-----------------|---------|
| Basildon Borough Council        |   |                 | 10/1/18 |
| Brentwood Borough Council       |   |                 | 10/1/18 |
| Castle Point Borough Council    |   |                 | 10/1/18 |
| Essex County Council            |   |                 | 10/1/18 |
| Rochford District Council       |   |                 | 10/1/18 |
| Southend on Sea Borough Council |   |                 | 10/1/18 |
| Thurrock Borough Council        |   |                 | 10/1/18 |

## Annex 2

# STRATEGIC PLANNING IN SOUTH ESSEX

## Memorandum of Understanding

between

Basildon Borough Council

Brentwood Borough Council

Castle Point Borough Council

Essex County Council

Rochford District Council

Southend on Sea Borough Council

Thurrock Borough Council

This Memorandum of Understanding (MoU) sets out how cooperation between the six local planning authorities in South Essex and Essex County Council will be managed in respect to strategic planning issues.

The Localism Act 2011 places a Duty to Cooperate on local planning authorities and county councils<sup>1</sup> (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. Local planning authorities will be tested in relation to legal compliance with the Duty at examination, as well as whether strategic cooperation has resulted in a 'sound' and robust approach to delivering strategic objectives.

The Neighbourhood Planning Act 2017<sup>2</sup> requires local planning authorities to "identify the strategic priorities for the development and use of land in the authorities' area and set out policies to address those priorities in the development plan documents, taken as a whole. This clause was included to allow greater flexibility in the way that local planning authorities prepare local planning documents, and specifically to support the preparation of 'strategic' local plans, whether prepared individually or jointly with neighbouring authorities. However, several recent announcements from Government on proposed planning reforms indicate strongly that the Government's preferred approach is for strategic priorities to be managed on a joint basis across housing market areas through the use of joint strategic plans.

Building on the existing strong foundations of cooperation developed through the Duty to Cooperate, and within the wider context of the South Essex 2050 Ambition, the Local Authorities have agreed to move to a more formal approach to strategic planning. This will be developed through a 'portfolio' of plans, with a Joint Strategic Plan (JSP) setting out strategic spatial and

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<sup>1</sup> Localism Act 2011, Section 110.

<sup>2</sup> Neighbourhood Planning Act Part 1, Section 8



infrastructure priorities that are considered to be of mutual benefit, prepared alongside a suite of 'local delivery plans' to manage delivery within each of the local planning areas.

Work on the JSP will be steered within the governance structure of the Association of South Essex Local Authorities (ASELA) to ensure that it aligns with other strategic priorities. Although the JSP will be prepared on the basis of collaboration through ASELA, formal decisions on the JSP at key stages in its preparation (identified in each local planning authorities' Local Development Scheme) will be taken by the individual local planning authorities which will continue to retain the statutory local planning duty (as set out in the 2004 Planning and Compulsory Purchase Act and the 2017 Neighbourhood Planning Act).

A Statement of Common Ground will be prepared by ASELA, setting out the process and timetable for the plan, what local delivery plans will be needed (and how current local plans will be managed through the transition process), governance and working arrangements, and the key evidence needed to support the plan. Although the focus will be strategic development (housing and economic development) and infrastructure, other strategic priorities may be included where they are required to support delivery of the South Essex 2050 Ambition. The Statement will be reviewed on an ongoing basis and updated as and when needed. This will form key evidence to support the JSP and individual 'Local Development Plans' and should therefore be made available on each of the partner authority's websites.

In preparing the JSP, all ASELA partners agree to:

- Engage constructively, actively and on an on-going basis in relation to strategic planning matters under the Duty to Cooperate;
- Ensure a broad and consistent approach to strategic planning and development issues in the South Essex Area;
- Support better alignment between strategic planning, infrastructure and investment priorities in South Essex;
- Adhere to the governance structure of ASELA and ensure that activities are delivered and actions are taken as required;
- Be accountable for ensuring that the role and responsibilities as agreed in the Statement of Common Ground are adhered to;
- Be open and communicate about concerns, issues and opportunities in respect of collaboration and joint working;
- Act in a timely manner, recognising the time critical nature of consultations, technical projects and plan preparation;
- Adhere to statutory requirements. Comply with applicable laws and standards, data protection and freedom of information requirements;
- Encourage, develop and share best practice in strategic planning matters;
- Ensure adequate resources and staffing are in place to undertake effective collaboration and joint working (resources to be agreed through ASELA).

#### **Area Covered**

For the purposes of this MoU the geographic area of South Essex applies to the administrative areas of Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend on Sea Borough and Thurrock Borough Councils.

## **Status**

This MoU cannot override the statutory duties and powers of the parties and is not enforceable by law. However, the parties agree to the principles set out in this MoU.

This MoU is not a development plan, nor a legally binding document, but will be used in the consideration of how the South Essex Local Authorities have jointly approached strategic planning issues and legal compliance with the Duty to Cooperate.

This MoU may be supported by other documentation, and other subject specific MoUs, which set out in more detail how the parties will work together to tackle more detailed matters with respect to strategic planning in South Essex.

It is accepted that an individual party or group of parties that are signatories to this MoU may also be signatories to other MoUs between themselves, or with other parties outside South Essex in respect of the Duty to Cooperate.

## **Key outputs of this MoU are:**

- A Joint Strategic Plan setting out strategic spatial and infrastructure priorities across South Essex;
- A Delivery Strategy setting out how the strategic policy framework of the JSP will be delivered, accompanied by a risk assessment and risk management plan;
- A Statement of Common Ground setting out how a JSP will be delivered, what the evidence base is, including identification of various development needs;
- A Joint Strategic Plan Monitoring Report, prepared annually to chart and monitor delivery of the JSP.

## **Governance, Roles and Responsibilities**

Preparation of the Joint Strategic Plan and associated Delivery Strategy will be steered under the governance arrangements of the Association of South Essex Local Authorities. Formal decisions on the plan at key stages (to be set out in individual Local Development Schemes) will be taken by individual Local Planning Authorities on the advice and recommendations of ASELA.

A Members Steering Group will be accountable for the preparation of the JSP, supported by an officer Project Delivery Board. The Steering Group will comprise political representatives from each of the ASELA partners (to be appointed by individual authorities) and the Lead ASELA Member for strategic planning. The officers group will comprise the Heads of Service (or equivalent) from each of the partner authorities, and the ASELA Lead Chief Executive for strategic planning.

'Task and finish' groups will be used to develop specific topics to support the JSP, to be identified by the Steering Group, as and when needed.

Terms of Reference for all groups will be established, setting out the roles, responsibilities and administration. These will be agreed by ASELA and reviewed annually to ensure they remain relevant.

Local authorities should ensure that adequate resources are provided in order to undertake the joint work programme as set out in the Statement of Common Ground. Additional resources may be

provided by other relevant bodies, as agreed to undertake specified tasks under the work programme.

### **Risk Management**

The South Essex Authorities are committed to meeting the full nationally set local housing need across the sub-region. This will be managed on a strategic basis with the distribution across the LPAs reflecting the shared spatial strategy and priorities. Although preparation of the JSP will be steered through ASELA, decision-making will remain the responsibility of the individual local authorities. It is recognised that there is risks associated with this therefore a full risk assessment has been prepared and set out in the Statement of Common Ground and will be monitored on a regular basis, with any concerns raised through the JSP governance structures.

### **Review of the MoU**

This MoU is effective from the date it is signed by the Chief Executive and Leaders of all parties. It will be reviewed as and when indicated through the Statement of Common Ground

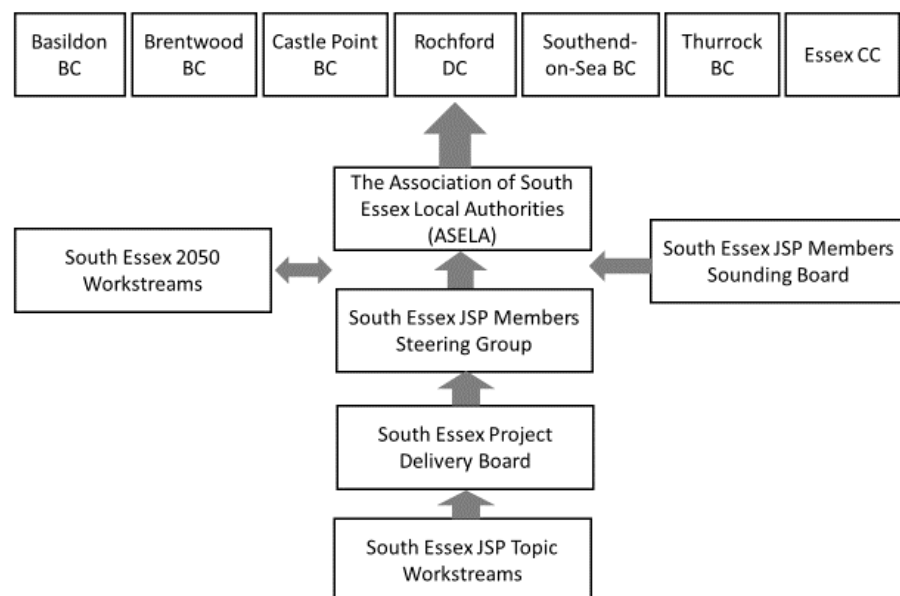
## ANNEX 3

### SOUTH ESSEX JOINT STRATEGIC PLAN PROJECT DELIVERY BOARD – TERMS OF REFERENCE

March 2018

1. The South Essex Local Planning Authorities (LPAs) of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, are preparing a Joint Strategic Plan (JSP) to support the South Essex 2050 Ambition. The JSP, together with other local development plans, will deliver the spatial strategy and will be delivered alongside a South Essex Local Industrial Strategy and Strategic Infrastructure Framework. The JSP will be steered by a Member Steering Group, reporting to the Association of South Essex Local Authorities (ASELA). Statutory decision-making powers will, however, remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation.
2. Overall project management for preparation and implementation of the JSP is provided by the Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities.

#### JSP Governance Structure



3. The main functions of the PDB are to:
  - i. act as the interface between the political decision-making and the technical processes, providing advice on the JSP to the Members Steering Group and ASELA, working closely with the ASELA lead Member and Chief Executive;

- ii. ensure that the JSP is aligned with other South Essex 2050 workstreams, particularly in relation to the emerging Local Industrial Strategy, strategic infrastructure priorities and housing and growth proposition;
  - iii. ensure that the JSP is delivered to the agreed timetable, is technically sound (supported by a robust evidence-base) and is legally compliant;
  - iv. manage engagement with external partners, neighbouring authorities and Statutory Consultees on behalf of the Members Steering Group, ensuring that collaboration is positive and proactive, as required by the Duty to Cooperate.
  - v. provide overall project management for the individual JSP topic workstreams, supporting and the role of the JSP Project Manager.
  - vi. manage the JSP budget on behalf of the Members Steering Group, ensuring that it is used effectively and efficiently to support the plan's preparation and its supporting evidence base.
  - vii. Manage the risks of preparing and implementing the JSP, highlighting any potential problems to ASELA as soon as practically possible.
4. The PDB meets every two weeks in between ASELA meetings. Dates will be set at least six months in advance and aligned to the JSP timetable and work programme.
5. The Terms of Reference will be reviewed on an annual basis (every March).

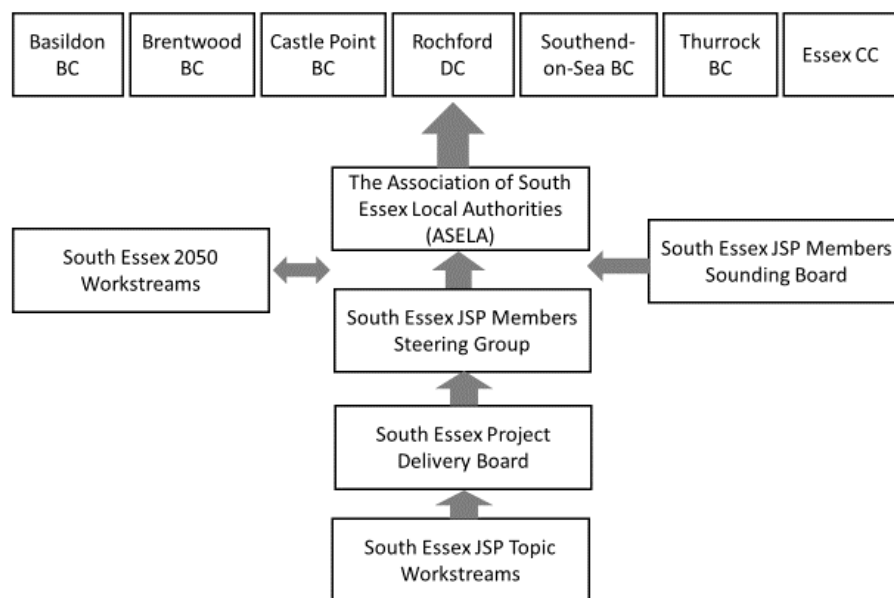
## ANNEX 4

### SOUTH ESSEX JOINT STRATEGIC PLAN MEMBERS STEERING GROUP – TERMS OF REFERENCE

March 2018

1. The South Essex Local Planning Authorities (LPAs) of Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock, together with Essex County Council, are preparing a Joint Strategic Plan (JSP) to support the South Essex 2050 Ambition (SE2050). The JSP, together with other local Development Plan Documents (DPDs), will deliver the spatial priorities and will be delivered alongside a South Essex Local Industrial Strategy and Strategic Infrastructure Framework.
2. The Association of South Essex Local Authorities (ASELA) will be accountable for the JSP alongside the other SE2050 workstreams. Statutory decision-making powers will, however, remain with the individual LPAs who will be asked to make decisions, based on advice from ASELA, at key stages in the plan's preparation.
3. The Members Steering Group will be responsible for the preparation of the JSP on behalf of ASELA, supported by an officer Project Delivery Board (PDB), comprising the relevant Heads of Service from each of the partner authorities.

#### JSP Governance Structure



#### Purpose of the JSP Member Steering Group

- To ensure a coherent and collaborative approach is undertaken for sub-regional planning matters across South Essex through the preparation of a statutory Joint Strategic Plan.
- To ensure that the Joint Strategic Plan is aligned to the long term priorities shared by all authorities and set out in the South Essex 2050 Ambition.

- To advise ASELA on the Joint Strategic Plan, ensuring that there is consensus amongst the partner authorities at each of the key stages in its preparation.
- To steer work on the Joint Strategic Plan through the Project Delivery Board, ensuring that the plan's spatial strategy is robust and deliverable.
- To be accountable for the overall work programme and budget for the Joint Strategic Plan, ensuring that any significant issues are highlighted to ASELA as soon as practically possible.
- To engage with the Mayor of London and adjoining local authorities and their partnerships on strategic planning matters ensuring that the legal requirements of the Duty to Cooperate are met.

## **Membership**

The group will consist of a Member from each one of the ASELA partner authorities. The individual local authority member representation to the group shall be determined by that local authority.

Each authority should nominate substitutes should the main representative not be able to attend a meeting.

The Local Authority partners are:

Basildon Borough Council  
Brentwood Borough Council  
Castle Point Borough Council  
Rochford District Council  
Southend on Sea Borough Council  
Thurrock Borough Council  
Essex County Council

The chair of the Member Steering Group will be the ASELA lead member for the South Essex 2050 spatial strategy workstream.

The Members Steering Group will meet monthly with dates coordinated with the ASELA and Project Delivery Board meetings. Dates will be set at least six months in advance and aligned to the JSP timetable and work programme.

The Terms of Reference will be reviewed on an annual basis (every March).

## **ANNEX 5 – Current Local Plan Timetable (as at June 2018)**

### **BASILDON**

Q2 2018 - Regulation 19 Publication

Q3 2018 - Submission

Q2 2019 - Adoption

### **BRENTWOOD**

Q3 2018 – Regulation 19 Publication

Q4 2018 – Submission

Q2 2019 - Adoption

### **CASTLE POINT** (subject to change depending on outcome of Government Intervention)

July 2018 – Regulation 18 Consultation

January 2019 – Regulation 19 Publication

April 2019 – Submission

Autumn 2019 - Adoption

### **ROCHFORD**

Winter 2019/Spring 2020 – Regulation 19 Publication

Summer 2020 – Submission

Spring/Summer 2021 - Adoption

### **SOUTHEND**

Autumn/Winter 2020 – Regulation 19 Publication

Spring 2021 – Submission

No date for proposed adoption but LDS 2018 states that “As an approximation, the period from submission to adoption may range from 6 to 9 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.”

### **THURROCK**

July 2018 – Regulation 18 Consultation

July 2019 – Regulation 19 Publication

Late 2020/early 2021 – Adoption



## Annex 6: Joint Strategic Plan Risk Assessment

| Risk Identified   | Risk Management  |
|---|--|
| <p>1. Unable to meet JSP timetable (e.g. due to protracted decision-making process, technical delays due to procurement of evidence, staff resources, Planning Inspectorate unable to meet timetable)</p> | <ul style="list-style-type: none"> <li>• Project Delivery Board to monitor progress against ‘key milestones’ and work programme, highlighting any risks at an early stage to ASELA and agree how this is to be managed – actions will depend on issue e.g. resources</li> <li>• ASELA to agree a standardised approach to decision-making, with each partner authority working with their committee services to provide a streamlined approach at key stages and ensure that this does not add unnecessary time to the process. Delegated authority to ASELA for some stages to be explored</li> <li>• Procurement processes to be agreed by ASELA to ensure JSP work is treated as a priority and procurement facilitates timely commissioning and appointment of consultancy support. This should allow for a bespoke tendering and procurement approach and commitment to fund agreed technical programme to expedite procurement process. This should also address particular constraints that may arise as a result of OJEU considerations and thresholds.</li> <li>• Development of evidence base will be focused on strategic priorities with any potential ‘mission creep’ flagged by project manager as soon as possible.</li> <li>• Evidence base and external support considered at ‘pre-commencement’ stage with project management/intelligent client function, budget and timescales secured.</li> <li>• A full audit of existing resources and capacity to be undertaken by ASELA at the JSP commencement stage.</li> <li>• Where lack of capacity and/ or conflicts of interest within the private sector arise, alternative options should be considered at an early stage in the plan preparation process e.g. internal training and development to fill any potential gaps, or different consultants procured to deliver components of larger projects where a single provider cannot be secured.</li> <li>• Early discussion with Planning Inspectorate to ensure timetable for Examination can be met – Government to promote SE JSP as a priority if necessary.</li> </ul> |

|  |  |
|--|--|
| <p>2. Government intervention destabilises JSP process</p>   | <ul style="list-style-type: none"> <li>• Early engagement with Government Ministers and senior Civil Servants to explore options around intervention mechanisms, highlighting risks to JSP progress.</li> <li>• Agree key milestones with MHCLG with regular updates from ASELA.</li> <li>• ASELA to support LPAs 'at risk' to meet published plan timetables</li> <li>• All South Essex Local Development Schemes (LDS) to be updated to reflect the new joint planning arrangements by July 2018 and kept up to date as plans are progressed.</li> </ul>   |
| <p>3. One or more partner local plans are found unsound with regards to the strategic matters and/ or fail to comply with the Duty to Cooperate.</p> | <ul style="list-style-type: none"> <li>• Any issues that risk the overall approach to the shared 2050 ambition or imply that there is not agreement on the JSP spatial strategy or key strategic matters will be highlighted to ASELA as soon as it becomes apparent to allow for the matters to be resolved at a South Essex level</li> </ul>   |
| <p>4. Thames Estuary Commission undermines SE2050 Ambition and spatial strategy of JSP</p>   | <ul style="list-style-type: none"> <li>• Early and ongoing engagement between ASELA and Thames Estuary Commission to ensure alignment of growth ambitions on delivery strategy</li> <li>• Early and ongoing engagement with relevant Government Ministers and senior Civil Servants to ensure they fully understand SE2050 Ambition and role of LAs in delivering this and secure a Housing Deal.</li> </ul>   |
| <p>5. Key place shaping infrastructure is not delivered in order to facilitate strategic growth options</p>  | <ul style="list-style-type: none"> <li>• ASELA provides support in the engagement with strategic infrastructure providers and Government as part of the SE2050 implementation process and development of the JSP to ensure that their priorities reflect the strategic infrastructure priorities of the South Essex Authorities and facilitate delivery of the</li> <li>• ASELA to support Thurrock and ECC in its negotiations with Highways England, the National Infrastructure Commission and Government specifically in relation to the Lower Thames Crossing to ensure that the final agreed route facilitates delivery of the SE2050 Ambition and the spatial strategy of the JSP.</li> </ul> |
| <p>6. Change in Government which changes to national policy/legislation and/or change in national funding priorities</p>                             | <ul style="list-style-type: none"> <li>• Robust SE2050 Ambition developed with risk management built in to delivery plan(s) to ensure contingency funding and approach to deliver same outcome.</li> <li>• Robust evidence-base to justify overall approach even if not in conformity with new national policy</li> <li>• Procure legal advisers to assess and highlight potential risks at early stage and ensure</li> </ul>  |

|   |  |
|---|--|
|   | <p>contingency approach with secures same overall outcome.</p> <ul style="list-style-type: none"> <li>• work with MHCLG, PAS and PINs to ensure ongoing conformity with national policy and legislation.</li> </ul>  |
| 7. Partners unable to agree JSP at key stages (e.g. due to change in political leadership, lack of political consensus on key policy direction, competing priorities) | <ul style="list-style-type: none"> <li>• ASELA ensure new leadership fully informed of JSP process and SE2050 Ambition</li> <li>• ASELA/Planning MoU to ensure agreement to JSP</li> <li>• Members Sounding Board established to ensure cross-party involvement and ownership in JSP</li> <li>• Communications strategy prepared to ensure ongoing briefings and opportunities to engage in JSP preparation are provided for all Members of partner authorities</li> <li>• Continuity in JSP member Steering Group throughout preparation process ASELA/Planning MoU to ensure agreement to JSP</li> </ul>   |
| 8. Resources and skills   | <ul style="list-style-type: none"> <li>• ASELA to set a realistic budget for JSP preparation, taking into account all potential internal and external sources of funding (including Planning Delivery Fund, potential funding from growth deal to support capacity)</li> <li>• Secure project management support during pre-commencement stage</li> <li>• Focus on key policy areas and evidence needed to support this (i.e. keep to agreed scope)</li> <li>• Agree training and development programme to fill gaps and upskill existing officers to reduce need to procure externally</li> <li>• Work on 'South Essex' basis, ensuring making the more effective and efficient use of all resources and skills across all seven partner authorities</li> </ul> |
| 9. External stakeholders undermine SE2050 Ambition/ JSP Spatial strategy  | <ul style="list-style-type: none"> <li>• Establish a stakeholder sounding board to ensure ongoing commitment / support from strategic stakeholders</li> <li>• Prepare a robust framework to ensure compliance with the Duty to Cooperate and engagement with Statutory Consultees</li> <li>• Prepare a Statement of Community Involvement at the start of the formal JSP preparation process (June 2018) and agree with stakeholder sounding board.</li> <li>• Agree an approach with Government to support emerging SE2050 ambitions whilst JSP is prepared and reduce the risks of stakeholders undermining delivery e.g. deviation for</li> </ul>   |

|  |  |
|--|--|
|  | national policy on 5YLS requirements / Housing Delivery Test to reduce risks of speculative planning applications, alignment of approach by government bodies (e.g. Homes England, Highways England, Environment Agency).  |
| 10.Evidence base highlights significant challenges in delivering the JSP Spatial Strategy and SE2050 Ambitions | <ul style="list-style-type: none"> <li>• Identify potential challenges in JSP Delivery Plan (e.g. infrastructure funding) and agree risk management plan for addressing</li> <li>• Consider contingency approach which will still deliver same outcome.</li> </ul>   |
| 11.Public consultation attracts opposition and seeks to undermine SE2050 Ambition/ JSP Spatial strategy        | <ul style="list-style-type: none"> <li>• Communications strategy prepared to ensure ongoing briefings and opportunities to engage in JSP preparation are explained for all partner authorities</li> <li>• Case for change articulated by highlighting benefits of growth and investment in infrastructure</li> </ul> |

## Appendix 3

# Local Development Scheme 2018

## **Contents**

Introduction

Existing Adopted Planning Framework

Emerging Planning Policy

Other Associated Planning Documents

Local Development Scheme

Appendix 1 – Live Timetable

## Introduction

This Local Development Scheme (LDS) sets out a 'live' timetable for preparing and reviewing the Southend-on-Sea (Southend) Development Plan to provide:

- An up-to-date statutory basis for determining planning applications (unless material considerations indicate otherwise)
- A long term spatial planning framework for the Borough's development, within which the Council, other agencies and key stakeholders can coordinate their investment programmes.

It will replace the current Local Development Scheme which was adopted in 2015.

## Existing Adopted Planning Policy

The Planning and Compulsory Purchase Act (2004) introduced a system of statutory Development Plan Documents (DPDs). These documents outline planning policy to manage development and related spatial matters.

Adopted local planning policy for Southend (see Appendix 1, Table 1) currently consists of:

- Core Strategy (2007);
- London Southend Airport and Environs Joint Area Action Plan (JAAP) (2014);
- Development Management Document (DMD) (2015);
- Essex and Southend-on-Sea Waste Local Plan (2017);
- Southend Central Area Action Plan (SCAAP) (2018); and
- a number of saved Borough Local Plan policies (1994)

## Emerging Planning Policy

### A new Development Plan for Southend

The new Development Plan will comprise of the South Essex Joint Strategic Plan (JSP) and Southend New Local Plan (SNLP). The JSP will provide the overarching framework within which more focused local development plans will be prepared, including the Southend New Local Plan. The need for additional development plans to guide development and manage areas of growth and change will be kept under review (see Appendix 1, Table 2).

### South Essex Joint Strategic Plan

The six South Essex authorities (Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough and Thurrock Borough Councils) are preparing a JSP to provide a strategic planning framework for south Essex which will guide the preparation of the six local planning authorities local plans.

The JSP will be a formal statutory Development Plan Document and contain strategic allocations and policies, including an overall spatial strategy and amount of housing, employment and supporting infrastructure to be provided. It will cover the period up to 2038. Essex County Council will assist with preparing the JSP.

### Southend New Local Plan

Local Development Scheme –2018

Southend-on-Sea local Planning Framework

The Southend New Local Plan (SNLP) will be prepared in conformity with the JSP overarching policy framework, providing more detailed local development plan policies for guiding and assessing future planning applications within the Borough of Southend.

The SNLP will include a review of the Core Strategy, DMD, SCAAP and remaining Saved Borough Local Plan Policies, and will include a spatial strategy; development management policies, site allocations and policies map.

The need for additional development plan documents to supplement the SNLP will be kept under review. For instance, additional plans can be used to set out more detailed policies for specific areas or types of development where appropriate. The current adopted joint area action plan for London Southend Airport and its Environs (JAAP 2015), prepared jointly with Rochford District Council, may need to be updated and reviewed as a separate document as the land straddles the authorities administrative boundaries.

The recently adopted Essex and Southend Joint Waste Local Plan (2017) will also be subject to its own separate review.

## **Other Associated Planning Documents**

The following documents together with the planning policy documents outlined above make up the family of plans comprising the Southend Local Planning Framework<sup>1</sup>, namely:

- Statement of Community Involvement (SCI) – The Southend SCI 2018 outlines the Council’s approach to community involvement and consultation in regard to planning policy documents and planning applications. A separate Joint SCI 2018 sets out the approach for consultation on the emerging South Essex Joint Strategic Plan (JSP);
- Annual Monitoring Report (AMR) – reports on and reviews progress in preparing the Local Plan, including individual DPDs, and on the implementation and effectiveness of the Council’s planning policies;
- Supplementary Planning Documents (SPDs) - provide additional guidance on Local Plan policies and proposals. The Council has adopted three SPDs: the Design and Townscape Guide SPD (2009) that provides guidance on design related issues for all development in Southend; the ‘Planning Obligations’ SPD (2015), which sets out the Council’s approach towards Section 106 agreements and developer contributions; and the ‘Streetscape Manual’ SPD (2015), which provides guidance for the design and management of the Borough’s streets, including street furniture and surfacing.
- Community Infrastructure Levy (CIL) - This document expands upon the infrastructure requirements identified in relevant planning policy documents and details a schedule of charges to be paid by developers to contribute towards the implementation of requisite infrastructure. The document states how the CIL legislation will be applied locally.

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<sup>1</sup> Previously known as *Local Development Framework (LDF)*



## Local Development Scheme

The purpose of this LDS is to:

- i. Provide a brief description of the planning policy documents to be prepared, including those which will be produced jointly with other authorities, and the content and geographic area which they relate;
- ii. Explain how different policy documents relate to one another as part of the planning framework;
- iii. Set out the timetable for preparing policy documents, including the detail of the key milestones (see Appendix 2).
- iv. provide information regarding the CIL (Charging Schedule) and its review.

There is not a requirement for the LDS to show what other documents, for example Supplementary Planning Documents, the Council intends to produce.

Each document listed in Appendix 1 has a timetable for preparation; these timetables are an approximation and may need to be revised in future hence the timetable is categorised as 'live'.

Plan preparation will continue to be monitored and reviewed as part of the AMR process and interim live updates to the LDS timetable will be provided, where necessary, and published on the Council's website.

The key milestones in the production of Development Plan Documents (DPD's) are set out below<sup>2</sup>:

### 1. Information gathering/ document preparation –

- The Local Planning Authority will collate evidence that will help inform the preparation of the document and supporting Sustainability Appraisal (SA). Initiating the SA, which will be used to appraise the DPD from a social, economic and environmental perspective, marks the formal commencement of the document. This stage may also involve informal consultation.
- A range of options for the DPD are developed for consultation, community involvement and appraisal, this may include preferred options. This stage culminates in the publication of a document for public participation.

2. Community involvement / Public participation – public participation on the DPD, including on reasonable alternative options. It is essential that consultation with members of the public, delivery bodies, statutory organisations and other stakeholders is undertaken at an early stage in the production of the DPD so that engagement can be most effective. The scale of the consultation and methods undertaken at this stage will be appropriate to the issues being addressed by the particular DPD, indeed some DPD's may be subject to more than one public participation stage. The results of the community involvement and consultation at this stage will be used to develop the next iteration of the DPD.

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<sup>2</sup> Nevertheless Plan preparation will have regard to and ensure conformity with the current Regulations that set out the statutory stages for local plan preparation.

3. Consideration of consultation responses and preparation of document – the Council will review the responses to the public participation and consultation, and use the results, along with any new evidence, to aid the development of the next iteration of the DPD.

4. Publication of proposed submission consultation –

- Having regard to the evidence base, the results of previous consultation and community involvement, and appraisal of earlier iterations, the Local Planning Authority will prepare the proposed submission draft of the DPD with the aim of producing a “sound” document for submission to the Secretary of State.
  - At this stage the Council will publish what it considers to be a “sound” DPD i.e. one which is positively prepared, justified, effective, consistent with national policy, and legally compliant. A formal six-week consultation period provides an opportunity for stakeholders to comment on the soundness and legal compliance of the DPD.

5. Submission of DPD to Secretary of State – following proposed submission consultation; the response to this, together with the DPD, a summary of previous community involvement and other supporting documents are submitted to the Secretary of State to be subjected to independent examination.

- Independent Examination – the submitted DPD is then subject to independent examination conducted by the Planning Inspectorate (PINS) on behalf of the Secretary of State. The Planning Inspectorate will consider responses to the proposed-submission consultation and determine whether the DPD is sound and legally compliant. The duration of the examination and timing of hearings will be determined by the issues arising and PIN’s scheduling and therefore is not plotted on the timetable.
- Following examination PINS will submit a report to the Local Planning Authority on the DPD’s soundness and legal compliance. Once a fact check of the document has been completed, the Local Planning Authority will then publish the Inspector’s Report, which will include recommendations and reasons for these recommendations.
- Adoption – under the Council’s constitution, a DPD must be adopted following a meeting of Full Council. As an approximation the period from submission to adoption may range from 3 to 9 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.

**Table 1 - existing adopted planning policy and community infrastructure levy**

| Document  | Status            | Description   | Geographical Coverage   | Chain of Conformity | Date of Adoption |
|---|-------------------|---|---|---------------------|------------------|
| Core Strategy   | DPD               | Contains the council's vision for Southend, and provides the strategic policy framework and growth targets to guide and promote all development in the Borough to 2021.   | Borough Wide  | National Policy     | Dec 2007         |
| London Southend Airport and Environs Joint Area Action Plan | DPD               | Contains a policy framework, site allocations and proposals to deliver economic development and growth in and around London Southend Airport, including two business parks, in accordance with the vision and objectives in the Core Strategy and taking account of the broader objectives of the Thames Gateway south Essex regeneration area.   | London Southend Airport and its environs (including areas within Southend and Rochford) | With Core Strategy  | Dec 2014         |
| Development Management                                      | DPD               | Contains detailed policies for the management of development in the Borough. A Policies Map will accompany this DPD to illustrate geographically the application of its policies.   | Borough Wide  | With Core Strategy  | July 2015        |
| Community Infrastructure Levy                               | Charging Schedule | To set out a charging regime for contributions to infrastructure.   | Borough Wide  | With Core Strategy  | July 2015        |
| Essex and Southend Waste local Plan                         | DPD               | The document comprises a Core Strategy, site allocations and Development Management Polices. It sets out the vision, objectives and spatial strategy for dealing with waste in the Plan area up to 2032. Identifies locations for the provision of waste management sites and sets out the key development management policies that waste planning applications will be assessed against.                                     | Administrative area of Essex county Council and Southend borough Council.               | National policy     | Oct 2017         |
| Southend Central Area Action Plan (SCAAP)                   | DPD               | Contains the policy framework, site allocations and proposals aimed at strengthening the role of Southend Town Centre and Central Seafront area as a successful retail, commercial and leisure destination, cultural hub and education centre of excellence, as well as a place to live. It also sets out the policy framework and proposals for adjacent residential areas. It is accompanied by an up-to-date Policies Map. | Southend Town Centre, Central Seafront and adjacent residential areas                   | With Core Strategy  | Feb 2018         |

**Table 2 – emerging planning policy**

| Document                               | Status | Description  | Geographical Coverage   | Chain of Conformity  | Submission date |
|--|--------|--|---|----------------------|-----------------|
| South Essex Joint Strategic Plan (JSP) | DPD    | <p>To establish a joint framework to guide local development plan documents, including the Southend New Local Plan.</p> <p>Will include an overall spatial strategy and amount of housing, employment and supporting infrastructure to be provided.</p>  | South Essex (comprising Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough and Thurrock Borough Councils) | National Policy      | Spring 2020     |
| Southend New Local Plan (SNLP)         | DPD    | <p>Will contain a vision for the Borough and put in place a new strategy for delivering growth and regeneration. It will include planning policy and a policies map to guide and manage development.</p> <p>The new Local Plan will include a review the Core Strategy, DMD, SCAAP and remaining Saved Borough Local Plan Policies. Once adopted the SNLP will replace these planning documents.</p> <p>The Community Infrastructure Levy (Charging Schedule) will also be reviewed in light of the new Local Plan and its associated infrastructure requirements.</p> | Southend Borough<br>Wide  | Joint Strategic Plan | Winter 2020     |

## Appendix 1

### LOCAL DEVELOPMENT SCHEME – PROJECT TIMETABLES (2018)

These are live time tables that are subject to monitoring and will be updated as appropriate.

#### Southend New Local Plan

| STAGE   | TARGET DATE FOR COMMENCEMENT |
|---|------------------------------|
| Evidence base preparation   | On-going                     |
| Call for Sites  | On-going                     |
| Issues (and Options) Document public consultation   | Autumn 2018                  |
| Preferred Approach Document public consultation   | Autumn 2019                  |
| Publication of Proposed Submission Document public consultation   | Autumn 2020                  |
| Submission to Secretary of State for independent examination followed by subsequent Examination and Adoption* | Winter 2020                  |

#### South Essex Joint Strategic Plan

| STAGE   | TARGET DATE FOR COMMENCEMENT |
|---|------------------------------|
| Evidence base preparation   | On-going                     |
| Preferred Approach and Options Document public consultation   | Spring 2019                  |
| Publication of Proposed Submission Document public consultation   | Winter 2019                  |
| Submission to Secretary of State for independent examination followed by subsequent Examination and Adoption* | Spring 2020                  |

*\*As an approximation, the period from submission to adoption may range from 6 to 9 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.*

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# South Essex Joint Strategic Plan (JSP) Joint Statement of Community Involvement Draft for Consultation

## Introduction

This is a Joint Statement of Community Involvement (SCI) that sets out our approach for consultation and involvement in the joint South Essex Joint Strategic Plan (JSP) only. The Joint SCI will be adopted by the six authorities working in partnership on the JSP: Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough, Thurrock Borough Council.

This SCI has been kept clear and concise to ensure as many people as possible will read it and understand our approach.

## Important Note

This joint SCI only sets out the consultation approach on the JSP and not on other planning documents or on planning applications. All six authorities have existing Statements of Community Involvements setting out the approach to consultation and involvement for other planning policy documents and planning applications, and these are not affected by this document. Please refer to the individual authority's website for details.



Include footer for this page only – with logos for Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough, Thurrock Borough Council.

## APPENDIX 4

### Background

The JSP will be a formal statutory Development Plan Document, providing the strategic planning framework for the six Local Planning Authority areas. Essex County Council will assist with preparing the JSP. The JSP will contain strategic allocations and policies, including an overall spatial strategy and amount of housing, employment and supporting infrastructure to be provided. It will cover the period up to 2038.

Consultation is required at various stages during JSP preparation, including “Publication” stage, after which it will be submitted to Government. An independent Planning Inspector then carries out an Examination into the document, considering the views of interested people. The final decision on the soundness of the Plan will be made by that Inspector, after which the plan will be adopted by the six councils. You can find government guidance on preparing local plans here:

[www.gov.uk/guidance/local-plans](http://www.gov.uk/guidance/local-plans)

### Consultation General Principles

We will apply some general principles to our JSP consultation.

- Involvement will be open to all regardless of gender, faith, race, ethnicity, disability, sexuality, age and social deprivation.
- We will undertake consultation as the plan is prepared.
- We will choose consultation processes by balancing available resources, cost and time constraints, and our level of discretion on the outcome.
- Consultation publications will be clear and concise and avoid unnecessary jargon, without understating the complexities of any decision.
- Enough time (minimum of 6 weeks) will be given for responses.
- We will inform those who respond to a consultation of later stages in the process, where required.

### Who we will Consult

- Statutory organisations including councils, infrastructure providers and government bodies as legally required or otherwise appropriate.
- The general public.
- Groups representing place or interest communities.
- Local business, voluntary and other organisations.
- Planning and development industry and consultants.
- Others who have expressed an interest in the subject matter.

### How we will Consult

- We will contact appropriate organisations and individuals directly.
- We will publicise consultations by a combination of methods, as appropriate, such as: website, press release, displays, social media, community groups, community events.
- We will make consultation documents available at council offices and public libraries where appropriate.
- Consultation documents will be made available for download on the JSP website ([www.sejsp](http://www.sejsp)) and via Council's websites.
- We will consider organising consultation events such as public exhibitions and stakeholder workshops.
- We will publish comments received or a summary as soon as feasible. We will explain how these comments have been taken into account when decisions are made.



## APPENDIX 4

### When we will Consult

- We will consider the need for targeted engagement with organisations and key stakeholders in developing a preferred option for consultation.
- The first consultation will ask for comments on the Draft South Essex Joint Strategic Plan, which will present the Council's preferred option.
- After considering the initial consultation responses we will formally publish the 'Publication Version' of Plan for representations in accordance with the relevant regulations before submission to Government.

To request this information in an alternative format or language please call your council office (telephone below) or email [sejsp@](mailto:sejsp@)

We consider requests on an individual basis

|                                       |   |  |
|---------------------------------------|---|--|
| <b>Basildon Borough Council</b><br>0  | <b>Brentwood Borough Council</b><br>0       | <b>Castle Point Borough Council</b><br>0 |
| <b>Rochford District Council</b><br>0 | <b>Southend-on-Sea Borough Council</b><br>0 | <b>Thurrock Borough Council</b><br>0     |

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# Southend-on-Sea Borough Council Statement of Community Involvement 2018

## Introduction

This Statement of Community Involvement (SCI) sets out how the community and other stakeholders will be consulted on local planning policy documents and planning applications. South Essex strategic planning documents will follow the South Essex Joint SCI consultation requirements.

It has been kept deliberately short to ensure that as many people as possible will read it and understand our approach.

### General Principles of planning consultations

We will apply some general principles to our planning consultations. Where consultations are being undertaken by others, we will expect them to apply these too.

- Involvement will be open to all regardless of gender, faith, race, ethnicity, disability, sexuality, age and social deprivation.
- We will continue to co-operate with neighbouring boroughs and public bodies to ensure that strategic matters are appropriately addressed.
- We will seek views of interested and affected parties as early as possible.
- We will choose consultation processes by balancing available resources, cost and time constraints, and our level of discretion on the outcome.
- Consultation publications will be clear and concise and avoid unnecessary jargon, without understating the complexities of any decision.
- We will inform those who respond to a consultation of later stages in the process, where required.

### Planning Policy Consultation Database

Over time, we have built up an extensive database of organisations and individuals wishing to be involved in our consultations. Any individual or organisation wishing to be included may be added to the database at any time.

### Development Plan Documents (DPDs)

Development Plan Documents contain policies to manage and guide development. They must be supported by evidence, generally accord with national policies and be subject to an on-going process of sustainability appraisal, to ensure that the policies are soundly based on economic, social and environmental grounds.

Consultation is required at various stages in their preparation, including "Publication" stage, after which they are submitted to the Government. An independent Planning Inspector then carries out an Examination into the document, considering the views of interested people, before making recommendations on the document that can be put before the Council for adoption.

*Insert Picture*

## APPENDIX 5

The following approach applies to Development Plan Documents.

### Who we will consult

- Statutory organisations including councils, infrastructure providers and government bodies whom we consider may have an interest in the subject of the document.

Based on the subject of the document we will consult the following groups as we consider appropriate:

- Organisations representing local and national geographical, economic, social and other communities or other relevant interests;
- Local businesses, voluntary and other organisations;
- Those residents whom we consider it appropriate to invite representations;
- Others who have expressed an interest in the issue or matter, including those on our consultation database;
- The wider public.

### When we will consult

- We will consider the need for targeted engagement with organisations and key stakeholders prior to any formal consultation stage.
- After considering the initial comments and the relevance of previous consultation results, where applicable, we will consult, for a minimum of 6 weeks.
- We will consider the need to prepare documents for additional consultation stages.
- After considering the initial consultation responses we will formally publish the 'Publication Version' of Plan for representations in accordance with the relevant regulations before submission to Government<sup>1</sup>.

### How we will consult

- We will contact appropriate organisations and individuals directly.
- We will publicise consultations by a combination of methods, as appropriate, such as: website, press release, displays, social media, community groups, community events and joining with other consultations where feasible and appropriate.
- We will make consultation documents available at council offices and public libraries where appropriate.
- Consultation documents will be made available for download on the Council's website.
- Consultees are encouraged to respond to all consultations online via our consultation portal ([www.southend.gov.uk/ldfconsultation](http://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 this format are also accepted. However, at Publication stage where comments must relate to legality and the soundness of the plan we will expect all responses to be duly made using our proposed submission template.
- We will publish comments received or a summary as soon as it is feasible after the close of the consultation. We will explain how consultation comments have been taken into account when decisions are taken. This is not required for the Proposed Submission Publication stage of DPDs as representations made at this stage will be considered during examination.
- 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.

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<sup>1</sup> In certain circumstances and following this it may be necessary to engage further with the community on part of, or on the overall document before submission of a revised version to government. This may be owing to specific matters raised in representations or changes to government policy.

## APPENDIX 5

### Supplementary Planning Documents

We prepare Supplementary Planning Documents (SPD) to provide guidance and more detailed advice, and to qualify information contained in a Development Plan Document. Again, they must be supported by appropriate evidence and generally accord with national policies.

We will carry out at least one stage of consultation before we adopt. A planning inspector is not involved as an Examination in Public is not required as part of the process. SPDs may not require Sustainability Appraisals where they are not site specific or relate to a DPD that has undergone a Sustainability Appraisal.

The same general methods of consultation, described for DPDs, as set out above, will be used for Supplementary Planning Documents. However, the criteria for 'When we will consult' will be as follows:

#### When we will consult

- First, if appropriate, we will ask for ideas, views and information from appropriate organisations, individuals and communities.
- After looking at any initial comments and assessing the relevance of previous consultation results we may carry out informal consultation before we prepare a formal draft Supplementary Planning Document.
- We will then consult on a draft version of the Supplementary Planning Document for a minimum of 4 weeks.
- After considering the responses to the draft, we will consider the need for further consultation.
- Once we consider that there has been an appropriate level of community involvement we will adopt the Supplementary Planning Document.

The Local Development Scheme, published on the Councils website, charts the key stages in Development Plan Document preparation.

For the latest information on the Local Plan, Development Plan Documents and Supplementary Planning Documents, please visit the relevant planning pages on the Councils website <http://www.southend.gov.uk>

### Neighbourhood Plans and Development Orders

Neighbourhood Plans and Neighbourhood Development Orders are taken forward by qualifying bodies and communities themselves. They are not prepared by the Council; therefore, this SCI does not prescribe what methods of community engagement they must follow. It will be for the qualifying bodies and communities to decide an appropriate level of community engagement in relation to the size and complexity of the Plan. Nevertheless the Council will expect this to meet the requirements set out in appropriate legislation and to follow wherever possible the general principles and techniques set out in this SCI.

The Council will have a statutory obligation to be involved in certain stages of Neighbourhood Plan preparation as detailed in the appropriate regulations.

*Insert Picture*

## APPENDIX 5

### Planning Applications

We are keen to encourage developers to discuss their proposals with planning officers before submitting an application. This can confirm whether the principle of development is acceptable and clarify the format, type and level of detail required to enable us to determine an application. Pre-application advice is currently provided on request and its procedure and associated cost is available on our planning website.

On receipt of a planning application the Council will display a site notice or advise neighbours by letter or email and take account of any relevant consultation responses. In some cases, particularly major development proposals, there are extra publicity requirements, including advertisement in the local press. Similar requirements apply to applications involving listed buildings, conservation areas, those involving a departure from the development plan and those affecting a public right of way.

To ensure early public involvement on major development proposals or locally sensitive schemes the developer will be encouraged to carry out public consultations before making a planning application.

Before making a major planning application (10+ dwellings or 0.5+ ha of residential development or 1000+ square metres of building space or 1.0+ ha<sup>2</sup> of development land), prospective applicants should:

- Talk to the Council planning officers about their application, and consider these discussions when preparing their proposals;
- Talk directly with relevant statutory consultees to minimise technical objections to their application;
- Consult the local community on overall and specific aspects of the proposal;

- Consider the consultation responses received, and take them into account before making their planning application.

Before making other types of planning application, prospective applicants should also consult both the Council planning officers and people likely to be affected and consider their views before finalising the proposal. The latter may be as simple as talking over plans with a neighbour.

Where applicable planning applications should be accompanied by a document explaining what consultation has been carried out by the applicant, including technical and public involvement and how it has influenced the planning application proposals.

In addition to the site notice and/or neighbour notifications the Council will publicise a weekly list of planning applications on our website and in other public places as appropriate.

Planning applications are public documents and can be viewed at the Council offices and on the Council's website. Public Access is our internet service that allows you to view and comment on planning applications.

[www.southend.gov.uk/publicaccess](http://www.southend.gov.uk/publicaccess)

The Council will consider the submitted consultation statement in addition to any comments received on the planning application.

The Council will allow applicants and objectors to make a short statement on planning applications which are considered by the Development Control Committee. A guide to commenting on planning applications and Development Control Committee is available on the Council's website and published leaflets.

The Council will publish the decisions on all planning applications on its website which will, where required, include the reasons for the decision. Please refer to the relevant planning pages on the Council's website:

<http://www.southend.gov.uk>

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<sup>2</sup> The subsequent listed consultation methods may not be necessary for some small scale development on large sites.

## APPENDIX 5

Planning legislation inevitably is amended and updated. The current relevant Planning Acts and regulation can be found at the official home of UK legislation: [www.legislation.gov.uk](http://www.legislation.gov.uk)

Please contact the Strategic Planning team at Southend-on-Sea Borough Council for further information regarding current legislation.

### Independent Planning Advice

Independent advice on planning is available from the Planning Aid website ([www.planningaid.rtpi.org.uk](http://www.planningaid.rtpi.org.uk)). Planning Aid provides free, independent and professional town planning advice and support to communities and individuals who cannot afford to pay planning consultant fees. It complements the work of local planning authorities, but is wholly independent of them. Planning Aid can assist people with their own planning applications or can help them to comment on planning applications or planning policy consultation documents.

If you have a query regarding the information set out in this Statement of Community Involvement or a specific question relating to a specific consultation or other planning policy matter please contact us at:

Corporate Director for Place  
PO Box 5557, Civic Centre,  
Victoria Avenue,  
Southend-on-Sea, SS2 6ZF,  
e-mail: [ldf@southend.gov.uk](mailto:ldf@southend.gov.uk)  
Telephone: 01702 215408 or 01702 215004

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## **Appendix 6**

Cllr J Lamb  
Leader of the Council  
Southend-on-Sea Borough Council  
Civic Centre  
Victoria Avenue  
Southend-on-Sea  
Essex

Our ref:  
Your ref:  
Date: 10<sup>th</sup> May 2018  
Telephone: 01702 215000  
Email: [council@southend.gov.uk](mailto:council@southend.gov.uk)

Dear Councillor Lamb,

**Standing Order 46: Response to Ministry of Housing, Communities & Local Government consultations – “National Planning Policy Framework” and “Supporting housing delivery through developer contributions”**

The draft revised National Planning Policy Framework (NPPF) incorporates policy proposals previously consulted on in the Housing White Paper and the “Planning for the right homes in the right places” consultation to which the Council responded both individually and as part of a joint response from the South Essex group of Planning Authorities (Basildon BC, Brentwood BC, Castle Point BC, Rochford DC, Southend BC Thurrock BC and Essex CC).

Following the announcements at Autumn Budget 2017, the government is seeking views on a number of additional proposals to change planning policy and legislation to bring forward more land in the right places. The NPPF consultation seeks views on these additional policy proposals and also provides indirect opportunity to comment on revisions to National Planning Practice Guidance (PPG). In addition, the government is seeking views on a series of reforms to the existing system of developer contributions in the short term. These reforms are aimed at benefitting the local authorities who administer them, developers who pay them and the communities in which development takes place.

Comments are invited by **10<sup>th</sup> May 2018**. Subject to consultation responses the Government plans to issue a revised National Planning Policy Framework (NPPF) before the summer. It is important that Southend Borough Council provides a formal response to this consultation as changes to national policy and guidance will impact upon the preparation of the South East Essex Joint Strategic Plan and Southend’s new Local Plan.

I am seeking your authority pursuant to Standing Order 46 to recommend a Southend Borough Council response to each of the consultations, as set out in Attachment 1 and Attachment 2.

If you concur with my proposed action as set out above, and as per the attached consultation responses (Attachment 1 and Attachment 2), I should be grateful if you would sign and return this letter.

This has also been discussed and agreed with colleagues in Strategic Housing.

Yours sincerely,



Andrew Lewis  
Deputy Chief Executive (Place)

**Attachment 1:** Consultation Response – NPPF (and PPG)

**Attachment 2:** Consultation Response – Supporting housing delivery through developer contributions

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I support your proposed action set out above.

Signed .....  
Councillor John Lamb, Leader of the Council

Date 10/5/18 .....

## Local Authority Organisational Consultation Response: National Planning Policy Framework

### Chapter 1 Introduction

Q1 Do you have any comments on the text of Chapter 1?

**Response:**

No.

### Chapter 2 Achieving sustainable development

Q2 Do you agree with the changes to the sustainable development objectives and the presumption in favour of sustainable development?

**Response:**

No.

Q3 Do you agree that the core principles section should be deleted, given its content has been retained and moved to other appropriate parts of the Framework?

**Response:**

*It is considered that the new structure and loss of the Core Planning Principles potentially dilutes the holistic approach to supporting economic growth as it allows for individual subjects to be addressed in isolation of each other, rather than on an integrated basis. Whilst the Government's drive to boost housing delivery is supported, this must be delivered through a 'place' based approach to planning, and not to the exclusion of all else. The loss of focus on economic growth as an important component of sustainable growth is considered particularly regrettable. The deletion of the Core Planning Principles could also undermine their centrality to the Government's vision for planning and potential for demonstrating how they might fulfil the Sustainable Development Goals.*

Q4 Do you have any other comments on the text of Chapter 2, including the approach to providing additional certainty for neighbourhood plans in some circumstances?

**Response:**

*The Borough Council welcomes the continued presumption in favour of sustainable development which lies at the heart of development plan preparation, and also welcomes the clarification in paragraph 12 in respect of the presumption in favour of sustainable development not changing the statutory status of the development plan as the starting point for decision making. However, the Borough Council is concerned to ensure that the character of urban areas is protected from over development and poor design. Proposed revisions to policy relating to sustainable development (paragraph 11) are ambiguous and could be read as precluding design issues, which is in direct conflict with the objectives set out in the revised NPPF to achieve quality design. The Borough Council would wish to see the current wording of the NPPF, referring to those cases where exceptions to granting planning permission apply, retained (current NPPF paragraph 14, including footnote 9) and to make it explicitly clear that poor design and over development are two of the key reasons for not permitting a development.*

*In addition, paragraph 14 is considered to be ambiguous and confuses rather than clarifies the objectives of paragraph 13. It is recommended that this paragraph is deleted along with its associated cross referenced paragraph 75.*

### **Chapter 3 Plan-making**

Q5 Do you agree with the further changes proposed to the tests of soundness, and to the other changes of policy in this chapter that have not already been consulted on?

**Response:**

*Yes. The Borough Council welcomes the continuing recognition of the importance of having an up to date development plan and the new approach of the tests at examination to requiring the presentation of 'an acceptable strategy'.*

Q6 Do you have any other comments on the text of Chapter 3?

**Response:**

*The Borough Council welcomes the proposals to introduce a 'Statement of Common Ground' to promote effective joint working. The Borough Council is already in the process of preparing a 'Statement of Common Ground' as part of joint working with its south Essex partners who have recently formed the Association of South Essex Local Authorities (ASELA). ASELA has agreed to the preparation of a statutory Joint Spatial Plan for south Essex.*

*The Borough Council also welcomes clarity in the application of ‘duty to co-operate’ provisions in development plan preparation and their inclusion as tests of ‘soundness’ in examining the plan.*

*The recognised need for the development of strategic policies in development plans is supported by the Borough Council. These are considered to be essential to effective plan making in an area. The Borough Council is already engaged in the preparation of a statutory Joint Spatial Plan with its south Essex partners to set out appropriate strategic policies to guide development in the sub-region and the preparation of local plans. Although the NPPF confirms the Government’s new ‘portfolio’ approach to plan-making and the role of ‘strategic plans’ and ‘local policies’, it is considered that it should be more explicit about its preference for joint strategic plans to support those authorities, like South Essex, that are piloting the new approach. However, there is the risk that given the resources, costs and effort required to develop plans containing strategic policies it may undermine other aspects of plan-making at a local level. It would be helpful for the NPPF to be clear on its support for plan-making beyond those containing strategic policies.*

*The Borough Council welcomes proposed changes in relation to Development Contributions aimed at clearly setting out affordable housing and infrastructure expectations at the plan-making stage so that developers can factor this into the viability of development proposals.*

#### **Chapter 4 Decision-making**

Q7 The revised draft Framework expects all viability assessments to be made publicly available. Are there any circumstances where this would be problematic?

**Response:**

*It is agreed that viability assessments should be publicly available to allow transparency in planning.*

Q8 Would it be helpful for national planning guidance to go further and set out the circumstances in which viability assessment to accompany planning applications would be acceptable?

**Response:**

*The Draft Planning Practice Guidance ([https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/687239/Draft\\_planning\\_practice\\_guidance.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687239/Draft_planning_practice_guidance.pdf)) appears adequate in this respect.*

Q9 What would be the benefits of going further and mandating the use of review mechanisms to capture increases in the value of a large or multi-phased development?

**Response:**

*Inclusion of a mandatory requirement for review mechanisms within national policy would support local authorities in decisions to impose such mechanisms in the interests of delivering maximum viable levels of affordable housing and supporting infrastructure. However, national policy/guidance needs to set out a clear mechanism for review(s).*

Q10 Do you have any comments on the text of Chapter 4?

**Response:**

*The Borough Council welcomes the encouragement of pre-application engagement and front loading; and generally welcomes proposed changes in relation to planning conditions and obligations aimed at speeding up the assessment process of planning proposals. However, in some instances developers choose to agree all planning obligations simply to secure a planning permission and then seek to renegotiate at a later date. This is costly and time consuming for all parties and could be avoided by allowing local authorities to request evidence to support the viability of a scheme where this has not been established at the plan making stage.*

*Para 40 references early engagement; is it worth commenting on the importance of this in relation to affordable housing provision in light of certain cases of attempts to design out affordable housing.*

*The Borough Council welcomes the encouragement of pre-application engagement and front loading particularly in relation to scheme design and the provision of affordable housing. Noting that in some instances developers will propose a scheme which is policy compliant, however does not factor in affordable housing provision and management in terms of design. Early engagement enables the opportunity for communication between the developer, the Council and Register Providers in order to ensure submitted designs are conducive to on-site affordable housing provision.*

*The related Draft Planning Practice Guidance, where it relates to standardised inputs for viability assessments, is welcomed. In particular, the approach to calculating costs, benchmark land value and profit is supported. However, it is considered that the guidance could present a stronger position in respect of placing the onus on landowners/developers to provide local authorities with evidence at plan-making stage to demonstrate that sites are deliverable.*

## Chapter 5 Delivering a wide choice of high quality homes

Q11 What are your views on the most appropriate combination of policy requirements to ensure that a suitable proportion of land for homes comes forward as small or medium sized sites?

**Response:**

*The Borough Council disagrees with the proposal for twenty percent of sites to be half a hectare or less, as the requirement should be driven by demonstrable housing need, affordability of market housing and site development viability. Each local authority area is different and many authorities benefit from a number of smaller sites as opposed to large developments and would therefore, be disadvantaged by this proposal.*

*The Borough Council considers that the way forward is through partnership working with developers and the Government providing developers with greater incentives to deliver sites.*

Q12 Do you agree with the application of the presumption in favour of sustainable development where delivery is below 75% of the housing required from 2020?

**Response:**

*There are significant concerns about the Housing Delivery Test in advance of the final Letwin report and consideration of the issues flowing from that report which is essentially about the barriers to delivery – much of which lies outside the control of the LPA. For instance, the availability of built environment professionals and skilled labour, materials, the dilatoriness of utility companies, cost and time of land remediation and infrastructure requirements etc. With only 10 major developers in the country for instance, it is entirely possible for the development industry to slow the rate of delivery in order to get planning permission on non-allocated green field sites despite an up to date Local Plan. In addition, there is a need to consider the positive steps that a LPA is taking to address housing delivery, sometimes in the face of significant constraints.*

*The Borough Council is concerned that in referring to the presumption in favour of sustainable development where the adequacy of the housing supply tests are not met could preclude the consideration of good design, issues of over development and broader policy objectives, and as such be in direct conflict with the design statements in the NPPF.*



Q13 Do you agree with the new policy on exception sites for entry-level homes?

**Response:**

*Paragraph 72 re-introduces the idea of starter homes as exception sites, which could be for sale or rent and should be outside existing settlements on land not already allocated. This would need to be carefully considered within policies in the Development Plan and must demonstrate that it meets a local need i.e. determined by local circumstances and housing priorities.*

Q14 Do you have any other comments on the text of Chapter 5?

**Response:**

*The Borough Council recognises the need for increasing housing delivery to meet local needs and has already commissioned and completed joint studies with its south Essex Local Authority partners to objectively assess housing needs across the sub-region. The Borough Council supports the standardisation in the calculation of housing need in the draft NPPF. The Borough Council also welcomes initiatives to improve the delivery of affordable housing.*

*Glossary 2 stipulates that affordable housing is for “those whose needs are not met by the market” but does not specify what this means in local terms. To reflect the government’s ambitions to end rough sleeping by 2027, we feel it would be appropriate for the NPPF/PPG to introduce a formula for calculating what constitutes “affordable housing” in a local market context and the income groups different affordable housing products are aimed at. This would help with planning to meet a mix of needs for lower and middle income households, as well as assisting local authorities in their Homelessness Act 2002 requirements to review what accommodation is available for those who are, or may become homeless, and to use this information to develop a strategy to meet their needs.*

*In line with a “living rents” approach, the need for affordable housing in an LA area could be based on a formula that takes into account whether local people can access the lower end/ quartile of the local private sector without spending disproportionate amounts of their incomes on rent/mortgage. As part of the plan making process LA’s can then consider constraints and other issues that may prevent them from meeting local need.*

*In undertaking needs assessments for affordable housing, we also feel it important to distinguish between affordable housing products aimed at helping those on the lowest incomes/in greatest housing need and intermediate, home ownership products such as Shared Ownership and Starter Homes, aimed at meeting the needs of aspiring homeowners. Depending on the market area, the latter can require relatively high household incomes at the point of obtaining a mortgage and can work out more expensive than lower quartile home-ownership.*

*In further reference to paragraph 62 (meeting the needs of particular groups) it would be helpful if this could indicate the way in which identifying the needs of specified groups should link up with the Government's recently proposed, new, Statement of Expectation for Supported Housing, which states:*

*"The local strategic plan should set out how they will meet the current and future needs of all supported housing client groups over a five-year period. This should include, if necessary, how they will meet particular supported housing needs outside of the local authority area (e.g. the use of specialist provision which is only provided in certain areas). We would expect these plans to be made public to promote transparency"*

*Linking the Statement of Expectation for Supported Housing, The Statement of Common Ground and the needs of particular groups may help prevent duplication of needs assessments and/or highlight opportunities for joint working between housing, planning and commissioning teams. In turn, this could ensure a holistic approach to meeting the housing needs of vulnerable groups and make best use of stretched resource when undertaking needs assessments.*

*Paragraph 64 should be reconsidered as it does not support the delivery of affordable housing. The amount of affordable housing on brownfield sites should be established through viability assessments and not through the use of the vacant building credit. In addition, there is real concern about the definition of affordable housing. The definition as set out in the appendix to the draft NPPF includes a wide range of intermediate housing products which really stretch what could reasonably be considered affordable. It is likely that many on local incomes will be unable to afford what in terms of the new definition will be badged as affordable housing. For many households in many housing markets, 20 per cent below market rent or price remains unaffordable. High demand areas such where property prices have risen more markedly relative to average incomes are struggling to meet their affordable need. In the current housing market many affordable housing products are beyond the reach of local people because of the disparity between suppressed income levels and escalating house prices as well as for rent. The concept of a living rent should be considered for low income groups. Although Starter Homes may have a role in the housing market, they should not be included as a form of affordable housing which can be delivered in place of other forms of affordable housing tenure if they are not to be treated as affordable housing in perpetuity. Should the definition of affordable housing be revised as proposed, then local authorities should have flexibility to determine the balance of affordable housing products delivered locally, including rent and home ownership.*

*Whilst the affordable rented tenure has largely replaced social rented, we do not want to dissuade the provision of social rented properties, and the removal of the social rented definition would send the wrong message, particularly noting that there is a need for this tenure.*

*Whilst it is fully recognised that an adequate and deliverable supply of land is vital in meeting future housing needs, it is considered that the Government has failed to recognise that delivering privately owned sites is not within the powers or remit of the local planning authority unless time consuming and costly CPO powers are pursued. Delivery is the responsibility of the developer and this will be dictated by the market place and the business decisions of individual developers. It may well be in the developers' financial or project programming interest to 'land bank' sites. Allocating additional land not identified in a local plan will not resolve this problem. These proposals merely penalise the local planning authority for decisions which are mainly outside their control.*

*It is considered that the 95% delivery target in paragraph 77 is unrealistic and unreasonable; and it is not considered that pursuing action plans to assess the causes of under delivery or restricting planning permissions to shorter time periods will resolve the matter. Under delivery is often due to developer decisions and other factors that are beyond the control of the local authority, and local authorities should not be penalised for this. It is recommended that this paragraph be reconsidered.*

*In addition, where objectively assessed housing needs are to be provided by two neighbouring authorities working jointly together, it is considered that the 5 year land supply criteria should apply to the two authorities as one joint test, not as individual tests for each authority. The latter would be illogical given the joint provision by neighbouring authorities to meet objectively assessed housing needs. It is considered that some clarity is urgently needed on whether local planning authorities can manage housing delivery (both in terms of 5 year land supply and Housing Delivery Test) on a 'strategic plan' basis as both the draft NPPF and PPG are currently ambiguous on this. The draft NPPF should allow for any 5 year housing land supply position and Housing Delivery Test to also be applied across the same housing standardised assessment area.*

*Although the draft NPPF continues to highlight the role strategic development options, such as new communities, can play in contributing to housing delivery, the Government's promised support for the concept of 'Garden Villages and Towns' has not materialised. The principles behind this are important and should be included in national policy, or at the very least, in the PPG. Considering the Government's recent commitment to Sustainable Development Goals, it is also deemed appropriate that this should be referred to in the NPPF.*

*In addition, paragraph 74c footnote 29 refers to 85% for the threshold delivery test from November 2018 whereas the Delivery Test (paragraph 211) refers to 25%. Paragraph 74 and paragraph 211 should be combined to provide clarity on this issue and avoid the necessity for confusing and ambiguous footnotes. As currently worded and set out, the 5 year land*

*supply buffer criteria and its relationship to the Housing Delivery Tests, is ambiguous and confusing.*

*Finally, it is considered that too much emphasis is given in the NPPF to creating new stock and not bringing poor quality, unused or under-utilised housing stock back into use by refurbishment, retro-fitting or fiscal incentives. Where properties have been built purely for investment, fiscal measures should be considered to discourage such investment and consequent under-utilisation of housing.*

## **Chapter 6 Building a strong, competitive economy**

Q15 Do you agree with the policy changes on supporting business growth and productivity, including the approach to accommodating local business and community needs in rural areas?

**Response:**

*The proposed revisions to policy relating to economic development are generally welcomed.*

Q16 Do you have any other comments on the text of chapter 6?

**Response:**

*No.*

## **Chapter 7 Ensuring the vitality of town centres**

Q17 Do you agree with the policy changes on planning for identified retail needs and considering planning applications for town centre uses?

**Response:**

*The proposed revisions to policy relating to economic development and town centres are generally welcomed. However, it is considered that the proposed revised policy fails to recognise and adequately address the significant challenges that town centres such as Southend are facing as a result of changing retail shopping patterns and provision. The Borough Council considers that the policy should recognise these significant challenges and be far more positive in its approach in helping town centres to adapt to changing retail patterns and demand in order for centres to retain their vitality and viability.*

Q18 Do you have any other comments on the text of Chapter 7?

**Response:**

*The ever increasing introduction of PD rights runs contrary to the aspirations of the NPPF and local Development Plans and is actually harming the appearance and viability of Town centres, while providing in some cases, substandard accommodation. It would be better for the PD rights aspect to be deleted and for appropriate encouragement in national and local policy. It could also be undermining public support for planning as it is increasingly been perceived as a free for all.*

**Chapter 8 Promoting healthy and safe communities**

Q19 Do you have any comments on the new policies in Chapter 8 that have not already been consulted on?

**Response:**

*The Borough Council welcomes the proposed changes to policy in relation to healthy and safe communities. However, the section is surprisingly short for such an important issue where place making and good design has such a significant impact on public health and wellbeing. There is a clear link between the New Urban Agenda and the SDGs and it would have been helpful and logical to include reference to them in this chapter.*

Q20 Do you have any other comments the text of Chapter 8?

**Response:**

No.

**Chapter 9 Promoting sustainable transport**

Q21 Do you agree with the changes to the transport chapter that point to the way that all aspects of transport should be considered, both in planning for transport and assessing transport impacts?

**Response:**

Yes.

Q22 Do you agree with the policy change that recognises the importance of general aviation facilities?

**Response:**

Yes.

Q23 Do you have any other comments on the text of Chapter 9?

**Response:**

*The Borough Council supports the proposed changes to policy in relation to sustainable transport although greater clarification in paragraph 111 of what constitutes “significant amounts of movement”, thus requiring a Travel Plan, Transport Statement or Transport Assessment, would be helpful.*

**Chapter 10 Supporting high quality communications**

Q24 Do you have any comments on the text of Chapter 10?

**Response:**

*The Borough Council welcomes the proposed changes to policy in relation to high quality communications. It is suggested that reference could be made as to how digitally enabled approaches to place-making could be supported,*

**Chapter 11 Making effective use of land**

Q25 Do you agree with the proposed approaches to under-utilised land, reallocating land for other uses and making it easier to convert land which is in existing use?

**Response:**

*Yes, in principle. However, this should be secured through the appropriate wording of national and local policies and proper assessment of planning applications rather than through the application of PD rights which could result in inappropriate uses, detrimental impact to areas and poor living standards. For example, use of airspace above existing residential and commercial buildings to create new homes should remain within planning control and not be allowed through permitted development as this could result in poor quality environments. The Borough Council has real concerns over the quality of environments being created through the wide-spread application and use of permitted development rights which seem to fly in the face of the principles of sustainable development.*

Q26 Do you agree with the proposed approach to employing minimum density standards where there is a shortage of land for meeting identified housing needs?

**Response:**

*The Borough Council recognises the need to optimise the use of urban land in meeting development needs and has consistently sought to do this in previous and current development plans through provisions such as density standards. However, this needs to be sensitively applied in order to protect the character and amenities of areas and to retain a sense of place. Over development and poor design can have a detrimental impact on an area and lead to a decline in the quality of the urban environment.*

*The Borough Council is therefore opposed to the inclusion of statements in the proposed new policy that “Where there is an existing or anticipated shortage of land for meeting identified housing needs, it is especially important that planning policies and decisions avoid homes being built at low densities”. In certain areas low density development may be appropriate in order to retain the areas distinct character regardless of the prevailing development needs in the area as a whole. These issues are considered to be best determined at the local level through the preparation of local plans and tested at examination. Similarly, specifically promoting upward extensions and potentially relaxing daylight and sunlight standards is not supported. Again these are issues that should be determined at the local level through the preparation of local plans and design guides and tested at examination. These provisions are considered to be in direct conflict with the objectives set out in proposed revised policy relating to ‘achieving well designed places’ (Chapter 12).*

Q27 Do you have any other comments on the text of Chapter 11?

**Response:**

No.

## **Chapter 12 Achieving well-designed places**

Q28 Do you have any comments on the changes of policy in Chapter 12 that have not already been consulted on?

**Response:**

*The loss of focus in detailed design advice, particularly in relation to the ‘Garden Villages and Towns’ concept, is considered particularly regrettable. In addition, there appears to be little in this section for such an important issue as design and place-making. This has huge implications for people’s health and well-being and can make the difference between successful places and unsuccessful which links to so many other parts of the NPPF including*

*sustainable development, transport, and health etc. It is about place making, providing places that people want to live with high quality design and amenity etc. The section maybe needs greater emphasis. The impact of PD rights should also be more directly picked up in the NPPF particularly where it affects the economic viability and quality of places.*

Q29 Do you have any other comments on the text of Chapter 12?

**Response:**

*Whilst the Borough Council welcomes and supports the clear and strong statements about the need for quality design in all development, it is concerned that this is not adequately reflected in other parts of the proposed revised policy, particularly that relating to the presumption in favour of sustainable development, maintaining a 5 year land supply and making the optimum use of land which are in direct conflict with it. The dispersion of the Core Planning Principles throughout the draft NPPF could also result in dilution of the objective of creating well-designed places.*

*The Borough Council would wish to see the inclusion in policy of clear statements that achieving quality design to retain the distinctive character of areas and their sense of place applies to all proposals for development regardless of any other issues such as housing need, land supply or making the optimum use of land.*

*Unfortunately, the increasing application of PD for conversion to residential uses often fails to result in good design and is creating poor standard accommodation. This is contrary to the aims of the NPPF for sustainable development. Well-designed places would be better guided by national and local policies as opposed to poor substandard development being allowed through the implementation of PD rights.*

**Chapter 13 Protecting the Green Belt**

Q30 Do you agree with the proposed changes to enable greater use of brownfield land for housing in the Green Belt, and to provide for the other forms of development that are 'not inappropriate' in the Green Belt?

**Response:**

*Yes, subject to comments in response to Q31.*



Q31 Do you have any other comments on the text of Chapter 13?

**Response:**

*The Borough Council welcomes the continued protection of Green Belt land. However, some of the proposed wording is considered to be ambiguous in relation to the protection of the Green Belt and when 'exceptional circumstances' may apply.*

*In the revised draft (paragraph 136) it implies that Green Belt boundaries should be considered for review where brownfield development has been maximised, density in town centres and other areas well served by public transport has been optimised and opportunities for neighbouring authorities to meet any unmet need have been exhausted. With Southend already having limited land resources, high densities and tight Green Belt boundaries, this scenario is already evident.*

*The Borough Council considers that national policy should make it explicitly clear that as part of the preparation of a strategic plan a Green Belt assessment should be undertaken to ascertain whether the land affected still meets the stated purposes of the Green Belt. If it does, policy should state that exceptions criteria do not apply regardless of any unmet development needs of the area. To do otherwise would undermine the stated purposes of Green Belts and their permanence. In cases where it no longer serves its purpose a local authority should be able to reasonably amend it to meet its needs.*

**Chapter 14 Meeting the challenge of climate change, flooding and coastal change**

Q32 Do you have any comments on the text of Chapter 14?

**Response:**

*The Borough Council welcomes the proposed changes to policy in relation to the natural environment and flooding. However, the chapter does appear to conflict with Government's recently published 25 Year Environment Plan. There is little reference to the use of sustainable urban drainage systems, and the nature recovery network and Sustainable Development Goals are not referred to.*

Q33 Does paragraph 149b need any further amendment to reflect the ambitions in the Clean Growth Strategy to reduce emissions from buildings?

**Response:**

*No comment.*

## **Chapter 15 Conserving and enhancing the natural environment**

Q34 Do you agree with the approach to clarifying and strengthening protection for areas of particular environmental importance in the context of the 25 Year Environment Plan and national infrastructure requirements, including the level of protection for ancient woodland and aged or veteran trees?

***Response:***

*No comment.*

Q35 Do you have any other comments on the text of Chapter 15?

***Response:***

*No.*

## **Chapter 16 Conserving and enhancing the historic environment**

Q36 Do you have any comments on the text of Chapter 16?

***Response:***

*The Borough Council agrees to the added support for designated heritage assets, but similarly recognises the need for balance in bringing forward schemes of significant public benefit.*

## **Chapter 17 Facilitating the sustainable use of minerals**

Q37 Do you have any comments on the changes of policy in Chapter 17, or on any other aspects of the text of this chapter?

***Response:***

*No.*

Q38 Do you think that planning policy on minerals would be better contained in a separate document?

***Response:***

*This is an issue which should be determined at the local level dependent on the geography of the area and the Mineral Authorities involved (County Councils and/or Unitary Authorities).*

Q39 Do you have any views on the utility of national and sub-national guidelines on future aggregates provision?

**Response:**

No.

### **Transitional arrangements and consequential changes**

Q40 Do you agree with the proposed transitional arrangements?

**Response:**

*The Borough Council does not have any comments on the proposed transitional arrangements.*

*In relation to the Housing Delivery Tests, it is considered that paragraphs 211 and 74 should be combined to provide clarity on this issue. As currently set out and worded, paragraph 74 and its associated footnotes are ambiguous and confusing. In addition, the Borough Council is concerned about the implementation of the Housing Delivery Test, prior to further, more considered, thoughts about housing delivery that will flow from the Letwin report and its conclusions.*

Q41 Do you think that any changes should be made to the Planning Policy for Traveller Sites as a result of the proposed changes to the Framework set out in this document? If so, what changes should be made?

**Response:**

No comment.

Q42 Do you think that any changes should be made to the Planning Policy for Waste as a result of the proposed changes to the Framework set out in this document? If so, what changes should be made?

**Response:**

No comment.

### **Glossary**

Q43 Do you have any comments on the glossary?

***Response:***

*Whilst the affordable rented tenure has largely replaced social rented, we do not want to dissuade the provision of social rented properties, and the removal of the social rented definition would send the wrong message, particularly noting that there is a need for this tenure.*

## Local Authority Organisational Consultation Response: Supporting housing delivery through developer contributions

Question 1 Do you agree with the Government's proposals to set out that:

- i. Evidence of local infrastructure need for CIL-setting purposes can be the same infrastructure planning and viability evidence produced for plan making?

**Response:**

Yes.

- ii. Evidence of a funding gap significantly greater than anticipated CIL income is likely to be sufficient as evidence of infrastructure need?

**Response:**

Yes.

- iii. Where charging authorities consider there may have been significant changes in market conditions since evidence was produced, it may be appropriate for charging authorities to take a pragmatic approach to supplementing this information as part of setting CIL – for instance, assessing recent economic and development trends and working with developers (e.g. through local development forums), rather than procuring new and costly evidence?

**Response:**

*Yes, for example, a review of values and costs may be all that is required.*

Question 2 Are there any factors that the Government should take into account when implementing proposals to align the evidence for CIL charging schedules and plan making?

**Response:** *It should be noted that there may be exceptions, for example, if a Local Plan is delayed and an authority wishes to bring their CIL Charging Schedule forward in advance of their Local plan.*

Question 3 Do you agree with the Government's proposal to replace the current statutory consultation requirements with a requirement on the charging authority to publish a statement on how it has sought an appropriate level of engagement?

**Response:**

*Yes. Although the formal two stage consultation is generally advisable, it is not always necessary and it is welcomed that this is being recognised to speed up the process for reviewing a CIL Charging Schedule.*

Question 4 Do you have views on how guidance can ensure that consultation is proportionate to the scale of any charge being introduced or amended?

**Response:** *It is considered that there should be no requirement for hard copies of consultation documents to be provided.*

Question 5 Do you agree with the Government's proposal to allow local authorities to pool section 106 planning obligations:

- i. Where it would not be feasible for the authority to adopt CIL in addition to securing the necessary developer contributions through section 106?

**Response:**

*Yes in part. The proposal to remove the S106 pooling restriction for CIL charging authorities is welcomed. However, it is considered that the proposal to remove the pooling restriction in certain circumstances only for non-charging authorities is overly complicating the matter.*

*The original objective of the pooling restriction was to encourage local authorities to introduce CIL. In areas where viability has allowed, the majority of local authorities have now introduced CIL. Would it not therefore be simpler to remove the S106 pooling restriction in its entirety?*

- ii. Where significant development is planned on several large strategic sites?

**Response:**

*Yes although further clarification would be required (see reply to Question 7). As set out above, this proposal is also considered to be overly complicating the matter.*

Question 6

- i. Do you agree that, if the pooling restriction is to be lifted where it would not be feasible for the authority to adopt CIL in addition to securing the necessary developer contributions through section 106, this should be measures based on the tenth percentile of average new build house prices?

**Response:**

*No. Judgements relating to whether authorities have house prices in the lowest 10% could be complex, and how would the regulations take into account changing house prices? There could also be a stigma attached to an area being declared as within this low value category, which could be detrimental to the growth and wellbeing of an area.*

*In addition, as the proposed removal of the pooling restriction would only last 3 years this would make forward planning for an authority very difficult, particularly as a large scheme would take longer than 3 years to development. The proposal set out in paragraph 102 and 106 is therefore considered likely to lead to greater uncertainty for both developers and local authorities.*

- ii. What comments, if any, do you have on how the restriction is lifted in areas where CIL is not feasible, or in national parks?

**Response:**

*No further comment.*

Question 7 Do you believe that, if lifting the pooling restriction where significant development is planned on several large strategic sites, this should be based on either: i. a set percentage of homes, set out in a plan, are being delivered through a limited number of strategic sites; or ii. all planning obligations from a strategic site count as one planning obligation?

**Response:**

*It would be difficult to set thresholds/define criteria and, as set out above, it is considered to be overly complicating already complex regulations, and is likely to lead to greater uncertainty thus have a negative effect on delivery.*

Question 8 What factors should the Government take into account when defining 'strategic sites' for the purposes of lifting the pooling restriction?

**Response:**

*No further comment.*

Question 9 What further comments, if any, do you have on how pooling restrictions should be lifted?

**Response:**

*It is considered that pooling restrictions should be lifted in their entirety.*

Question 10 Do you agree with the Government's proposal to introduce a 2 month grace period for developers to submit a Commencement Notice in relation to exempted development?

**Response:**

*Yes subject to the comment for Q11.*

Question 11 If introducing a grace period, what other factors, such as a small penalty for submitting a Commencement Notice during the grace period, should the Government take into account?

**Response:**

*If a grace period is introduced then there must be a significant financial penalty otherwise this will be viewed as an extended deadline only and could become a further burden on local*

*authorities in terms of CIL enforcement e.g. checking if developments have commenced, chasing notices etc.*

Question 12 How else can the Government seek to take a more proportionate approach to administering exemptions?

**Response:**

*It is strongly recommended that residential extensions and annexes become a mandatory exemption thus avoiding the costly administration associated with local authorities having to process such exemptions for no end financial gain.*

*It is considered that there are now too many exemptions. The consequence of this is that CIL operates in conflict with one of its original objectives of being introduced. This objective was to redress the balance whereby only major development contributes to infrastructure through S106 even though small and medium scale development has a cumulative impact on infrastructure. A low level standard tariff for all, as proposed in the CIL Review, would have assisted in this respect and would be relatively easy to administer.*

Question 13 Do you agree that Government should amend regulations so that they allow a development originally permitted before CIL came into force, to balance CIL liabilities between different phases of the same development?

**Response:**

*Yes although regulations must avoid a situation whereby a local authority would need to return any CIL receipts.*

Question 14 Are there any particular factors the Government should take into account in allowing abatement for phased planning permissions secured before introduction of CIL?

**Response:**

*It is considered that there should be a time limit restricting the length of the abatement/adjustment period e.g. within 2-3 years of commencement.*

Question 15 Do you agree that Government should amend regulations on how indexation applies to development that is both originally permitted and then amended while CIL is in force to align with the approach taken in the recently amended CIL regulations?

**Response:**

Yes.



Question 16 Do you agree with the Government's proposal to allow local authorities to set differential CIL rates based on the existing use of land?

**Response:**

*Yes, in principle the Borough Council has no objection to this being offered as an option. However, in practice this could be complex and impractical for the following reasons:*

- Establishing existing uses on a case by case basis could be complex and time consuming prolonging the development process. There would need to be a standardised assessment approach to avoid lengthy developer disputes regarding the existing use(s) and rates applicable.*
- Market responsive differential use rates would need a lot of evidence and authorities would end up with complex charging schedules with many different rates that could prove difficult to administer.*
- Engagement with developers may prove difficult as they may not want to openly discuss existing use values of their land.*
- It may be simpler to continue to rely on the existing ability to set rates based on geographical areas e.g. could have differential rates for greenfield and brownfield land.*
- If this proposal is aimed at improving market responsiveness then it is suggested that this could be addressed enabling a quicker CIL Charging Schedule review process.*

Question 17 If implementing this proposal do you agree that the Government should:

- i. encourage authorities to set a single CIL rate for strategic sites?

**Response:**

*No comment as it is difficult to see how this would work in practice.*

- ii. for sites with multiple existing uses, set out that CIL liabilities should be calculated on the basis of the majority existing use for small sites?

**Response:**

*No comment as it is difficult to see how this would work in practice.*

- iii. set out that, for other sites, CIL liabilities should be calculated on the basis of the majority existing use where 80% or more of the site is in a single existing use?

**Response:**

*No comment as it is difficult to see how this would work in practice.*

- iv. what comments, if any, do you have on using a threshold of 80% or more of a site being in a single existing use, to determine where CIL liabilities should be calculated on the basis of the majority existing use?

**Response:**

*No comment as it is difficult to see how this would work in practice.*

Question 18 What further comments, if any, do you have on how CIL should operate on sites with multiple existing uses, including the avoidance of gaming?

**Response:**

*None.*

Question 19 Do you have a preference between CIL rates for residential development being indexed to either: a) The change in seasonally adjusted regional house price indexation on a monthly or quarterly basis; or b) The change in local authority-level house price indexation on an annual basis

**Response:**

*A change in the indexation on any basis shorter than annually would result in uncertainty for developers and unnecessary administration for local authorities; and it is considered preferable and more appropriate to index to the change in local authority level HPI as opposed to regional index figures.*

Question 20 Do you agree with the Government's proposal to index CIL to a different metric for nonresidential development?

**Response:**

*Yes. If residential development is linked to the regional house price index, this would not be appropriate or relevant for non-residential development.*

Question 21 If yes, do you believe that indexation for non-residential development should be based on:

- i. the Consumer Prices Index?

**Response:** *No*

- ii. a combined proportion of the House Price Index and Consumer Prices Index?

**Response:** *Yes although the regulations/guidance would need to ensure clarity and ease in respect of linking to any such indexation data source.*

Question 22 What alternative regularly updated, robust, nationally applied and publicly available data could be used to index CIL for non-residential development?

**Response:**

*Although the All in Tender Price index is readily available to authorities subscribing to BCIS, this may not be appropriate to use if HPI is used for residential. TPI is based on the cost of providing infrastructure as opposed to its value i.e. there would be different logic applied to the indexation applied for residential and non-residential uses.*

Question 23 Do you have any further comments on how the way in which CIL is indexed can be made more market responsive?

**Response:** *No further comment.*

Question 24 Do you agree with the Government's proposal to:

- i. remove the restrictions in regulation 123, and regulation 123 lists?

**Response:**

*Yes although it is suggested that guidance should require local authorities to set out in supplementary planning guidance what infrastructure would be sought through S106 and what would be CIL funded to avoid 'double dipping' and provide clarity for all concerned.*

- ii. introduce a requirement for local authorities to provide an annual Infrastructure Funding Statement?

**Response:**

*Yes*

Question 25 What details should the Government require or encourage Infrastructure Funding Statements to include?

**Response:**

*It is considered that the IFS would most logically be produced annually after publication of the CIL Annual Financial Report and confirmation of year end S106 finances. The IFS should set out the infrastructure priorities and planned delivery for the next 5 years in line with the local authority's Capital Programme, and set out how developer contributions from CIL and S106 will contribute to this. It should be aligned with the Infrastructure Delivery Plan of an authority and would require the ability to be easily amended to respond to changing needs. If the IFS is very focussed it could be used as an opportunity and tool to engage with delivery partners on particular projects.*

*The Borough Council would wish to comment on the proposed Infrastructure Funding Statement Template, together with the proposed standard S106 Summary Template and Open Data Monitoring Tool.*

Question 26 What views do you have on whether local planning authorities may need to seek a sum as part of section 106 planning obligations for monitoring planning obligations? Any views on potential impacts would also be welcomed.

**Response:**

*The Borough Council considers it regrettable that the draft planning practice guidance appears to not allow a local authority to seek any S106 monitoring contributions, even for*

*particularly complex planning obligations. Therefore, the suggestion in this consultation that local authorities will be able to seek S106 monitoring contributions is welcomed as monitoring complex planning obligations is costly and time consuming.*

Question 27 Do you agree that combined authorities and joint committees with strategic planning powers should be given the ability to charge a SIT?

**Response:**

*Yes although the terms upon which authorities can currently seek SIT are very restrictive.*

*Of particular interest to South Essex is the concept of a Strategic Infrastructure Tariff which would be capable of capturing the necessary contributions for strategic cross-border infrastructure of the kind desperately required in South Essex. While the Government has committed to allowing combined authorities and joint strategic planning committees to levy this tariff, it would clearly be in the interests of South Essex to allow the Joint Strategic Plan to be supported by such a strategic fund.*

*However, the Government has signalled that this will only be allowed to be raised (and spent) by either combined authorities or a statutory joint planning committee, established through Section 29 of the 2004 Planning and Compulsory Purchase Act. The latter would be the only option for South Essex but requires a Secretary of State Order to establish the committee and dissolve it. Whilst the need for strong fiscal accountability to manage, potentially significant funds, is acknowledged, the Government is asked to consider other suitable options, such as a Section 101 joint committee which are widely used within local government. Some flexibility around governance should be allowed especially where local authorities are preparing a statutory joint plan.*

*An alternative approach to SIT for South East Essex may be, if the pooling restriction were to be lifted without restriction (as some nearby authorities do not have CIL in place), to have a voluntary agreement to secure and pool funding from S106 agreements for a strategic infrastructure fund.*

*Notwithstanding the above, as an individual local authority the Borough Council would not wish to see the introduction of SIT prejudicing the authority's CIL rates (i.e. undermining them in terms of viability).*

Question 28 Do you agree with the proposed definition of strategic infrastructure?

**Response:**

*Yes in part (see below).*

Question 29 Do you have any further comments on the definition of strategic infrastructure?

**Response:**

*The Borough Council is of the view that 'strategic infrastructure' is satisfactorily defined in the first sentence of paragraph 151 although it may be appropriate to reference the fact that any such strategic infrastructure would be to support growth across the multi-authority strategic planning area. To define on the basis of the second sentence (fixed cost or size threshold) is not deemed appropriate due to significant variations between authorities.*

Question 30 Do you agree that a proportion of funding raised through SIT could be used to fund local infrastructure priorities that mitigate the impacts of strategic infrastructure?

**Response:**

Yes.

Question 31 If so, what proportion of the funding raised through SIT do you think should be spent on local infrastructure priorities?

**Response:**

*It is considered that this would most appropriately be agreed within strategic planning areas and not set nationally.*

Question 32 Do you agree that the SIT should be collected by local authorities on behalf of the SIT charging authority?

**Response:**

Yes.

Question 33 Do you agree that the local authority should be able to keep up to 4% of the SIT receipts to cover the administrative costs of collecting the SIT?

**Response:**

Yes.

Question 34 Do you have any comments on the other technical clarifications to CIL?

**Response:**

*It considered that any revised CIL regulations should provide clarity as to whether or not a commencement notice is required for a residential extension that is exempt. Regulation 42B(6) contradicts other guidance on the matter (including the [www.GOV.uk](http://www.GOV.uk) guidance that*

*states that Regulation 42B sets out that a commencement notice is not required for extensions).*

*There also appears to be an error in CIL Regulation 88(3)(a). It would seem logical that it should refer to Regulation 59A and 59F (as opposed to 59E).*

## Appendix 7 – Southend Development Plan Proposed Budget

| Project - Development Plan Review   | Total             | 2018/19         | 2019/2020       | 2020/2021       | 2021/2022       |
|---|-------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Overall Total</b>  | <b>£1,466,000</b> | <b>£341,000</b> | <b>£585,000</b> | <b>£410,000</b> | <b>£130,000</b> |
| <b>1. Southend new Local Plan</b>   | <b>£1,106,000</b> | <b>£281,000</b> | <b>£435,000</b> | <b>£260,000</b> | <b>£130,000</b> |
| <i>Retail Study</i>   | <i>£27,000</i>    | <i>£17,000</i>  | <i>£10,000</i>  |                 |                 |
| <i>Strategic Flood Risk Assessment</i>  | <i>£12,000</i>    | <i>£12,000</i>  |                 |                 |                 |
| <i>Economic Development Needs Assessment</i>  | <i>£25,000</i>    | <i>£15,000</i>  | <i>£10,000</i>  |                 |                 |
| <i>Strategic Housing Market Assessment Updates</i>  | <i>£20,000</i>    |                 | <i>£10,000</i>  | <i>£10,000</i>  |                 |
| <i>Recreation Avoidance and Mitigation Strategy</i>   | <i>£20,000</i>    | <i>£15,000</i>  |                 | <i>£5,000</i>   |                 |
| <i>Playing Pitches &amp; Built Facilities</i>   | <i>£27,000</i>    | <i>£22,000</i>  |                 | <i>£5,000</i>   |                 |
| <i>Water Cycle Study</i>  | <i>£15,000</i>    |                 | <i>£15,000</i>  |                 |                 |
| <i>Landscape Assessment, including Green Belt</i>   | <i>£40,000</i>    | <i>£30,000</i>  | <i>£10,000</i>  |                 |                 |
| <i>Open Space &amp; Green Grid</i>  | <i>£15,000</i>    |                 | <i>£15,000</i>  |                 |                 |
| <i>Conservation Area Appraisals</i>   | <i>£30,000</i>    |                 | <i>£30,000</i>  |                 |                 |
| <i>Housing and Employment Land Availability Assessment</i>  | <i>£70,000</i>    | <i>£50,000</i>  | <i>£10,000</i>  | <i>£10,000</i>  |                 |
| <i>Transport Modelling / Parking</i>  | <i>£250,000</i>   | <i>£20,000</i>  | <i>£100,000</i> | <i>£80,000</i>  | <i>£50,000</i>  |
| <i>Viability Assessment</i>   | <i>£30,000</i>    |                 | <i>£25,000</i>  | <i>£5,000</i>   |                 |
| <i>Infrastructure Delivery Plan</i>   | <i>£60,000</i>    |                 | <i>£50,000</i>  | <i>£10,000</i>  |                 |
| <i>Integrated Impact Assessment</i>   | <i>£45,000</i>    | <i>£20,000</i>  | <i>£20,000</i>  | <i>£5,000</i>   |                 |
| <i>Consultation / Comms</i>   | <i>£140,000</i>   | <i>£40,000</i>  | <i>£50,000</i>  | <i>£50,000</i>  |                 |
| <i>Resource Support &amp; Legal</i>   | <i>£200,000</i>   | <i>£40,000</i>  | <i>£80,000</i>  | <i>£80,000</i>  |                 |
| <i>Examination in Public &amp; adoption process</i>   | <i>£80,000</i>    |                 |                 |                 | <i>£80,000</i>  |
| <b>2. South Essex Joint Strategic Plan (JSP)</b>  | <b>£360,000</b>   | <b>£60,000</b>  | <b>£150,000</b> | <b>£150,000</b> |                 |
| <i>Contribution to JSP</i>  | <i>£360,000</i>   | <i>£60,000</i>  | <i>£150,000</i> | <i>£150,000</i> |                 |
| <b>Two additional permanent posts within Strategic Planning team already secured: 2 Senior Planner (Level 9 - £57,283 pa)</b> |                   |                 |                 |                 |                 |

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive  
to  
Cabinet  
on  
19<sup>th</sup> June 2018

Report prepared by: Ade Butteriss – Team Manager,  
Engagement and Reputational Management

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## Social Value Policy (2018)

### Policy & Resources Scrutiny Committee. Cabinet Member: Cllr John Lamb A Part 1 (Public Agenda Item)

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#### 1. Purpose of Report

- 1.1 For Cabinet to consider the implementation of the proposed Social Value Policy, to be applied across all Council procurement activities from June 2018.

#### 2. Recommendations

- 2.1 It is recommended that Cabinet;
- 2.2 agree to adopt the Council's Social Value Policy from June 2018 ([Appendix 1](#)).
- 2.3 agree to the aims, objectives and principles stated in the Policy.

#### 3. Background

- 3.1 Southend-on-Sea Borough Council is a large, diverse and complex organisation that spends £120 million on supplies and works contracts every year. Our approach to commissioning services, therefore, has to be well thought out and fully effective if we are to get the best possible outcomes for local people.
- 3.2 The Public Services (Social Value) act was implemented in January 2013, requiring those who commission services to consider how they may also secure wider social, economic and environmental benefits from their commissioning activity. At its heart, the concept of social value asks a simple question: "If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider outcome for the community?". The Act proposes that commissioners should think about how the services they are going to buy, or the way that they are going to buy them, could secure additional benefits for their area before beginning the procurement process.
- 3.3 This concept aligns with the Council's intention to embed an approach to procurement that helps secure long-term benefits and addresses wider issues in the Borough. In doing so we aim to commission services that help deliver

corporate priorities whilst simultaneously reducing pressures in other areas, making more efficient use of expenditure and eliminating the potential for silo working.

3.4 In practice, delivering social value can take many forms. An example could be for the Council to require organisations bidding for contracts to commit to employ a certain number of staff with learning disabilities. This would deliver the following benefits:

- creating work for an individual who may struggle to find regular employment,
- increasing this person's independence and making them feel more socially included, whilst potentially benefitting their mental health,
- reducing stigma towards those with learning disabilities and improving employment opportunities locally for those in a similar situation.

3.5 Other common examples of social value through procurement are working with contractors to increase the skills and knowledge of local people, directly supporting voluntary, community and social enterprises or providing employment and apprenticeships for local young people.

#### **4. Social Value Policy aims and objectives**

4.1 The overarching vision of the policy is to deliver wider social, economic and environmental benefits whilst delivering optimal value for money. Our aims are as follows:

- To embed a sustainable procurement procedure, protecting Southend's interests and enhancing the environment.
- To involve local people, organisations and beneficiaries in how we meet the needs of communities via the commissioning cycle.
- To work with, listen to and strengthen our communities and partners to achieve better outcomes for all.
- To promote our local economy and ensure that new, developing and existing enterprise is nurtured and supported.
- To improve the life chances of Southend's residents by working to reduce inequalities and social deprivation across our communities.

4.2 The policy will place a particular focus on capturing social value across the whole organisation, including frontline services, and working with our supply chain to help them understand how they can support the council's social value objectives. To implement this we will seek tangible social value outcomes that can legitimately be included in contract specifications. These must contribute towards achieving timely organisation-wide policy objectives and priorities, such as:

Supporting local enterprise by taking account of the social and economic impacts of buying locally during our procurement and contracting activity, particularly through local supply chains. This will help reduce unemployment, raise the skill level of the local workforce and develop the local economy.

Boosting employment and skills by creating employment, skills and training opportunities for local people (particularly in target areas) and contributing to local skills and economic strategies.

Developing the voluntary, community and social enterprise sector by promoting social inclusion through targeting contract opportunities at voluntary and community groups, social enterprises, other civic society organisations. This includes encouraging community involvement, as well as assisting and facilitating the capacity of these organisations to tender competitively for contracts with the Council and beyond.

Encouraging green and sustainable practice by committing to protect the environment, and built environment, minimising waste and energy consumption and maximising the use of renewables whilst using other resources efficiently.

Promoting public health and wellbeing by contributing to health improvement campaigns and improving health and wellbeing with a focus on reducing inequalities.

Promoting ethical procurement by encouraging corporate social responsibility within our supply chain and contractors.

## **5. Policy development**

- 5.1 The policy has been developed through extensive consultation with council colleagues and peer organisations alongside a review of best practice across the local authority landscape. The aims and principles of the policy, in particular, were tested in April 2018 with key stakeholders, businesses, social entrepreneurs and voluntary sector organisations. This has ensured that the policy takes into account key local considerations.
- 5.2 A further workshop with local voluntary sector organisations is scheduled for 19 June 2018. This will explore the practical aspects of commissioning for social value outcomes, such as how best to encourage small organisations to participate, ensuring procurement processes are streamlined and proportionate and discussions on the benefits of sourcing locally.

## **6. Implementation**

- 6.1 The policy acknowledges that there is no single-approach to creating social value. Overall we aim to extend implementation of the act to secure outcomes from procurement activities;
- with all suppliers and contractors
  - for services, works and goods, and
  - for all tendered contracts.
- 6.2 We will communicate the policy to all internal staff, providers and partners to develop a programme of training and development to improve understanding of social value and our approach and practice. This will include a specific focus on reaching out to specific providers, such as small to medium employers, voluntary sector organisations and community enterprises. We will also seek to build social value commissioning expertise within evaluation panels to develop evaluation criteria and best practice.

## **7. Evaluation**

- 7.1 We will report periodically on the policy's objectives and implementation to a cross-sector group, to include council officers from procurement and performance, alongside representatives from business sector and equality groups. This will provide us with an opportunity to adjust our approach as we learn from current practice, using evidence from surrounding communities in order to analyse how the policy benefits the local economy and wellbeing.
- 7.2 Social Value evaluation is a rapidly evolving field with over 1000 different metrics being deployed worldwide in order to measure outcomes. The council therefore acknowledge that it remains difficult to develop a single, cohesive measurement framework. Instead we aim to develop our understanding of relevant techniques by working with colleagues across the authority and partner organisations to develop best practice. We will continue to adjust our methods as we learn and involve providers and communities in the procurement process.

## **8. Corporate Implications**

- 8.1 Contribution to Council's Vision and Corporate Priorities – social value outcomes that can be included in contract specifications will contribute towards achieving timely organisation-wide policy objectives and priorities
- 8.2 Financial Implications - the policy will secure wider social, economic and environmental benefits from the Council's commissioning activity
- 8.3 Legal Implications – social value will be incorporated into the Council's existing procurement contracting procedures
- 8.4 People Implications - None.
- 8.5 Property Implications - None.
- 8.6 Consultation – Ongoing workshops and discussion with key stakeholders on policy implementation and procurement practice will take place.
- 8.7 Equalities and Diversity Implications - None.
- 8.8 Risk Assessment - Risks will be identified and monitored alongside the development of the Social Value Toolkit.
- 8.9 Value for Money - The Council benchmarks its performance and spend against comparators to ensure that it is providing value for money.
- 8.10 Community Safety Implications - The Council has corporate priorities to 'Create a safe environment across the town for residents, workers and visitors' and to 'Work in partnership with Essex Police and other agencies to tackle crime' and has identified appropriate performance measures and actions.
- 8.11 Environmental Impact - The Council has corporate priorities to 'encourage and enforce high standards of environmental stewardship' and 'continue to promote

the use of green technology and initiatives to benefit the local economy and environment'

**9. Background Papers - None.**

**10. Appendices**

10.1 Appendix 1: Social Value Policy 2018.

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# Driving Social Value in Southend

## Introduction

Southend is a vibrant, modern seaside town cared for by a forward thinking Council committed to ensuring that the borough continues to be clean, safe, healthy and prosperous. In practice this means supporting local people to reach their full potential by creating excellent and accessible opportunities for everyone to live, work and play.

In particular we recognise the vital role that Council procurement and commissioning plays in enhancing the quality of life and outcomes for local people. We know that we need to be at the top of our game when spending around £150 million of public money every year purchasing services, supplies and works contracts. Ultimately we are accountable to our residents for ensuring that the services that we commission deliver the widest, and most sustainable, value possible.

Social value is about maximising the impact of public expenditure to get the best possible outcomes. It recognises that local people are central to determining how these outcomes can be achieved. Through our approach to social value we aim to integrate economic, environmental and social sustainability into our procurement and commissioning process. This Policy outlines that approach and sets out how we will ensure that our resources are used wisely. It also commits us to continuing to strive to make Southend a better place whilst delivering the most efficient use of resources and best value for money. An accompanying **Social Value Toolkit** has been created (*in progress*) to support colleagues across the Council, particularly commissioners and procurement officers, as well as potential provider organisations ('providers'), to embed social value in our ways of working.

There is no 'one size fits all' model for achieving social value; it is an area where providers and commissioners nationally are learning about how best to achieve and evidence it. The aspirations of this Policy and the guidance within the Toolkit will continue to be informed by national developments and our local learning.

## What is Social Value?

The **Public Services (Social Value) Act 2012** requires for the first time, all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental wellbeing of their respective areas. It asks that public bodies consider the ways that they could most benefit society as part of each decision made.

Social Value can be defined in a number of ways; including;

- the quantification of the relative importance that people place on the changes they experience in their lives

- the wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of communities, social capital and the environment
- a tool for smarter procurement in a world where value for money really matters.

Social value requires commissioners to think about how they achieve outcomes in a more integrated way. Rather than thinking about services in isolation or in the short term, this approach requires commissioners to consider long term costs and sustainability and how inclusion of additional social value outcomes can potentially reduce pressures in other areas. At its heart it asks a simple question: "If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?"

In practice this could mean that a learning disability service is commissioned to be delivered by an organisation that actively employs people with learning disabilities to help deliver the service. Social value outcomes are achieved as a result of the person with a learning disability;

- having a job where they may otherwise have been unemployed;
- becoming more socially included, and;
- having a say in how learning disability services are run.
- 

In this example we can appreciate how supporting residents with a learning disability can work towards delivering wider benefits, boosting local productivity and fostering social inclusion. This way of working promotes an integrated and coherent approach to delivering Southend's aims and priorities.

## Aims and Objectives

The overarching intent of this Policy is to ensure commissioning activity maximises social, economic and environmental benefit for Southend whilst delivering value for money.

Our **Aims** are:

- To embed a sustainable procurement procedure, protecting Southend's interests and enhancing the environment.
- To involve local people, organisations and beneficiaries in how we meet the needs of communities via the commissioning cycle.
- To promote our local economy and ensure that new, developing and existing enterprise is nurtured and supported.
- To improve the life chances of Southend's residents by working to reduce inequalities and social deprivation across our communities.
- To work with, listen to and strengthen our communities and partners to achieve better outcomes for all.

## Objectives

To achieve these aims we will:



1. Involve local people and organisations in determining social value outcomes by beginning engagement and/or consultation at the earliest possible opportunity in a commissioning process.
2. Raise awareness of, make clear our stance and champion the principles of Social Value.
3. Agree proportionate and relevant social value outcomes with the marketplace at pre-procurement stage, and ensure that they are linked to the strategic priorities in the Council's Corporate Plan.
4. Work with internal staff, the marketplace and communities to improve understanding of social value, our Policy and evaluation methods.
5. Take account of the social and economic benefits of buying locally, particularly through local supply chains, such as reducing unemployment and raising the skill level of the local workforce.
6. Promote social inclusion by targeting contract opportunities at voluntary and community groups and social enterprises where permitted under the Public Contracts Regulations 2015. This includes assisting and facilitating the capacity of these organisations to tender competitively for contracts with the Council and beyond.
7. Encouraging corporate social responsibility amongst the supply chain and contractors.
8. Create employment and skills and training opportunities for local people, especially in target areas.
9. Contribute to improving the health and wellbeing of local people, with a focus on reducing inequalities.
10. Commit to protecting the environment, and built environment, minimise waste and energy consumption and maximise the use of resources efficiently.

## Principles of the Policy

The following principles underpin our Policy:

### **Leadership**

To ensure key messages are effectively communicated and progress is monitored with strong leadership, guidance and co-ordination, making sure the Council delivers an effective social value policy, that is straightforward and simple to understand.

### **Creativity**

To use social value as a platform to encourage innovation, both within and external to the council. Also to recognise that that anybody, or any organisation, has the potential to add social value no matter their size or make up.

### **Flexibility**

To embed flexibility and a 'can do' approach to social value to secure the best possible outcomes by opening up the commissioning and procurement process to a broader range of organisations and businesses.

### **Collaboration**

To develop a shared vision for social value between the Council, local communities, stakeholders and other organisations and businesses.

Also to promote collaboration within the Council so that procurement processes impact on the shared corporate priorities.

**Equality**

To ensure that groups with protected characteristics participate in shaping, delivering and monitoring our Social Value Policy.

**Sustainability**

To recognise longer-term social value outcomes over quick wins.

The Public Services Act requires public bodies to consider social value in service contracts – alongside contracts for goods and works with a service element – above a prescribed financial threshold. However our implementation of the duties in the Act will be as wide as practicable so that we can achieve maximum impact.

Our Policy does not set out a single approach to the creation of social value in Southend. However, social value will be considered during the commissioning cycle and procurement process of all contracts, including those that are below the EU procurement thresholds. Proportionate and relevant social value requirements will always be included in contracts.

Engagement with people and communities is vital to encourage innovation and ensure services are well-designed for the people who use them. Engaging and consulting at the earliest opportunity will enable us to find out what the potential social benefits could be and learn about benefits that we may not have considered.

Commissioners, through engagement with residents and communities, are required to determine social value outcomes in discussion with providers at pre-procurement stage. Outcomes should be proportionate and relevant to a contract and linked to the strategic priorities in the Council’s Corporate Plan. This ensures that social value is:

- Relevant to our strategic objectives.
- Valuable in terms of meetings specific needs that we have identified and supportive of wider strategies to meet these needs.

The Council’s strategic corporate priorities, outlined in our **Corporate Plan**, are:

|                |  |
|----------------|--|
| <b>Safe</b>    | <ul style="list-style-type: none"> <li>• Create a safe environment across the town for residents and visitors</li> <li>• Work in partnership with Essex Police and other agencies to tackle crime</li> <li>• Look after and safeguard our vulnerable children and adults</li> </ul>  |
| <b>Clean</b>   | <ul style="list-style-type: none"> <li>• Continue to promote the use of green technology and initiatives to benefit the local economy and environment</li> <li>• Encourage and enforce high standards of environmental stewardship</li> </ul>  |
| <b>Healthy</b> | <ul style="list-style-type: none"> <li>• Actively promote healthy and active lifestyles for all</li> <li>• Improve the life chances of our residents, especially vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities</li> <li>• Work with the public and private rented sectors to provide good quality housing</li> </ul> |

|                          |   |
|--------------------------|---|
| <p><b>Prosperous</b></p> | <ul style="list-style-type: none"> <li>• Maximise opportunities to enable the planning and development of quality, affordable housing</li> <li>• Ensure continued regeneration of the town through a culture led agenda</li> <li>• Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment</li> <li>• Ensure the town is 'open for businesses' and that new, developing and existing enterprise is nurtured and supported</li> </ul> |
| <p><b>Excellent</b></p>  | <ul style="list-style-type: none"> <li>• Work with and listen to our communities and partners to achieve better outcomes for all</li> <li>• Enable communities to be self-sufficient and foster pride in the town</li> <li>• Promote and lead an entrepreneurial, creative and innovative approach to the development of our town</li> </ul>  |

## Social Value and Equality

Where Social Value is considered as part of a commissioning exercise, the public sector Equality Duty will continue to apply. This means that equality will continue to be considered at every stage of the commissioning cycle, including consultation and pre-procurement. The Social Value Act and the Equality Act thus complement each other.

The public sector Equality Duty is defined by the Equality Act 2010. It requires public bodies to respect the needs of all individuals when shaping policy and delivering services. As part of this, public bodies must consciously consider protected characteristics such as age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, pregnancy and maternity, and marriage and civic partnerships.

The Equality act requires that public bodies have due regard to the need to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people

These points link naturally to the priorities set out in the Council's Corporate Plan. We will promote social inclusion by ensuring our procurement procedures are transparent, accessible and easy to understand. This will be achieved through a Social Value Toolkit that offers practical guidance on developing a partnership with the authority. We will also seek to better understand diversity and how it may offer a more nuanced insight into residents' lives and create potential for innovation in the services we choose to commission. This will be achieved by ensuring our equality principles are clearly stated in the Toolkit and by encouraging providers to develop a proactive approach to diversity.

## Implementing the Policy

The implementation of the Policy will require:

- Application of the accompanying Social Value Toolkit. *(to be developed)*.
- Embedding processes for measuring impact on objectives.
- Positive action in respect of specific organisations, equalities groups or groups of people with protected characteristics.
- A programme of training and development for internal staff and the marketplace.

We will take account of the need for positive action in respect of organisations led by, or for, equalities or community groups, and for the development of local small organisations and businesses. We will seek to nurture positive relationships and promote the engagement of these organisations in tendering. This would include actions to ensure that engagement with the marketplace and communities at pre-procurement stage is accessible to these target organisations.

The **Social Value Toolkit** provides detailed guidance on the processes required to embed social value in how we achieve outcomes for local people. The Toolkit will continue to be developed in partnership with stakeholders to ensure it is fit for purpose and accessible for those who wish to work with the Council.

We will communicate the policy to all internal staff, providers and partners to develop a programme of training and development to improve understanding of social value and our approach and practice. This will include a specific focus on reaching out to specific providers, such as small to medium employers, voluntary sector organisations and community enterprises. We will also seek to build social value commissioning expertise within evaluation panels to develop evaluation criteria and best practice.

The Policy will inform the ongoing development of the Council's Commissioning Framework and contracts that include social value outcomes will be managed in line with this framework. This includes compliance with relevant UK and EU statutory regulations and legislation.

## Evaluating our Approach

We will evaluate the impact of this Policy to show how we are delivering on our aims and objectives. As part of this, we will conduct a periodic review of the Policy and how it is applied. We will also further develop our understanding and use different evaluation techniques to show which interventions are successful in providing positive social, economic and environmental outcomes in Southend.

## Reviewing our Social Value Policy

We will report periodically on the policy's objectives and implementation to a cross-sector group, to include senior council officers, commissioners, contract managers and staff from procurement and performance, alongside representatives from business sector and equality groups. This will provide us with an opportunity to adjust our approach as we learn from current practice, using evidence from providers, and recipients of services, to better understand how the policy directly achieves social value outcomes.

## **Developing our methodology**

Social value evaluation is a rapidly evolving field. Over 1000 different metrics are used around the globe to measure social value. The Council acknowledges that it remains difficult to develop a single, cohesive measurement framework. Instead we aim to develop our understanding of relevant techniques by working with colleagues across the authority and partner organisations in order to share best practice. We will continue to adjust our methods as we learn and involve providers and communities in the procurement process.

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive & Town Clerk  
to  
Cabinet  
on  
19<sup>th</sup> June 2018

Report prepared by:  
Adam Keating – Strategic Communications Manager  
Louisa Thomas – Senior Business Management Advisor

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## Annual Report and 2017/18 Year End Performance Report

Cabinet Member: Cllr Lamb

Place, People and P&R Scrutiny Committee

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### 1. Purpose of Report

- 1.1 To consider the approach to the Council's Annual Report and to note the end of year position of the Council's corporate performance for 2017/18 and 2018/19 targets.

### 2. Recommendations

- 2.1 To approve the suggested approach to the Council's Annual Report, draft content (Appendix 2) and draft design concept (Appendix 3) and
- 2.2 To note the 2017/18 end of year performance report and targets for 2018/19.

### 3. Background

- 3.1 In the context of the Southend 2050 programme, it is proposed that the Council should adopt a fresh approach to the traditional production cycle and style of the 'corporate plan and annual report'. This has historically been produced as one document and by June each year.

The plan for 2018 and into 2019 is to produce an annual report ahead of a five year delivery plan in November 2018. The timeline would be as follows:

- June 2018 – 2017/18 Annual Report
- November 2018 - Five year delivery plan
- June 2019 – 2018/19 Annual Report
- November 2019 - Delivery plan yearly refresh

### 4 Annual Report - suggested approach

- 4.1 It is recommended that from 2018, a new and fresh approach is adopted. This would mean a shorter, sharper and more visually appealing annual report (see draft content – **Appendix 2** and draft design concept – **Appendix 3**), that includes infographics of the Council’s performance (based, among other things, on end of year performance outlined below and in **Appendix 1**) with focused case studies and one that demonstrates real impact and outcomes for the community.
- 4.2 These infographics and case studies would also be replicated on social media and video as part of a mini-campaign to promote the good work of the council and how that has impacted on the local people. The annual report would become less of a long list of achievements, and focus on a number of outcomes against corporate priorities.
- 4.3 The annual report will also help set the context of developing the Southend 2050 vision and five year delivery plan with some explanatory narrative to outline this and current aims/priorities.

#### 4.4 **Proposed timeline**

- Cabinet approval of draft approach, content and design – Tuesday 19 June
- Document finalised and designed, uploaded to website alongside media release and social media graphics – Tuesday 26 June onwards

### 5.0 **End of Year Performance – 2017/18**

- 5.1 The Council’s Monthly Performance Report (MPR) provides members, staff and public with an overview of Council performance in key areas relating to customers, staff, finance and projects. The content is reviewed each year, based on what has been identified as requiring particular focus for that year.
- 5.2 The MPR is monitored each month by service groups, Departmental Management Teams and Corporate Management Team and at Cabinet and Scrutiny Committees. Each assesses whether performance is on or off target - enabling appropriate action to be taken. This report outlines performance and provides analysis for the end of year position up to March 2018 of the corporate performance indicators reported in the MPR.
- 5.3 **Appendix 1** provides detail of the 2017/18 outturn with a commentary against individual indicators, including, where available, comparative performance information against other local authorities.
- 5.4 In considering corporate performance for 2017/18, account should be made of a number of contextual issues, including:
- the challenging targets set, particularly in relation to social care
  - the significant reductions in council spending over the last
  - the on-going challenging economic climate
  - the challenge of maintaining rates of improvement after periods of sustained better performance.
  - other new commitments and priorities.



## **6. Performance in 2017/18**

6.1 The outturn for the Corporate Performance Indicators for 2017/18 is set out in Appendix 1. Overall 19 out of 31 PIs met their year-end targets. Benchmarking indicates that in many areas the council performs better than similar authorities and our statistical neighbours. The following are of particular note:

- The proportion of children in good or outstanding schools has increased to 86.1%.
- The proportion of concluded safeguarding investigations (section 42 enquiries with an action and a result of either Risk Reduced or Risk Removed
- Adult Social Care outcomes performed well in:
  - Delayed transfers of care (people) from hospital which are attributable to social care
  - Adults with learning disabilities in paid employment
  - Adults in contact with secondary mental health services who are in stable accommodation
- All three planning PIs continue to exceed target and perform in the top quartile for unitary authorities.
- The number of volunteer hours within cultural services exceeded its target by 7,741 hours (26,741 against a target of 19,000) highlighting the boroughs support of the cultural offer in Southend.
- The council's extensive offer of events and facilities in 2017/18 resulted in 6,303,463 visits to council run or affiliated arts and sports events or facilities, exceeding last year's performance.
- Cleansing standards for litter achieved 97% against the target of 93%.
- The percentage of Council Tax collected exceeded target by 0.2 % with a 97.50% collection rate. The percentage of Non-Domestic Rates collected also exceeded target with a 98.60% collection rate.

## **7. Annual Performance for Children's Services:**

7.1 For the 2017/18 the Council had a strong vision of how performance would improve across Children's Services. The targets for the year were set at challenging levels, with the knowledge that they were ambitious but in line with the vision. At the start of the year performance did not improve as quickly as expected due to a number of factors including staffing turbulence and natural lag from practice improvement to be reflected in the statistics. This lag continued to weigh on performance through the year and fundamentally impacted the ability for targets to be met.

7.2 This, however, hides the significant improvements that have happened later in the year. For example, the proportion of Initial Child Protection Conferences that took place within 15 days of the Initial Strategy meeting, with a target of 90%, started the year at 27.3% in April but in November was 100% and February

90%, yet the cumulative out turn was 55.5%. A further example is the timeliness of visits to Looked After Children which averaged 63.7% for the first 3 months but 85.8% for the final 3 months of the year.

## **8.0 2018/19**

Corporate performance for 2018/19 will continue via the Monthly Performance Report, with targets for 18/19 set out in Appendix 1.

## **9. Other Options**

9.1 There is no requirement to have an Annual Report but it enables the Council to set out its key achievements in one document

## **10. Reasons for Recommendation**

10.1 To ensure the Annual Report reflects key achievements of the Council over the last year and signals the direction of travel for the forthcoming year.

## **11. Corporate Implications**

### **11.1 Contribution to Council's Vision and Corporate Priorities:**

The Annual Report sets out key achievements of the Council for the last year and signals the direction of travel for the forthcoming year.

### **11.2 Financial Implications -**

The cost of production of the Annual Report will be met within existing budgets.

### **11.3 Legal Implications - None**

### **11.4 People Implications - None.**

### **11.5 Property Implications - None.**

### **11.6 Consultation – None specific**

### **11.7 Equalities and Diversity Implications –**

The Annual Report should reflect the Council's equality objectives, including celebrating the diversity of the borough

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

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

### **11.10 Community Safety Implications - The Council has corporate priorities to 'Create a safe environment across the town for residents, workers and visitors' and to 'Work in partnership with Essex Police and other agencies to tackle crime' and has identified appropriate performance measures and actions.**

**11.11 Environmental Impact** - The Council has corporate priorities to 'encourage and enforce high standards of environmental stewardship' and 'continue to promote the use of green technology and initiatives to benefit the local economy and environment'

**12. Background Papers** - None.

**13. Appendices**

**Appendix 1:** Corporate Priority Performance Indicators – 2017/18 Year End performance and targets for 2018/19.

**Appendix 2: Annual Report 2017/18 – Draft content**

**Appendix 3: Annual Report 2018 – Draft design content**

## Corporate Performance Indicators - Year End 2017-18

## Appendix 1

Comparative information, in most cases, is with all unitary authorities in England or with the appropriate 'family' group (eg those authorities with characteristics that are most similar to Southend). The majority of benchmarking data is from 2016/17 as data for 2017/18 from other authorities is not yet available – although this still offers a good indication into how our performance is progressing. Comparative performance is often described in terms of 'quartiles' where:

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

| MPR Code    | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|-------------|---|----------------------------------|------------------|-----------------------|---------|---|-----------------------|
| <b>Safe</b> |   |                                  |                  |                       |         |   |                       |
| CP 1.1*     | Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot] | Goldilocks                       | <b>30</b>        | 50.4 – 55.7           | -       | England Benchmark (2016/17) – 43.0<br>Regional Average (2016/17) – 30.6<br>Statistical Neighbours (2016/17) – 50.0<br><br>As previously identified the number of children subject to child protection plans has been decreasing. The rate of children subject to plans continues to reduce and this is partly explained by increasing resources in Early Help and the use of other preventative interventions such as Family Group Conferences. | <b>38 - 48</b>        |
| CP 1.2*     | Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]                       | Aim to Minimise                  | <b>76.7</b>      | 66                    | Not Met | The rate of children looked after remains above target. The rate does appear to have stabilised in the mid-70s.<br>Other than children who need to  | <b>57 - 67</b>        |

| MPR Code | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------------------|------------------|-----------------------|---------|---|-----------------------|
|          |  |                                  |                  |                       |         | <p>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. The Panel process has prevented the numbers escalating and, where safely possible, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary.</p> <p>England Benchmark (2016/17) – 62.0<br/>Regional Average (2016/17) – 49.9<br/>Statistical Neighbours (2016/17) – 68.0.</p> |                       |
| 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                  | <b>84.4%</b>     | 90%                   | Not Met | <p>Group Managers continue to ensure themselves that children who have not been visited in timescales are safe and have been visited or a visit planned and they monitor this on a weekly basis. This is an area of continued focus</p> <p>England Benchmark (2016/17) – Not Published / Regional Average (2016/17) – Not Published<br/>Statistical Neighbours (2016/17) – Not Published</p>  | <b>95%</b>            |
| 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                                  | Aim to Maximise                  | <b>87.2%</b>     | 90%                   | Not Met | <p>The aim is for this measure to be at 100% and as such this continues to be an area of focus for the service. We need to ensure that all children are visited in line with their wishes, needs and risks. This is monitored</p>   | <b>95%</b>            |

| MPR Code     | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                    |
|--------------|---|----------------------------------|------------------|-----------------------|---------|--|--|
|              | working days prior to the last day of the month.  |                                  |                  |                       |         | and reported upon on a weekly basis.<br><br>England Benchmark (2016/17) – Not Published / Regional Average (2016/17) – Not Published<br>Statistical Neighbours (2016/17) – Not Published   |  |
| CP 1.6       | Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]   | Aim to Minimise                  | <b>340.6</b>     | 296.6                 | Not Met | The report for Children in Need is still in its infancy and we are monitoring figures for accuracy particularly in respect of children with disabilities cases in transition which should not be included in the figures reported. We will have more confidence in this report over the next couple of months which may then see a reduction in the numbers reported.<br><br>England Benchmark (2016/17) – 330.0<br>Regional Average (2016/17) – 137.0<br>Statistical Neighbours (2016/17) – 350.0 | <b>PI not being used for 2018/19 MPR</b> |
| 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                  | <b>91.3%</b>     | 74%                   | Met     | Performance for this measure has been strong throughout the year. The indicator has out turned much higher than the national benchmark demonstrating our strength in this area.<br><br>England Benchmark (2016/17) – 87.5%<br>Regional Average (2016/17) – 88.5%<br>Statistical Neighbours (2016/17) – N/A   | <b>80%</b>                               |
| <b>Clean</b> |   |                                  |                  |                       |         |  |  |

| MPR Code   | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                       |
|------------|--|----------------------------------|------------------|-----------------------|---------|--|---|
| CP 2.1     | Number of reported missed collections per 100,000 [Monthly Snapshot]                               | Aim to Minimise                  | <b>50</b>        | 45                    | Not Met | The missed collection target was set as very high to encourage the contractor in achieving excellence in customer focussed service and getting collections right first time. This set target has been slightly missed and therefore, is deemed unachieved. However, the standard of overall waste collection performance is still extremely good and is within the top quartile performance measured against other waste collection authorities. | <b>New PI created - see next PI listed.</b> |
| <b>NEW</b> | Number of reported missed collections per year is maintained in accordance with the Waste Contract | Aim to Minimise                  | -                | na                    | na      | Target reflects agreed annual target with the contractor   | <b>8,000</b>                                |
| CP 2.2*    | % acceptable standard of cleanliness: litter [Cumulative]  | Aim to Maximise                  | <b>97%</b>       | 93%                   | Met     | Targets have been achieved and exceeded for both litter & detritus. These standards have been the highest and best returns that have been attained previously since records began. This is a testament to the excellent street cleansing work being undertaken by Veolia to achieve these exceptional standards of cleanliness across the Borough.   | <b>94%</b>                                  |
| CP 2.3*    | Percentage of household waste sent for reuse, recycling and composting [Cumulative]                | Aim to Maximise                  | <b>TBC</b>       | 54.00%                | Not Met | There has been a delay in receiving MBT data from ECC to validate our waste figures – Our end of year DEFRA data return will be submitted on time which will be by the end of June where DEFRA will then confirm validation of the data. Recycling   | <b>46.38%</b>                               |

| MPR Code       | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------------|---|----------------------------------|------------------|-----------------------|---------|--|-----------------------|
|                |   |                                  |                  |                       |         | targets have been re-balanced following discussion with the contractor.  |                       |
| <b>Healthy</b> |   |                                  |                  |                       |         |  |                       |
| 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                  | <b>78.9%</b>     | 70%                   | Met     | This indicator has performed strongly through the year. It has out turned above target and is well above the national benchmark of 54%.<br><br>England Benchmark (2016/17) – 54.0<br>Regional Average (2016/17) – 43.0<br>Statistical Neighbours (2016/17) – N/A   | <b>74%</b>            |
| 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                  | <b>81.8%</b>     | 88.6%                 | Not Met | This performance indicator remains under the local target but above national target of 82.5%, 16 people were not at home after their reablement period, with a significant number of people having died before the 91 day review. We are committed to ensuring all people are given the opportunity of reablement where appropriate. We are working with partners and staff to ensure they identify the appropriate people for reablement and we are working closely with providers to ensure they identify reablement potential early on and encourage a strength based approach that will maximise the person's independence.<br><br>England Benchmark (2016/17) – 82.5<br>Regional Average (2016/17) – 80.7<br>Statistical Neighbours (2016/17) – N/A | <b>88.7%</b>          |



| MPR Code | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------------------|------------------|-----------------------|---------|---|-----------------------|
| 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                  | <b>0.83</b>      | 1.43                  | Met     | <p>Delayed transfers of care from the acute and non-acute settings for social care remains a high priority and a strong performing area</p> <p>Performance continues to be enhanced by the strategic work being undertaken to pilot small initiatives to improve the experience of people coming into hospital and ensure they are safely discharged.</p> <p>Nationally Delayed Transfers of Care data for February 2018 by LG Inform ranks Southend-on-Sea Borough Council as 12th within all English single-tier and County Councils.</p> <p>England Benchmark (2016/17) – 6.3<br/>Regional Average (2016/17) – Not Available<br/>Statistical Neighbours (2016/17) – 3.64</p> | <b>1.81</b>           |
| CP 3.4*  | The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]   | Aim to Maximise                  | <b>29%</b>       | 33.5%                 | Not Met | <p>Performance remains above the national benchmark of 28.3% and above the regional benchmark of 28.2%. As the domiciliary care is commissioned with the expectation of an enablement approach being adopted, aligned to localities, we are not surprised to see that people have trust in this offer and are choosing to access a direct service from us as opposed to a direct payment.</p> <p>The Service Contract to support people with Direct Payments is currently going through a tendering process, with adjustments to the specification to enhance the support</p>   | <b>33.00%</b>         |

| MPR Code | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------------------|------------------|-----------------------|---------|---|-----------------------|
|          |  |                                  |                  |                       |         | for people using Direct Payments. It is anticipated that once the new contract is in place, we may see an increase in numbers of people choosing to have a direct payment option.<br><br>England Benchmark (2016/17) – 28.3<br>Regional Average (2016/17) – 28.2<br>Statistical Neighbours (2016/17) – N/A  |                       |
| CP 3.5*  | Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]  | Aim to Maximise                  | <b>11%</b>       | 10%                   | Met     | Performance over the year has been consistent and each month we have exceeded the specified target. The learning disability team continue to work with local employers and the dedicated employment team are now looking at plans to continue this work over 2018-19 with new initiatives to support people into paid employment.                       | <b>10%</b>            |
| 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                  | <b>6,303,463</b> | 4,350,000             | Met     | <b>Benchmarking not available</b><br>An excellent performance across the town's culture and sport offers, along with a 10 year high for Pier visitors.  | <b>4.4m</b>           |
| CP 3.7*  | Public Health Responsibility Deal [Cumulative]   | Aim to Maximise                  | <b>42</b>        | 40                    | Met     | The Workplace Champions Forum took place and was well attended. Local Businesses provided feedback and suggestions to further improve the programme. Work continues with the economic development and the South Essex Active Travel programme to improve joint working and provide local businesses with a co-ordinated service. Work also continues to | <b>40</b>             |

| MPR Code   | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19                       |
|------------|--|----------------------------------|------------------|-----------------------|---------|---|---|
|            |  |                                  |                  |                       |         | support the corporate wellbeing group to improve health of Council staff.   |   |
| CP 3.8*    | Number of people successfully completing 4-week stop smoking course [Cumulative]   | Aim to Maximise                  | <b>758</b>       | 1,100                 | Not Met | The final figure for the year will not be available until 6 weeks' time. Recent statistics (locally and nationally) show smoking prevalence in adults has fallen to 17.2% and footfall through Stop Smoking continues to decline.   | <b>771</b>                                  |
| <b>NEW</b> | The number of successful treatments for smoking cessation  | -                                | -                | -                     | -       | -   | <b>1,542</b>                                |
| CP 3.9*    | Take up of the NHS Health Check programme - by those eligible [Cumulative]   | Aim to Maximise                  | <b>4,553</b>     | 5,740                 | Not Met | Recovery plan has resulted in an increase in activity across the providers. This still remains under target however the organisation is RAG rated as second in Eastern England overall.   | <b>7,240</b>                                |
| 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                  | <b>55.5%</b>     | 90%                   | Not Met | We continue to work hard to achieve timescales and it is expected that the average annual figure will continue to improve in 2018/19. We will continue to monitor these cases to ensure that any delay is child focused and the correct decision.   | <b>PI not being used for 2018/19 MPR</b>    |
| CP 3.11    | The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).                                      | Aim to Maximise                  | <b>225</b>       | -                     | N/A     | The number of Early Help Assessments or other assessments made by EHFSYOS that have resulted in a positive outcome in Mar-18 was 225. It is to be notes that this indicator does not have a target. The increased figure for this month reflects an end of year checking exercise across Liquid Logic and the | <b>New PI created - see next PI listed.</b> |

| MPR Code          | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|-------------------|---|----------------------------------|------------------|-----------------------|---------|--|-----------------------|
|                   |   |                                  |                  |                       |         | early Help database The KPI reflects cases where a positive outcome has been achieved, this may be turning families lives around making improvements to all aspects of their lives or successfully preventing families escalating to require statutory services.   |                       |
| <b>NEW</b>        | The number of Early Help Assessments per 10,000 population under 18 years old | Aim to Maximise                  | -                | -                     | -       | -  | <b>209 - 231</b>      |
| <b>Prosperous</b> |   |                                  |                  |                       |         |  |                       |
| CP 4.3*           | % of Council Tax for 2018/19 collected in year [Cumulative]                   | Aim to Maximise                  | <b>97.50%</b>    | 97.30%                | Met     | <p>The final position for collection of Council Tax for 2017/2018 has both exceeded target for this year and shows an improvement on last year's final collection figure.</p> <p>In financial terms we have collected an extra £203,000 with achieving 0.2% above the target. The growth in our tax base has also seen an extra £5,219,000 additional Council Tax collected. The continuing growth with the increase in new homes coming onto the list is very encouraging and will continue to generate extra income throughout the 2018/2019 year.</p> <p>2016/17 England All Unitary Average 99.31%</p> | <b>97.4%</b>          |
| CP 4.4*           | % of Non-Domestic Rates for 2018/19 collected in year [Cumulative]            | Aim to Maximise                  | <b>98.60%</b>    | 97.90%                | Met     | <p>The final position for Business Rates collection for the 2017/2018 year <b>shows that the current year's target has been exceeded, and is an improvement on last year's collection.</b></p>   | <b>98.00%</b>         |

| MPR Code | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|---|----------------------------------|------------------|-----------------------|---------|---|-----------------------|
|          |   |                                  |                  |                       |         | <p>The final current financial year's collection is 98.6% which is 0.7% above the target for 2017/2018 and also 0.6% above the collection on last year. In financial terms we collected an additional £343,000 as we exceeded the target; however, overall due to the shrinking tax base in Business Rates we collected £2,013,000 less in rates.</p> <p>2016/17 England All Unitary Average 96.34%</p>   |                       |
| CP 4.5*  | Major planning applications determined in 13 weeks [Cumulative] | Aim to Maximise                  | <b>94.87%</b>    | 79.00%                | Met     | <p>In order to meet the target during a period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to work on applications and engaged experienced temporary staff to supplement the existing establishment.</p> <p>England Top Quartile - 86% (2016/17)</p> | <b>79%</b>            |
| CP 4.6*  | Minor planning applications determined in 8 weeks [Cumulative]  | Aim to Maximise                  | <b>93.20%</b>    | 84.00%                | Met     | <p>In order to meet the target during a period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to</p>  | <b>84%</b>            |

| MPR Code | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------|--|----------------------------------|------------------|-----------------------|---------|--|-----------------------|
|          |  |                                  |                  |                       |         | work on applications and engaged experienced temporary staff to supplement the existing establishment.<br><br>England Top Quartile – 83% (2016/17)   |                       |
| CP 4.7*  | Other planning applications determined in 8 weeks [Cumulative] | Aim to Maximise                  | <b>94.65%</b>    | 90.00%                | Met     | In order to meet the target during a period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to work on applications and engaged experienced temporary staff to supplement the existing establishment.<br><br>England Top Quartile – 90% (2016/17) | <b>90%</b>            |
| CP 4.8*  | Current Rent Arrears as % of rent due.                         | Aim to Minimise                  | <b>1.43%</b>     | 1.77%                 | Met     | Slight increase from last year, reflecting the impact of Universal Credit roll out from Summer 2017. Continuing impact of UC means target has been maintained at 1.77% for 2018/19. Benchmarking data for 2016/17 shows top quartile for this indicator for local benchmarking groups.<br><br>National Top Quartile – 1.94% (2016/17)<br>Peer Group – 1.49%  | <b>1.77%</b>          |

| MPR Code         | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                       |
|------------------|---|----------------------------------|------------------|-----------------------|---------|--|---|
| CP 4.9*          | Percentage of children in good or outstanding schools. [Monthly Snapshot]   | Aim to Maximise                  | <b>86.1%</b>     | 80%                   | Met     | This indicator has met target for the year. We remain above the national benchmark of 83.6%.   | <b>85%</b>                                  |
| CP 4.10          | Total number of households in temporary accommodation.  | Aim to Minimise                  | <b>140</b>       | 100                   | Not Met | Did not meet target, however, use of temporary accommodation is increasing across the country. Q3 comparative performance shows those in temporary accommodation in Southend at 1.34 households per 1,000, against England average of 3.37, ranking Southend 109/292 authorities. Work is underway to address the issue, including, sourcing more private sector properties to help discharge our homelessness duty. This complements other work to address homelessness, including a bid for more resources from the Government's new street homelessness fund and the development of a new Housing Strategy. | <b>New PI created - see next PI listed.</b> |
| <b>NEW</b>       | Total number of households in temporary accommodation per 1,000 households  | Aim to Minimise                  | -                | -                     | -       | -  | <b>3.19</b>                                 |
| <b>Excellent</b> |   |                                  |                  |                       |         |  |   |
| CP 5.1*          | Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. | Aim to Maximise                  | <b>26,741</b>    | 19,000                | Met     | <b>Benchmarking not available</b><br>2017/18 has been an excellent year for volunteering with new initiatives at the Poppies, new first aiders at the seafront and continuing progress of the Make Southend Sparkle project.   | <b>19,500</b>                               |

| MPR Code | Short Name  | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                    |
|----------|---|----------------------------------|------------------|-----------------------|---------|--|--|
|          | [Cumulative]  |                                  |                  |                       |         |  |  |
| CP 5.2   | Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative] | Aim to Maximise                  | <b>87.58%</b>    | 80.00%                | Met     | <p>Satisfaction continues to be high on telephony with 1112 calls and an increase to 96.67% satisfaction in March. Face to Face has fallen to 69.43% this month but no clear reason for this. Overall figure for the 3 customer services (including the Web in March is 86.01% exceeding our target of 80% with the Year to Date figure standing at 87.58%.</p> <p>In all 3 channels (Phones, Face 2 Face &amp; Web) Southend-on-Sea Borough Council was in the Upper Quartile Benchmark Group for satisfaction.</p> | <b>PI not being used for 2018/19 MPR</b> |
| CP 5.4*  | Working days lost per FTE due to sickness - excluding school staff [Cumulative]             | Aim to Minimise                  | <b>7.14</b>      | 7.20                  | Met     | <p>The Council has come in below the sickness target for 2017/18. For 2018/19 there will be update to the First Care system which will assist in managing absence and provide better quality report going forward.</p> <p>Local Government Association Workforce Survey shows councils reported a median of 10.1 days lost per FTE employee in 2016/17.</p>  | <b>8</b>                                 |
| CP 5.5*  | Increase the number of people signed up to MySouthend to 35,000 [Cumulative]                | Aim to Maximise                  | <b>36,705</b>    | 35,000                | Met     | <p>Increased target sign ups to MySouthend by 7%; specifically in relation to revenues &amp; benefits customers. These customers have been receptive to the new way of accessing and receiving information from the Council and the teams have worked hard to explain this to customers, spending time explaining</p>  | <b>45,000</b>                            |



| MPR Code | Short Name   | Minimise, Maximise or Goldilocks | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------|--|----------------------------------|------------------|-----------------------|---------|--|-----------------------|
|          |  |                                  |                  |                       |         | the benefits and talking through some of the barriers. Once size doesn't fit all but those that can use MySouthend are being encouraged and supported to do so. The expectation is the figures will increase as we get more services onto the platform and merge to have one MySouthend.   |                       |
| CP 5.6*  | Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD] | Aim to Maximise                  | <b>58.7%</b>     | 56%                   | Met     | <p>Following a significant amount of effort from the team this performance indicator has recovered from less than 5% in May 2017 to beat the target for the year.</p> <p>This is now in line with the National benchmark and the current forecast for the coming financial year is a very strong performance.</p> <p>England Benchmark (2016/17) – 55.7%<br/> Regional Average (2016/17) – Not Available<br/> Statistical Neighbours (2016/17) – 57.0%</p> | <b>95%</b>            |

**\*Indicates Performance Indicator that will remain in the Monthly Performance Report for 2018/19.**

**Goldilocks** – Goldilocks is a descriptor that applies to situations where desired performance is neither too high nor too low but somewhere in-between.

## Corporate Performance Indicators - Year End 2017-18

## Appendix 1

Comparative information, in most cases, is with all unitary authorities in England or with the appropriate 'family' group (eg those authorities with characteristics that are most similar to Southend). The majority of benchmarking data is from 2016/17 as data for 2017/18 from other authorities is not yet available – although this still offers a good indication into how our performance is progressing. Comparative performance is often described in terms of 'quartiles' where:

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

| MPR Code    | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|-------------|---|----------------------|------------------|-----------------------|---------|---|-----------------------|
| <b>Safe</b> |   |                      |                  |                       |         |   |                       |
| CP 1.1*     | Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot] | Goldilocks           | <b>30</b>        | 50.4 – 55.7           | -       | England Benchmark (2016/17) – 43.0<br>Regional Average (2016/17) – 30.6<br>Statistical Neighbours (2016/17) – 50.0<br><br>As previously identified the number of children subject to child protection plans has been decreasing. The rate of children subject to plans continues to reduce and this is partly explained by increasing resources in Early Help and the use of other preventative interventions such as Family Group Conferences. | <b>38 - 48</b>        |
| CP 1.2*     | Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]                       | Aim to Minimise      | <b>76.7</b>      | 66                    | Not Met | The rate of children looked after remains above target. The rate does appear to have stabilised in the mid-70s.<br>Other than children who need to  | <b>57 - 67</b>        |

| MPR Code | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------|------------------|-----------------------|---------|---|-----------------------|
|          |  |                      |                  |                       |         | <p>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. The Panel process has prevented the numbers escalating and, where safely possible, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary.</p> <p>England Benchmark (2016/17) – 62.0<br/>Regional Average (2016/17) – 49.9<br/>Statistical Neighbours (2016/17) – 68.0.</p> |                       |
| 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      | <b>84.4%</b>     | 90%                   | Not Met | <p>Group Managers continue to ensure themselves that children who have not been visited in timescales are safe and have been visited or a visit planned and they monitor this on a weekly basis. This is an area of continued focus</p> <p>England Benchmark (2016/17) – Not Published / Regional Average (2016/17) – Not Published<br/>Statistical Neighbours (2016/17) – Not Published</p>  | <b>95%</b>            |
| 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                                  | Aim to Maximise      | <b>87.2%</b>     | 90%                   | Not Met | <p>The aim is for this measure to be at 100% and as such this continues to be an area of focus for the service. We need to ensure that all children are visited in line with their wishes, needs and risks. This is monitored</p>   | <b>95%</b>            |

| MPR Code     | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19                    |
|--------------|---|----------------------|------------------|-----------------------|---------|---|--|
|              | working days prior to the last day of the month.  |                      |                  |                       |         | and reported upon on a weekly basis.<br><br>England Benchmark (2016/17) – Not Published / Regional Average (2016/17) – Not Published<br>Statistical Neighbours (2016/17) – Not Published  |  |
| CP 1.6       | Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]   | Aim to Minimise      | <b>340.6</b>     | 296.6                 | Not Met | The report for Children in Need is still in its infancy and we are monitoring figures for accuracy particularly in respect of children with disabilities cases in transition which should not be included in the figures reported. We will have more confidence in this report over the next couple of months which may then see a reduction in the numbers reported.<br><br>England Benchmark (2016/17) – 330.0 Regional Average (2016/17) – 137.0<br>Statistical Neighbours (2016/17) – 350.0 | <b>PI not being used for 2018/19 MPR</b> |
| 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      | <b>91.3%</b>     | 74%                   | Met     | Performance for this measure has been strong throughout the year. The indicator has out turned much higher than the national benchmark demonstrating our strength in this area.<br><br>England Benchmark (2016/17) – 87.5% Regional Average (2016/17) – 88.5%<br>Statistical Neighbours (2016/17) – N/A   | <b>80%</b>                               |
| <b>Clean</b> |   |                      |                  |                       |         |   |  |

| MPR Code   | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                       |
|------------|--|----------------------|------------------|-----------------------|---------|--|---|
| CP 2.1     | Number of reported missed collections per 100,000 [Monthly Snapshot]                               | Aim to Minimise      | <b>50</b>        | 45                    | Not Met | The missed collection target was set as very high to encourage the contractor in achieving excellence in customer focussed service and getting collections right first time. This set target has been slightly missed and therefore, is deemed unachieved. However, the standard of overall waste collection performance is still extremely good and is within the top quartile performance measured against other waste collection authorities. | <b>New PI created - see next PI listed.</b> |
| <b>NEW</b> | Number of reported missed collections per year is maintained in accordance with the Waste Contract | Aim to Minimise      | -                | na                    | na      | Target reflects agreed annual target with the contractor   | <b>8,000</b>                                |
| CP 2.2*    | % acceptable standard of cleanliness: litter [Cumulative]  | Aim to Maximise      | <b>97%</b>       | 93%                   | Met     | Targets have been achieved and exceeded for both litter & detritus. These standards have been the highest and best returns that have been attained previously since records began. This is a testament to the excellent street cleansing work being undertaken by Veolia to achieve these exceptional standards of cleanliness across the Borough.   | <b>94%</b>                                  |
| CP 2.3*    | Percentage of household waste sent for reuse, recycling and composting [Cumulative]                | Aim to Maximise      | <b>TBC</b>       | 54.00%                | Not Met | There has been a delay in receiving MBT data from ECC to validate our waste figures – Our end of year DEFRA data return will be submitted on time which will be by the end of June where DEFRA will then confirm validation of the data. Recycling   | <b>46.38%</b>                               |

| MPR Code       | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------------|---|----------------------|------------------|-----------------------|---------|--|-----------------------|
|                |   |                      |                  |                       |         | targets have been re-balanced following discussion with the contractor.  |                       |
| <b>Healthy</b> |   |                      |                  |                       |         |  |                       |
| 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      | <b>78.9%</b>     | 70%                   | Met     | This indicator has performed strongly through the year. It has out turned above target and is well above the national benchmark of 54%.<br><br>England Benchmark (2016/17) – 54.0<br>Regional Average (2016/17) – 43.0<br>Statistical Neighbours (2016/17) – N/A   | <b>74%</b>            |
| 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      | <b>81.8%</b>     | 88.6%                 | Not Met | This performance indicator remains under the local target but above national target of 82.5%, 16 people were not at home after their reablement period, with a significant number of people having died before the 91 day review. We are committed to ensuring all people are given the opportunity of reablement where appropriate. We are working with partners and staff to ensure they identify the appropriate people for reablement and we are working closely with providers to ensure they identify reablement potential early on and encourage a strength based approach that will maximise the person's independence.<br><br>England Benchmark (2016/17) – 82.5<br>Regional Average (2016/17) – 80.7<br>Statistical Neighbours (2016/17) – N/A | <b>88.7%</b>          |

| MPR Code | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------|------------------|-----------------------|---------|---|-----------------------|
| 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      | <b>0.83</b>      | 1.43                  | Met     | <p>Delayed transfers of care from the acute and non-acute settings for social care remains a high priority and a strong performing area</p> <p>Performance continues to be enhanced by the strategic work being undertaken to pilot small initiatives to improve the experience of people coming into hospital and ensure they are safely discharged.</p> <p>Nationally Delayed Transfers of Care data for February 2018 by LG Inform ranks Southend-on-Sea Borough Council as 12th within all English single-tier and County Councils.</p> <p>England Benchmark (2016/17) – 6.3<br/>Regional Average (2016/17) – Not Available<br/>Statistical Neighbours (2016/17) – 3.64</p> | <b>1.81</b>           |
| CP 3.4*  | The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]   | Aim to Maximise      | <b>29%</b>       | 33.5%                 | Not Met | <p>Performance remains above the national benchmark of 28.3% and above the regional benchmark of 28.2%. As the domiciliary care is commissioned with the expectation of an enablement approach being adopted, aligned to localities, we are not surprised to see that people have trust in this offer and are choosing to access a direct service from us as opposed to a direct payment.</p> <p>The Service Contract to support people with Direct Payments is currently going through a tendering process, with adjustments to the specification to enhance the support</p>   | <b>33.00%</b>         |

| MPR Code | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|----------|--|----------------------|------------------|-----------------------|---------|---|-----------------------|
|          |  |                      |                  |                       |         | for people using Direct Payments. It is anticipated that once the new contract is in place, we may see an increase in numbers of people choosing to have a direct payment option.<br><br>England Benchmark (2016/17) – 28.3<br>Regional Average (2016/17) – 28.2<br>Statistical Neighbours (2016/17) – N/A  |                       |
| CP 3.5*  | Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]  | Aim to Maximise      | <b>11%</b>       | 10%                   | Met     | Performance over the year has been consistent and each month we have exceeded the specified target. The learning disability team continue to work with local employers and the dedicated employment team are now looking at plans to continue this work over 2018-19 with new initiatives to support people into paid employment.                       | <b>10%</b>            |
| 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      | <b>6,303,463</b> | 4,350,000             | Met     | <b>Benchmarking not available</b><br>An excellent performance across the town's culture and sport offers, along with a 10 year high for Pier visitors.  | <b>4.4m</b>           |
| CP 3.7*  | Public Health Responsibility Deal [Cumulative]   | Aim to Maximise      | <b>42</b>        | 40                    | Met     | The Workplace Champions Forum took place and was well attended. Local Businesses provided feedback and suggestions to further improve the programme. Work continues with the economic development and the South Essex Active Travel programme to improve joint working and provide local businesses with a co-ordinated service. Work also continues to | <b>40</b>             |



| MPR Code   | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19                       |
|------------|--|----------------------|------------------|-----------------------|---------|---|---|
|            |  |                      |                  |                       |         | support the corporate wellbeing group to improve health of Council staff.   |   |
| CP 3.8*    | Number of people successfully completing 4-week stop smoking course [Cumulative]   | Aim to Maximise      | <b>758</b>       | 1,100                 | Not Met | The final figure for the year will not be available until 6 weeks' time. Recent statistics (locally and nationally) show smoking prevalence in adults has fallen to 17.2% and footfall through Stop Smoking continues to decline.   | <b>771</b>                                  |
| <b>NEW</b> | The number of successful treatments for smoking cessation  | -                    | -                | -                     | -       | -   | <b>1,542</b>                                |
| CP 3.9*    | Take up of the NHS Health Check programme - by those eligible [Cumulative]   | Aim to Maximise      | <b>4,553</b>     | 5,740                 | Not Met | Recovery plan has resulted in an increase in activity across the providers. This still remains under target however the organisation is RAG rated as second in Eastern England overall.   | <b>7,240</b>                                |
| 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      | <b>55.5%</b>     | 90%                   | Not Met | We continue to work hard to achieve timescales and it is expected that the average annual figure will continue to improve in 2018/19. We will continue to monitor these cases to ensure that any delay is child focused and the correct decision.   | <b>PI not being used for 2018/19 MPR</b>    |
| CP 3.11    | The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).                                      | Aim to Maximise      | <b>225</b>       | -                     | N/A     | The number of Early Help Assessments or other assessments made by EHFSYOS that have resulted in a positive outcome in Mar-18 was 225. It is to be notes that this indicator does not have a target. The increased figure for this month reflects an end of year checking exercise across Liquid Logic and the | <b>New PI created - see next PI listed.</b> |

| MPR Code          | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking   | Annual Target 2018/19 |
|-------------------|---|----------------------|------------------|-----------------------|---------|---|-----------------------|
|                   |   |                      |                  |                       |         | early Help database The KPI reflects cases where a positive outcome has been achieved, this may be turning families lives around making improvements to all aspects of their lives or successfully preventing families escalating to require statutory services.  |                       |
| <b>NEW</b>        | The number of Early Help Assessments per 10,000 population under 18 years old | Aim to Maximise      | -                | -                     | -       | -   | <b>209 - 231</b>      |
| <b>Prosperous</b> |   |                      |                  |                       |         |   |                       |
| CP 4.3*           | % of Council Tax for 2018/19 collected in year [Cumulative]                   | Aim to Maximise      | <b>97.50%</b>    | 97.30%                | Met     | The final position for collection of Council Tax for 2017/2018 has both exceeded target for this year and shows an improvement on last year's final collection figure.<br>In financial terms we have collected an extra £203,000 with achieving 0.2% above the target. The growth in our tax base has also seen an extra £5,219,000 additional Council Tax collected. The continuing growth with the increase in new homes coming onto the list is very encouraging and will continue to generate extra income throughout the 2018/2019 year. | <b>97.5%</b>          |
| CP 4.4*           | % of Non-Domestic Rates for 2018/19 collected in year [Cumulative]            | Aim to Maximise      | <b>98.60%</b>    | 97.90%                | Met     | The final position for Business Rates collection for the 2017/2018 year <b>shows that the current year's target has been exceeded, and is an improvement on last year's collection.</b> The final current financial year's collection is 98.6% which is 0.7% above the target for 2017/2018. In   | <b>98.3%</b>          |

| MPR Code | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------|---|----------------------|------------------|-----------------------|---------|--|-----------------------|
|          |   |                      |                  |                       |         | financial terms we collected an additional £343,000 as we exceeded the target; however, overall due to the shrinking tax base in Business Rates we collected £2,013,000 less.  |                       |
| CP 4.5*  | Major planning applications determined in 13 weeks [Cumulative] | Aim to Maximise      | <b>94.87%</b>    | 79.00%                | Met     | In order to meet the target during a period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to work on applications and engaged experienced temporary staff to supplement the existing establishment.<br><br>England Top Quartile – 86% (2016/17) | <b>79%</b>            |
| CP 4.6*  | Minor planning applications determined in 8 weeks [Cumulative]  | Aim to Maximise      | <b>93.20%</b>    | 84.00%                | Met     | In order to meet the target during a period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to work on applications and engaged experienced temporary staff to supplement the existing establishment.<br><br>England Top Quartile – 83% (2016/17) | <b>84%</b>            |
| CP       | Other planning  | Aim to               | <b>94.65%</b>    | 90.00%                | Met     | In order to meet the target during a   | <b>90%</b>            |

| MPR Code | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                       |
|----------|---|----------------------|------------------|-----------------------|---------|--|---|
| 4.7*     | applications determined in 8 weeks [Cumulative]                           | Maximise             |                  |                       |         | <p>period of vacancies in the planning service, it has been necessary to reprioritise some non-statutory functions; officers have made the processing of planning applications the primary focus. The service has also moved staff from other duties to work on applications and engaged experienced temporary staff to supplement the existing establishment.</p> <p>England Top Quartile – 90% (2016/17)</p> |   |
| CP 4.8*  | Current Rent Arrears as % of rent due.                                    | Aim to Minimise      | <b>1.43%</b>     | 1.77%                 | Met     | <p>Slight increase from last year, reflecting the impact of Universal Credit roll out from Summer 2017. Continuing impact of UC means target has been maintained at 1.77% for 2018/19. Benchmarking data for 2016/17 shows top quartile for this indicator for local benchmarking groups.</p> <p>National Top Quartile – 1.94% (2016/17)<br/>Peer Group – 1.49%</p>  | <b>1.77%</b>                                |
| CP 4.9*  | Percentage of children in good or outstanding schools. [Monthly Snapshot] | Aim to Maximise      | <b>86.1%</b>     | 80%                   | Met     | This indicator has met target for the year. We remain above the national benchmark of 83.6%.   | <b>82.5%</b>                                |
| CP 4.10  | Total number of households in temporary accommodation.                    | Aim to Minimise      | <b>140</b>       | 100                   | Not Met | Did not meet target, however, use of temporary accommodation is increasing across the country. Q3 comparative performance shows those in temporary accommodation in  | <b>New PI created - see next PI listed.</b> |

| MPR Code         | Short Name   | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19                    |
|------------------|--|----------------------|------------------|-----------------------|---------|--|--|
|                  |  |                      |                  |                       |         | Southend at 1.34 households per 1,000, against England average of 3.37, ranking Southend 109/292 authorities. Work is underway to address the issue, including, sourcing more private sector properties to help discharge our homelessness duty. This complements other work to address homelessness, including a bid for more resources from the Government's new street homelessness fund and the development of a new Housing Strategy. |  |
| <b>NEW</b>       | Total number of households in temporary accommodation per 1,000 households   | Aim to Minimise      | -                | -                     | -       | -  | <b>3.19</b>                              |
| <b>Excellent</b> |  |                      |                  |                       |         |  |  |
| CP 5.1*          | Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative] | Aim to Maximise      | <b>26,741</b>    | 19,000                | Met     | <b>Benchmarking not available</b><br>2017/18 has been an excellent year for volunteering with new initiatives at the Poppies, new first aiders at the seafront and continuing progress of the Make Southend Sparkle project.   | <b>19,500</b>                            |
| CP 5.2           | Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]  | Aim to Maximise      | <b>87.58%</b>    | 80.00%                | Met     | Satisfaction continues to be high on telephony with 1112 calls and an increase to 96.67% satisfaction in March. Face to Face has fallen to 69.43% this month but no clear reason for this. Overall figure for the 3 customer services (including the Web in March is 86.01% exceeding  | <b>PI not being used for 2018/19 MPR</b> |

| MPR Code | Short Name  | Minimise or Maximise | Year End 2017/18 | Annual Target 2017/18 | Outcome | Comments / Benchmarking  | Annual Target 2018/19 |
|----------|---|----------------------|------------------|-----------------------|---------|--|-----------------------|
|          |   |                      |                  |                       |         | our target of 80% with the Year to Date figure standing at 87.58%.<br><br>In all 3 channels (Phones, Face 2 Face & Web) Southend-on-Sea Borough Council was in the Upper Quartile Benchmark Group for satisfaction.  |                       |
| CP 5.4*  | Working days lost per FTE due to sickness - excluding school staff [Cumulative] | Aim to Minimise      | <b>7.14</b>      | 7.20                  | Met     | The Council has come in below the sickness target for 2017/18. For 2018/19 there will be update to the First Care system which will assist in managing absence and provide better quality report going forward.<br><br>Local Government Association Workforce Survey shows councils reported a median of 10.1 days lost per FTE employee in 2016/17.   | <b>8</b>              |
| CP 5.5*  | Increase the number of people signed up to MySouthend to 35,000 [Cumulative]    | Aim to Maximise      | <b>36,705</b>    | 35,000                | Met     | Increased target sign ups to MySouthend by 7%; specifically in relation to revenues & benefits customers. These customers have been receptive to the new way of accessing and receiving information from the Council and the teams have worked hard to explain this to customers, spending time explaining the benefits and talking through some of <b>the barriers. Once size doesn't fit</b> all but those that can use MySouthend are being encouraged and supported to do so. The expectation is the figures will increase as we get more services onto the platform and merge to have one MySouthend. | <b>45,000</b>         |

| <b>MPR Code</b> | <b>Short Name</b>  | <b>Minimise or Maximise</b> | <b>Year End 2017/18</b> | <b>Annual Target 2017/18</b> | <b>Outcome</b> | <b>Comments / Benchmarking</b>   | <b>Annual Target 2018/19</b> |
|-----------------|--|-----------------------------|-------------------------|------------------------------|----------------|--|------------------------------|
| CP 5.6*         | Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD] | Aim to Maximise             | <b>58.7%</b>            | 56%                          | Met            | <p>Following a significant amount of effort from the team this performance indicator has recovered from less than 5% in May 2017 to beat the target for the year.</p> <p>This is now in line with the National benchmark and the current forecast for the coming financial year is a very strong performance.</p> <p>England Benchmark (2016/17) – 55.7%</p> <p>Regional Average (2016/17) – Not Available</p> <p>Statistical Neighbours (2016/17) – 57.0%</p> | <b>95%</b>                   |

**\*Indicates Performance Indicator that will remain in the Monthly Performance Report for 2018/19.**

**APPENDIX 2:**  
**ANNUAL REPORT 2017/18**  
**DRAFT CONTENT**

**Introduction from the Leader and Chief Executive**

Well, what a year it has been – packed full of numerous achievements and also challenges.

2017/18 was a year of successes across our 400 services – from becoming a Gigabit City to seeing 53 more local children take and pass the 11 plus. From securing £15m for our Better Queensway project (that we also launched in March 2018), to working with our community and voluntary partners to provide more spaces at our church winter night shelters. From our adoption team being consistently recognised nationally for their performance, to our parks and beaches receiving their green and blue flags yet again.

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*As we look forward to that future, and developing a shared community vision for Southend 2050, we will be working closely with our local community and partners to map out our journey over the next five and ten years, and further ahead to 2050.*

Cllr John Lamb – Leader of the Council  
Alison Griffin – Chief Executive

**What does the council do for me?**

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From our youth offending services to school nursing in the Borough, from our team who work with families and children who are on the ‘edge of care’, to our food inspectors who carry out inspections to ensure the places you eat are safe.



From our social workers and care home staff to our births, death and marriages team, the council is here for you throughout your life.

We manage/maintain:

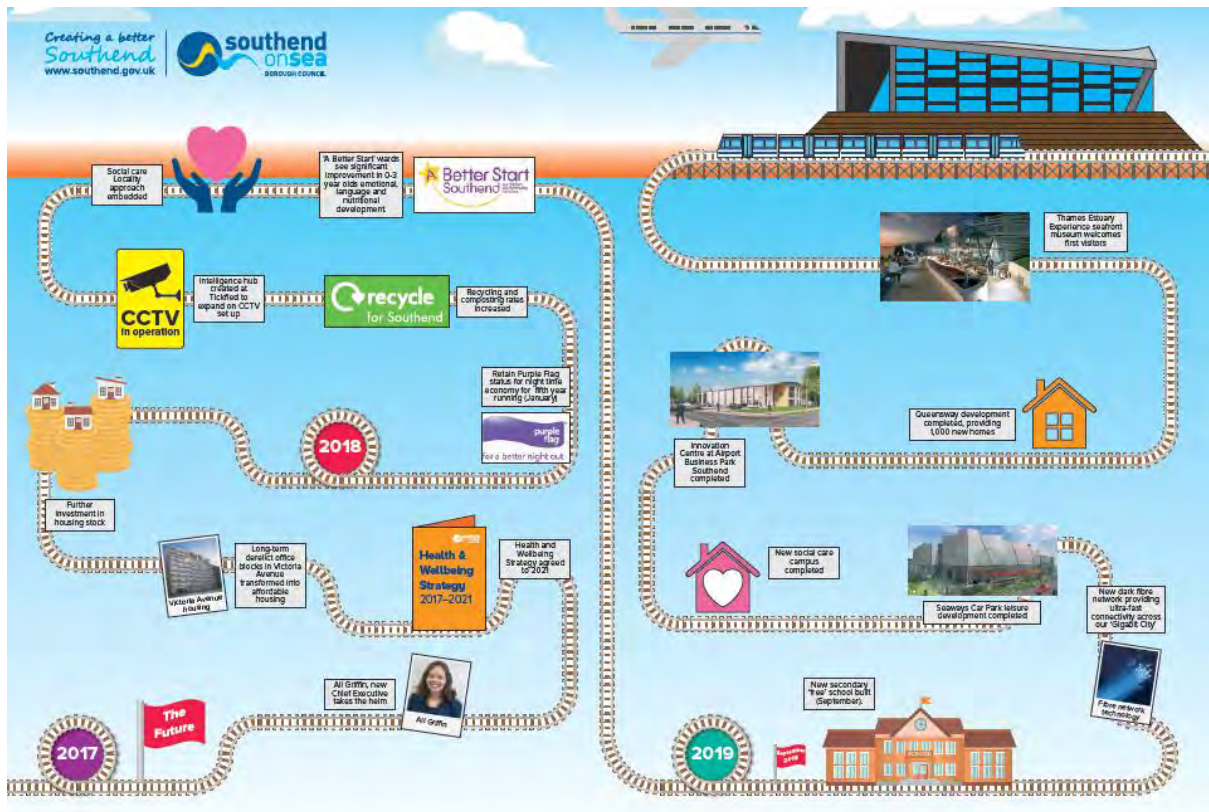
- 700,000 sqm of verges
- 90,000 sqm of planted areas
- 20,000 trees
- 1,000 dog and litter bins
- 400 km's of roads and pavements
- 40 open spaces
- 36 play areas
- 35 football pitches
- 32 parks
- 15 allotments
- 10 cricket squares
- 7 miles of coastline
- 7 rugby pitches
- 6 wheeled sport facilities
- 6 nature conservation areas
- 4 leisure centres
- 4 closed church yards
- 3 swimming pools
- 2 fishing lakes
- 2 theatres
- 1 golf course

We are responsible for:

- 282 looked after children
- 2 care homes looking after 52 elderly people
- 2 centres providing day services to vulnerable adults who have profound and multiple learning disabilities

### **2017/18 timeline**

*To be represented across at least a double page in Pier train style graphic (see below example)*



**12 April to 25 June:**

- Poppies Wave at Barge Pier, Shoeburyness attracts over 100,000 visitors to the local area.

**May 2017:**

- All seven beaches receive 'Seaside award', with three receiving blue flag.

**Summer 2017:**

- Summer of activity takes place as part of the Borough's 125<sup>th</sup> anniversary celebration.

**June 2017:**

- Council launches 11 plus campaign to encourage local children to consider grammar as an option. Campaign is deemed a success as extra 53 pupils pass the test in September 2017 (452 v 399).

**July 2017:**

- CityFibre officially activate Southend-on-Sea's Gigabit City 90km network, offering hundreds of local businesses and 120 public sector sites next-generation digital infrastructure.

- 'Twenty-One', a new cultural space and café run by Focal Point Gallery opens on Southend seafront.

**August 2017:**

- Borough's sixth form students received their results, with figures showing number of students receiving A\*/A grades and A\* to E grades were above the national average yet again (98.5%).

- Plans for fifteen new affordable council homes in Rochford Road are approved. The approval follows on from the successful delivery of 18 affordable rented dwellings built in Shoeburyness.

### **September 2017:**

- Free #SouthendFreeWiFi is launched across central Southend, Westcliff and Leigh in partnership with intechology wifi.

*Pull out box:*

#### Top of the class

*DfE figures show excellent results across all key stages In Early Years (pre-school, aged 2-4), 74.3% of pupils are achieving a 'good level of development', comparing favourably to the 70.7% national average.*

*By the end of infants (Key Stage 1, Year 2, aged 7) 66.6% of Southend pupils are achieving the expected standard or above in combined reading, writing and maths, again comparing favourable to the national average of 63.7%.*

*By the end of primary school (Key Stage 2, Year 6, aged 11), 65% of Southend pupils are achieving or exceeding the expected standard in reading, writing and maths, significantly above the national average of 61%.*

*At the end of secondary school (GCSE, Key Stage 4), 72.3% of pupils achieved the new benchmark of 4+ in the combined subjects. This is compared to 69% for the similar measure last year and above the national average.*

### **October 2017:**

- Council successfully bids for £1.7m of Government funding from the Department of Transport towards £2.5m of road improvements in key town centre locations, including improving right turn access to Warrior Square and Tylers Avenue car parks and providing better car parking signage around the town.

- Council launches public consultation on its ambitious plans for the Queensway estate, with over 300 local people responding.

### **November 2017:**

- The former gasworks site on Eastern Esplanade, purchased by the council as a long-term regeneration project site, opens as a temporary car park to provide additional seafront capacity on busy days, helping local residents, visitors and businesses.

- Council teams up with local homeless charity HARP and local churches to provide somewhere for homeless people to sleep through the winter months, with up to 20 extra places to sleep provided at seven different churches across Southend.

## **December 2017:**

- Council announces that increased secondary school places from 2018 to 2020 (13 new forms of entry (FE) are set to be fully delivered through expansions at existing secondary schools.
- The Southend Central Area Action Plan (SCAAP), a key planning document that will guide development of central Southend and seafront over next five years is given go-ahead by government planning inspector.

## **January 2018**

- Draft budget launched with over £20m of new and ambitious capital investment planned for the Borough, including for The Forum 2, commercial property acquisition, flood prevention, highways and fire improvement works

## **February 2018**

- £15m of Government funding for Better Queensway project is announced (third largest single allocation of 134 awards made across the country). Funding will be used to carry out highways changes as part of the overall redevelopment.
- Departments from across the council come together to deal with severe and prolonged cold weather and snow. 320 tonnes of salt are used as crews are out for 196 hours across 6 days gritting 350 miles of highway.
- A total of 13,000 illegal cigarettes and 14kg of illegal hand rolling tobacco are seized from shops in Southend-on-Sea as part of a joint operation between the Council's Trading Standards team and Essex Police.
- Council signs up to The Association of South Essex Local Authorities (ASELA) to work across borders on strategic issues such as future infrastructure, planning and growth.

## **March 2018**

- The council's highways team, along with partner Marlborough begin work to repair damaged roads across Borough, thanks to an additional £100,000 of funding. It follows on from the so called 'Beast from the East', with roads up and down the country heavily impacted by the adverse weather conditions.
- The search for a partner to work with the council to deliver the Better Queensway regeneration project is officially launched to the market.

## **April 2018**

- Fire safety works across the Borough's tower blocks is completed, after the council brought forward £2m of planned capital funding for the to be completed quicker.

A further £1m, two-year fire improvement programme also starts on high priority council-owned buildings.

- A joint project to open a complex needs hostel and help get entrenched homeless people off the streets receives national recognition by becoming a finalist in the Local Government Chronicle (LGC) Awards Housing Initiative category.

## **May 2018**

- National figures show adoption services team are the quickest nationally for matching a child entering care with an adoptive family, where there is no option for a child to remain within their birth family.

### **A year in numbers:**

*Infographics to represent these visually*

**6,303,463** people took part in a cultural and sporting activity or visited the Pier during 2017/18

**90,000** of ultra fast fibre network connectivity across Southend.

**80,000** tonnes of waste collected

**36,705** people signed up for a MySouthend online account

**26,741** hours given by volunteers

**3600** pothole repairs each year

**758** local people completed a 4-week stop-smoking course – numbers are falling as adult smokers has fallen to 17.2%

**97.5%** of council tax collected in 2017/18

**97%** - acceptable standard of cleanliness/litter achieved

**94.87%** of major planning applications determined in 13 weeks, well above national average of 86%

**91%** of adult safeguarding investigations concluded with actions being taken and risk therefore reduced or removed

**58.7%** of education health care (EHC) plans issued within 20 weeks across the year

**86.1%** of children in good or outstanding schools

**79.9%** of local adults in contact with secondary mental health services live independently compared to national average of **54%**

**12** – Southend-on-Sea's national ranking for having least number of people delayed from being discharged from hospital due to social care – 0.83 per 100,000 of population well below national average of 6.3.

### **Case studies (TBC)**

### **The future – Southend 2050**

During 2018, we are asking local partners, residents and businesses what they want Southend-on-Sea to be like in the future? What will make people want to live, shop, work and spend time here?

By working together and thinking creatively, ambitiously and collectively, we can create a shared vision for the future of Southend. The vision will help to shape the priorities we focus on, the choices we make and the way we work in the years ahead.

This work will help us to map out our journey over the next five and ten years, and further ahead to 2050.

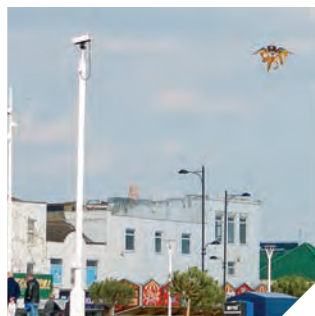
### **South Essex 2050**

The council is also looking to the future with its south Essex partners. We are working across borders on strategic issues such as infrastructure, planning and growth, skills, housing and transport connectivity and producing a Strategic Plan for South Essex.

This will guide the future development of new transport links, health and social infrastructure, business and skill opportunities and ensure that the 90,000 homes needed across south Essex over the next twenty years are built in the right place and with the right supporting infrastructure.

# Annual Report 2018









# ANNUAL REPORT 2018

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We manage and maintain

20k  
Trees

32  
Parks

35  
Football pitches

15  
Allotments

10  
Cricket squares

1  
Golf course

4  
Leisure centres

We are responsible for:

282  
Children in care

90k  
sqm of planted areas

400 km's of roads and pavements

1,000  
Litter and dog bins



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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive and Town Clerk  
To  
**Cabinet**  
On  
**19 June 2018**

Report prepared by: Louisa Thomas - Senior Business  
Management Advisor

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## 2018-19 Corporate Risk Register

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Cabinet Member. '7 ci bW`cf`>c\ b`@Ja V

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### Place, People and P&R Scrutiny Committees

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#### 1 Purpose of Report

- 1.1 To consider the 2018/19 Corporate Risk Register.

#### 2 Recommendations

- 2.1 **That Cabinet considers the risks identified by the Corporate Management Team (CMT) for inclusion in the 2018/19 Corporate Risk Register, for presentation to Cabinet on 19 June and Audit Committee on 25 July 2018.**

#### 3 Background

##### 3.1 Corporate Risk Register 2018/19

- 3.1.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.
- 3.1.2 The Corporate Risk Register has been refreshed to reflect the challenges for 2018/19 and the risks, and related controls and actions identified, are set out in **Appendix 1**.
- 3.1.3 The Corporate Management Team has identified the following areas to be included in, and then monitored and reviewed, as part of the Corporate Risk Register for 2018/19:
1. Council Budget / financial sustainability
  2. Recruiting and retaining staff
  3. Key external challenges
  4. Housing
  5. Local Infrastructure
  6. Secondary School Places
  7. Health and Social Care
  8. Information management and cyber security
  9. Children's Services Improvement Plan
  10. Waste Management
  11. Flooding/cliff slip

- 12. Major developments
- 13. Local Plan

3.1.4 The format of the Corporate Risk Register follows a 3 stage process:

1st stage: An 'inherent score' with the risk assessed with no controls, assurance or actions in place.

2nd stage: The 'current score' where the risk is assessed with controls, assurances and progress against identified actions. The current score is adjusted in light of progress against actions.

3rd stage: The target score which is the risk with the controls, assurances and actions, as if they have been completed

The current score is then adjusted in light of progress against actions.

3.1.5 Updates on the Corporate Risk Register are reported to CMT quarterly and to Audit Committee every 6 months.

3.1.6 Senior officers ensure specific risks are managed within service areas, within service plans and in accordance with the risk management strategy and processes. 'Red' rated risks with corporate implications can be escalated to CMT. Actions for all these risks are updated and reviewed by departmental management teams.

3.1.7 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by the Corporate Management Team where applicable and relevant project teams.

## **4 Corporate Implications**

### **4.1 Contribution to Council's Vision & Corporate Priorities**

The Corporate Risk Framework underpins the operational effectiveness of the Council's Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of corporate aims and priorities.

### **4.2 Financial Implications**

Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

### **4.3 Legal Implications**

The Accounts and Audit Regulations 2015 require that:

A relevant authority must ensure that it has a sound system of internal control which (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives; (b) ensures that the financial and operational management of the authority is effective; and (c) includes effective arrangements for the management of risk..



- 4.4 People Implications  
Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.
- 4.5 Property Implications  
None specific
- 4.6 Consultation  
Consultation has taken place where relevant.
- 4.7 Equalities Implications  
Corporate Equalities considerations have been considered in the drafting of the Register and any specific equality related risks have been identified for the Council.
- 4.8 Risk Assessment  
Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council objectives will not be delivered.
- 4.9 Value for Money  
Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.
- 4.10 Community Safety Implications  
None specific
- 4.11 Environmental Impact  
None specific.

## **5 Appendices**

### **Appendix 1 - 2018/19 Corporate Risk Register.**

# Corporate Assurance Risk Register 2018-19



## Contents

- Section 1**            **3 Stage Risk Scoring Process**  
Brief description of the 3 stage risk scoring process and clarification of each stage
- Section 2**            **Risk Matrix**  
The matrix used for calculating Risk score
- Section 3**            **Corporate Assurance Risk Register**
- Inherent, Current and Target scores
  - Controls and Assurances
  - Future Actions and comments

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

## Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

**Inherent score** – the risk scored with no controls, assurances or actions in place.

**Current score** – the risk scored with controls, assurances and progressed actions.

**Target score** – the risk score with controls and assurances in place and linked actions completed.

As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

## Section 2 - Risk Matrix

| EXAMPLES  |   |   |   | IMPACT       | CORPORATE RISK GRID |                  |                       |                        |
|---|---|---|---|--------------|---------------------|------------------|-----------------------|------------------------|
| Reputational:   | Compliance  | Financial:  | Service Provision / Continuity:   |              | 4                   | 8                | 12                    | 16                     |
| National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper. | The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council. | Over £1m loss<br>More than 20% of total budget individually or cumulatively | Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency.      | Catastrophic | 4                   | 8                | 12                    | 16                     |
| National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article.              | The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach.   | Between £500k - £1m, 10-20% of total budget individually or cumulatively    | Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time.  | Severe       | 3                   | 6                | 9                     | 12                     |
| Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry.  | The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc.                          | Between £50k - £499k, 5 – 10% of total budget individually or cumulatively  | Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT). | Material     | 2                   | 4                | 6                     | 8                      |
| Rumour and gossip   | All other material risks.   | Under £50k, less than 5% of total budget individually or cumulatively       | Minor disruption  | Negligible   | 1                   | 2                | 3                     | 4                      |
|   |   |   |   |              | Unlikely<br><10%    | Likely<br>10-40% | Very Likely<br>40-75% | Almost Certain<br>>75% |
|   |   |   |   |              | LIKELIHOOD          |                  |                       |                        |

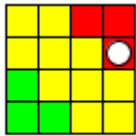
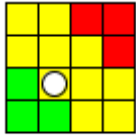
# 2018-19 Corporate Risk Register


Generated on: 29 May 2018

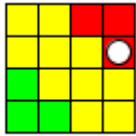
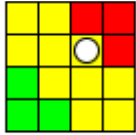
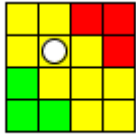


| Risk Title   | <b>1. Council Budget/Financial Sustainability</b>  |                |             |   |                     |                   |            |
|--|--|----------------|-------------|---|---------------------|-------------------|------------|
| Stage 1 - Risk without controls (Inherent risk)  |  |                |             |   |                     |                   |            |
| Code   | Risk - CAUSE, EVENT, EFFECT  | Risk Owner     | Risk type   | Risk category   | Inherent risk score | Impact            | Likelihood |
| 1819CRR01  | Risk that failure to manage the short term budget gap and growing demand for services and failure to ensure the council is financially sustainable after 2020/21 will result in significant adverse impact on council services | Joe Chesterton | Strategic   | Financial/Reputational  | 16                  |                   |            |
| Stage 2 - Risk with Controls and Assurances (current risk)   |  |                |             |   |                     |                   |            |
| List of controls and associated assurances to ensure controls are working  |  |                |             |   | Current risk score  | Impact            | Likelihood |
| <p><b>1. Control:</b> Budget setting process to identify required savings through: budget proposal reports to Departmental and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council <b>Assurance:</b> reports to and minutes of meetings.</p> <p><b>2. Control:</b> Management oversight of budget setting process through: reports to CMT and Administration <b>Assurance:</b> Reports/Minutes</p> <p><b>3. Control:</b> Senior member and Chief Executive challenge to departments on proposed savings <b>Assurance:</b> Reports and minutes of meetings.</p> <p><b>4. Control:</b> Director challenge to Directors <b>Assurance:</b> Minutes of Departmental Management Team meetings/emails.</p> <p><b>5. Control:</b> Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council <b>Assurance:</b> Reports and minutes of meetings.</p> |  |                |             |   | 6                   |                   |            |
| Stage 3 - Further actions to reduce the risk (target risk)   |  |                |             |   |                     |                   |            |
| Code   | Actions to further mitigate risk / maximise opportunities  | Action Owner   | Due date    | Comments / update on progress   | RAG Status          | Target risk score | Impact     |
| 1819CRA0101  | Budget Timeline outlining key milestones to be agreed with the Administration and Senior Leadership Team.  | Joe Chesterton | 31-May-2018 | Timeline in place with key deadlines  |                     | 4                 |            |
| 1819CRA0103  | Continual monitoring, risk assessment and reporting of progress on options to meet the saving targets required to set balanced budgets in 2018/19 to 2020/21   | Joe Chesterton | 31-Mar-2019 | Saving proposals approved for 2018/19 were formatted in to the Budget setting for 2018/19.  |                     |                   |            |
| 1819CRA0104  | Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding  | Joe Chesterton | 31-Mar-2019 | Director of Finance and Resources horizon scans all Government announcements, including the latest Autumn Budget Statement and Local Government Settlement for inclusion in final budget and in preparation for future budgets. |                     |                   |            |

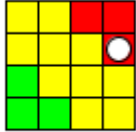
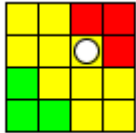
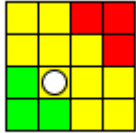
| Risk Title  | <b>2. Recruiting and retaining staff</b>   |                |             |  |                     |                   |            |
|---|--|----------------|-------------|--|---------------------|-------------------|------------|
| Stage 1 - Risk without controls (Inherent risk)   |  |                |             |  |                     |                   |            |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner     | Risk type   | Risk category  | Inherent risk score | Impact            | Likelihood |
| 1819CRR02   | Risk that failure to have the appropriate staffing resources, with the right skills, will lead to a failure to achieve the Council's ambitions | Joanna Ruffle  | Strategic   | Service Provision  | 12                  |                   |            |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |                |             |  |                     |                   |            |
| List of controls and associated assurances to ensure controls are working   |  |                |             |  |                     |                   |            |
| <p><b>1. Control:</b> Managing Organisational Change Policy; Redeployment Policy &amp; Procedure; Redundancy Policy &amp; Procedure <b>Assurance:</b> Policy documents available via intranet.</p> <p><b>2. Control:</b> Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the Corporate Management Team and Workforce Planning Panel <b>Assurance:</b> Reports to and Minutes of meetings.</p> <p><b>3. Control:</b> All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel <b>Assurance:</b> Minutes of Workforce Planning Panel</p> <p><b>4. Control:</b> Recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns <b>Assurance:</b> Service Level Agreement, Contract management.</p> |  |                |             |  | Current risk score  | 6                 |            |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |                |             |  |                     |                   |            |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner   | Due date    | Comments / update on progress  | RAG Status          | Target risk score | Impact     |
| 1819CRA0201   | Continue to embed Talent Management Strategy (including apprenticeships, graduate traineeships, graduate sponsorships and career progression)  | Joanna Ruffle  | 31-Mar-2019 | CMT strategy session took place on 11th April; work is underway to develop the 'New People Deal' for the Borough.  |                     | 2                 |            |
| 1819CRA0202   | Participate in regional Children's Social Care Workforce project   | Joanna Ruffle  | 31-Mar-2019 | This project is continuing and is focused on the reduction of agency workers for Childrens Services.   |                     |                   |            |
| 1819CRA0203   | Participate in regional Planners Workforce project   | Peter Geraghty | 31-Mar-2019 | Continue to engage with colleagues regionally and looking at other options including public interest company.  |                     |                   |            |
| 1819CRA0204   | Develop a framework contract to deliver professional/interim resources to supplement the Reed contract   | Joanna Ruffle  | 31-Mar-2019 | A professional interim resources contract, has been supporting hard to fill posts; and providing specialist 'search and select' which has been used in a number of cases.  |                     |                   |            |
| 1819CRA0205   | Role of Resourcing Manager agreed and funded to drive talent management initiatives across the organisation                                    | Joanna Ruffle  | 31-Mar-2019 | The role of the Resourcing Manager is a permanent position within the HR management structure. The additional resource in People and HR is also permanent. Conversations are starting with the Department for Place to see if this would be beneficial. The new recruitment partner will be out to market shortly. |                     |                   |            |

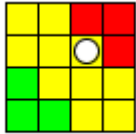
| Risk Title  | 3. Key External Challenges   |                |             |  |                     |   |
|---|--|----------------|-------------|--|---------------------|---|
| <b>Stage 1 - Risk without controls (Inherent risk)</b>  |  |                |             |  |                     |   |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner     | Risk type   | Risk category  | Inherent risk score | Impact  |
| 1819CRR03   | Risk that the impact of, or a failure to take advantage of, the Government's agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities | Alison Griffin | Strategic   | Reputation   | 12                  | <br>Likelihood                 |
| <b>Stage 2 - Risk with Controls and Assurances (current risk)</b>   |  |                |             |  |                     |   |
| <b>List of controls and associated assurances to ensure controls are working</b>  |  |                |             |  | Current risk score  | Impact  |
| 1. <b>Control:</b> Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions, <b>Assurance:</b> Minutes/Reports<br>2. <b>Control:</b> Corporate Management Team - oversight of Key Projects <b>Assurance:</b> Minutes/ Project Management Reports to CMT<br>3. <b>Control:</b> Success For All Children Group <b>Assurance:</b> Children and Young People Plan/Reports/Minutes<br>4. <b>Control:</b> Health and Wellbeing Board <b>Assurance:</b> Joint Health and Wellbeing Strategy/Report/Minutes<br>5. <b>Control:</b> Association of South Essex Local Authority <b>Assurance:</b> Report/Minutes |  |                |             |  |                     |   |
| <b>Stage 3 - Further actions to reduce the risk (target risk)</b>   |  |                |             |  |                     |   |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner   | Due date    | Comments / update on progress  | RAG Status          | Target risk score   |
| 1819CRA0301   | Maintaining, renewing and building relationships with key partners   | Alison Griffin | 31-Mar-2019 | A range of partnerships have been strengthened during the year including CSP, working with health on localities through HWB, the establishment of Association of South Essex Local Authorities (ASELA) to promote growth along the corridor.   | ✓                   | 4<br>Impact<br><br>Likelihood |
| 1819CRA0302   | Continue to undertake horizon scanning of key developments in relation to new government legislation, policy and Brexit negotiations   | Alison Griffin | 31-Mar-2019 | On-going monitoring of policy developments and initiatives, particularly those that will have financial implications. Also using ASELA as well as other local government networks to strengthen our horizon scanning.  | ✓                   |   |
| 1819CRA0303   | Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP)   | Simon Leftley  | 31-Mar-2019 | Southend Council have submitted a formal response to the public consultation of the proposals for the STP. The Council now awaits the outcome of an independent review of all the responses to the consultation. In addition the Council contributed to the Joint Health and Overview Scrutiny Committees (JHOSC) response to the proposals. | ✓                   |   |
| 1819CRA0304   | Ensure the on-going sustainability of the BEST (Business Essex Southend & Thurrock) Growth Hub within the LEP  | Andrew Lewis   | 31-Mar-2019 | A letter from SELEP has confirmed the allocation of BEIS budget to support the BEST Growth Hub of £256k p.a. for two years. Staff  | ✓                   |   |

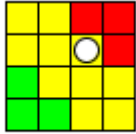
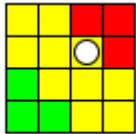

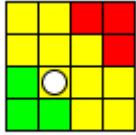


|             |  |              |             |  |   |  |  |
|-------------|--|--------------|-------------|--|---|--|--|
|             | umbrella through delivery of South East Business Boast and planning for longer term funding and operation.                     |              |             | have been advised of the changes and employment contracts will be adapted accordingly.   |   |  |  |
| 1819CRA0305 | Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP. | Andrew Lewis | 31-Mar-2019 | Outline Business case for Forum 2 was approved at the February SELEP Accountability Board. Airport Business Park project continues to progress against spend targets – with the full business case due to be sent to the SELEP Accountability Board in the summer. Detail of the UK Shared Prosperity Fund – funding post LGF and Brexit as yet unknown. |  |  |  |

| Risk Title   | <b>4. Housing</b>  |                |             |  |                     |                   |  |
|--|--|----------------|-------------|--|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk)  |  |                |             |  |                     |                   |  |
| Code   | Risk - CAUSE, EVENT, EFFECT  | Risk Owner     | Risk type   | Risk category  | Inherent risk score |                   | Impact<br>Likelihood   |
| 1819CRR04  | Risk that a failure to implement plans to address rising homelessness and failure to develop a robust housing strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years. | Simon Leftley  | Strategic   | Financial  | 12                  |                   |   |
| Stage 2 - Risk with Controls and Assurances (current risk)   |  |                |             |  |                     |                   |  |
| List of controls and associated assurances to ensure controls are working  |  |                |             |  | Current risk score  |                   | Impact<br>Likelihood   |
| 1. <b>Control:</b> Core Strategy and Local Development Plan in place <b>Assurance:</b> Strategy documents<br>2. <b>Control:</b> Cabinet/Scrutiny <b>Assurance:</b> Reports/Meeting minutes<br>3. <b>Control:</b> Housing Strategy <b>Assurance:</b> Documents<br>4. <b>Control:</b> Housing Working Party: <b>Assurance:</b> Reports and minutes of meetings |  |                |             |  | 9                   |                   |   |
| Stage 3 - Further actions to reduce the risk (target risk)   |  |                |             |  |                     |                   |  |
| Code   | Actions to further mitigate risk / maximise opportunities  | Action Owner   | Due date    | Comments / update on progress  | RAG Status          | Target risk score | Impact<br>Likelihood   |
| 1819CRA0401  | Agree a new Housing Strategy for the borough aimed at ensuring the appropriate level of accommodation in the borough and reduce the need for temporary accommodation   | Sharon Houlden | 31-Mar-2019 | Jan 18 Cabinet endorsed a proposed approach and timescales for the development of a Housing Vision and Strategy. The new vision and strategy is due for consideration at September Cabinet | ✓                   | 6                 |  |
| 1819CRA0402  | Progress the Council's bid for additional resources from the Government's new street homelessness fund to tackle the issue in the borough  | Sharon Houlden | 31-Mar-2019 | Bid submitted to the Ministry of Housing, Communities and Local Government - currently awaiting response   | ✓                   |                   |  |
| 1819CRA0403  | Ensure the development of the Council's Local Plan, links to the Council's housing strategy, and addresses the anticipated level of demand for housing in the coming decades   | Peter Geraghty | 31-Mar-2019 | To be undertaken as part of development of Local Plan and related strategies.  | ✓                   |                   |  |




| Risk Title  | <b>5. Local Infrastructure</b>   |                                |             |  |                     |                   |  |
|---|--|--------------------------------|-------------|--|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk)   |  |                                |             |  |                     |                   |  |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner                     | Risk type   | Risk category  | Inherent risk score |                   | Impact<br>Likelihood   |
| 1819CRR05   | Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough | Andrew Lewis                   | Strategic   | Financial  | 12                  |                   |   |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |                                |             |  |                     |                   |  |
| List of controls and associated assurances to ensure controls are working   |  |                                |             |  | Current risk score  |                   | Impact<br>Likelihood   |
| 1. <b>Control:</b> Highway/Footpath Assets Management inventory in place <b>Assurance:</b> Reports<br>2. <b>Control:</b> Monthly progress reported to DMT and senior managers <b>Assurance:</b> Reports/Minutes<br>3. <b>Control:</b> Regular reporting to Corporate Management Team <b>Assurance:</b> Reports/Minutes<br>4. <b>Control:</b> Cabinet/Scrutiny <b>Assurance:</b> Reports/Meeting minutes |  |                                |             |  | 9                   |                   |   |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |                                |             |  |                     |                   |  |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner                   | Due date    | Comments / update on progress  | RAG Status          | Target risk score | Impact<br>Likelihood   |
| 1819CRA0501   | Produce a Transport Asset Management Plan to support the maintenance and improvement of the roads, pavements and street furniture across the Borough               | Neil Hoskins                   | 31-Mar-2018 | Asset management plan & associated documents approved, now on website  | ✓                   | 4                 |  |
| 1819CRA0502   | Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.                                     | Neil Hoskins                   | 31-Mar-2019 | Complete and works ongoing   | ✓                   |                   |  |
| 1819CRA0503   | Conduct detailed self-assessment to support Challenge Fund bid   | Neil Hoskins                   | 31-Mar-2019 | Design work to start 1st April 2018, construction plan to commence Oct 2018.   | ✓                   |                   |  |
| 1819CRA0504   | Complete Whole Government Account return (with Finance Dept)   | Neil Hoskins                   | 31-Mar-2019 | Return completed.  | ✓                   |                   |  |
| 1819CRA0505   | Ensure compliance with spending profiles for Local Growth Fund to maintain access to available finance (notably for Airport Business Park and the Forum)           | Adrian Beswick;<br>Mark Murphy | 31-Mar-2019 | Working closely with partners to ensure spending profiles are achieved through programme and project management arrangements | ✓                   |                   |  |



| Risk Title  | <b>6. Secondary School Places</b>  |               |             |   |                     |   |
|---|--|---------------|-------------|---|---------------------|---|
| Stage 1 - Risk without controls (Inherent risk)   |  |               |             |   |                     |   |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner    | Risk type   | Risk category   | Inherent risk score | Impact<br>Likelihood  |
| 1819CRR06   | Risk that failure to provide the required number of school places at secondary schools for 2018 and 2019 will lead to significant reputational and legal damage for the council. | Simon Leftley | Strategic   | Reputational and Legal  | 9                   |  |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |               |             |   |                     |   |
| List of controls and associated assurances to ensure controls are working   |  |               |             |   | Current risk score  | Impact<br>Likelihood  |
| <b>1. Control:</b> School Places working party <b>Assurance:</b> minutes<br><b>2. Control:</b> Archive of cabinet and Council decisions <b>Assurance:</b> minutes<br><b>3. Control:</b> Correspondence between stakeholders, schools, Academy trusts, Local MPs, Ministers <b>Assurance:</b> correspondence<br><b>4. Control:</b> Weekly report on progress from Learning to Executive Councillor <b>Assurance:</b> note of actions |  |               |             |   |                     |   |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |               |             |   |                     |   |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner  | Due date    | Comments / update on progress   | RAG Status          | Target risk score   |
| 1819CRA0601   | Establish a secondary places project Board to monitor progress in actions and outcomes for both 18 and 19 places   | Brin Martin   | 31-Mar-2019 | Regular meetings of those involved with specific projects takes place, involving officers, contractors and the school. The outcomes of these meetings are shared with the Group Manager who has oversight of the build. | ✓                   | 4<br>Impact<br>Likelihood   |
| 1819CRA0602   | Where required escalate lack of progress directly with Cabinet, the Regional Schools Commissioner (RSC), Local MPs, press and the DfE  | Brin Martin   | 31-Mar-2019 | Cabinet has redacted the decision to pursue a free school in favour of expansion. Escalation will continue in the same way with the RSC when and if required.   | ✓                   |   |
| 1819CRA0603   | Develop a secondary school places strategy to cater for the increasing pupil numbers.  | Brin Martin   | 31-Mar-2019 | The original plans have now been amended to an expansion model. This will be taken through the next school places working party, and will in essence for the medium term strategy.                                      | ✓                   |   |

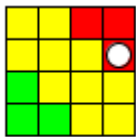
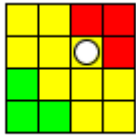

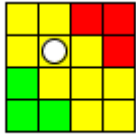

| Risk Title  | <b>7. Health and Social Care</b>  |                |             |   |   |   |   |            |
|---|---|----------------|-------------|---|---|---|---|------------|
| Stage 1 - Risk without controls (Inherent risk)   |   |                |             |   |   |   |   |            |
| Code  | Risk - CAUSE, EVENT, EFFECT   | Risk Owner     | Risk type   | Risk category   | Inherent risk score   | Impact  | Likelihood  |            |
| 1819CRR07   | Risk that the implementation of Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents and also leads to significant cost increases in meeting service demand. | Simon Leftley  | Strategic   | Financial, Service Provision  | 9   |  |   |            |
| Stage 2 - Risk with Controls and Assurances (current risk)  |   |                |             |   |   |   |   |            |
| List of controls and associated assurances to ensure controls are working   |   |                |             |   | Current risk score  | Impact  | Likelihood  |            |
| <b>1. Control:</b> South East Essex Locality Partnership. <b>Assurance:</b> Reports/Meeting Minutes.<br><b>2. Control:</b> Health and Wellbeing Board. <b>Assurance:</b> Reports/Meeting Minutes.<br><b>3. Control:</b> Locality Transformation Group. <b>Assurance:</b> Reports/Meeting Minutes.<br><b>4. Control:</b> Corporate Management Team. <b>Assurance:</b> Reports/Meeting Minutes. |   |                |             |   | 9   |  |   |            |
| Stage 3 - Further actions to reduce the risk (target risk)  |   |                |             |   |   |   |   |            |
| Code  | Actions to further mitigate risk / maximise opportunities   | Action Owner   | Due date    | Comments / update on progress   | RAG Status  | Target risk score   | Impact  | Likelihood |
| 1819CRA0701   | Continue to actively work with Mid and South Essex health and social care partners to develop the STP proposals to ensure positive outcomes in health and social care provision for Southend residents  | Simon Leftley  | 31-Mar-2019 | The Council has submitted a formal response to the public consultation of the proposals for the STP. The Council now awaits the outcome of an independent review of all the responses to the consultation. In addition the Council contributed to the Joint Health and Overview Scrutiny Committees (JHOSC) response to the proposals).   |    | 4   |  |            |
| 1819CRA0702   | That the Health and Wellbeing Board (HWB) oversees the development and implementation of the localities model for health and social provision in the borough.   | Simon Leftley  | 31-Mar-2019 | HWB hold regular discussions regarding the development of the STP proposals and the Southend Locality development. In March 2018 HWB agreed that a South East Essex governance approach to developing Localities was a requirement. The inaugural SEE Locality Partnership was held on 18th May 2018. This partnership is accountable to HWB and are responsible for the business plan being developed. |  |   |   |            |
| 1819CRA0703   | Continue the work of the South East Essex Locality Partnership (which includes engagement with key stakeholders, both providers and commissioners) to manage the implementation of the Localities model including the development of plans for each locality.                               | Jacqui Lansley | 31-Mar-2019 | Draft Locality development plan to be considered by HWB on 20 June. The partnership is focused on developing the integrated health and care model, the outcomes framework and providing assurance to the operational teams re leadership for Locality development.  |  |   |   |            |

| Risk Title  | 8. Information Management & Cyber Security   |               |             |  |                     |                           |
|---|--|---------------|-------------|--|---------------------|---------------------------|
| <b>Stage 1 - Risk without controls (Inherent risk)</b>  |  |               |             |  |                     |                           |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner    | Risk type   | Risk category  | Inherent risk score | Impact<br>Likelihood      |
| 1819CRR08   | Risk that a failure to ensure the Council has a coherent and comprehensive approach to data protection, including its cyber security arrangements, will result in significant financial and reputational damage to the Council | Joanna Ruffle | Strategic   | Reputational, Financial  | 12                  |                           |
| <b>Stage 2 - Risk with Controls and Assurances (current risk)</b>   |  |               |             |  |                     |                           |
| <b>List of controls and associated assurances to ensure controls are working</b>  |  |               |             |  | Current risk score  | 9<br>Impact<br>Likelihood |
| <b>1. Control:</b> Senior Information Risk Owner - <b>Assurance:</b> Annual SIRO report to Cabinet<br><b>2. Control:</b> Annual IG Toolkit assessment – <b>Assurance:</b> Report from independent assessment.<br><b>3. Control:</b> Regular reports to Corporate Management Team. <b>Assurance:</b> Reports/Minutes<br><b>4. Control:</b> Corporate Information Governance Group: <b>Assurance:</b> Reports/Minutes |  |               |             |  |                     |                           |
| <b>Stage 3 - Further actions to reduce the risk (target risk)</b>   |  |               |             |  |                     |                           |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner  | Due date    | Comments / update on progress  | RAG Status          | Target risk score         |
| 1819CRA0801   | Ensure the Corporate Information Governance group continues to over the Council's approach to information management, including compliance with new data protection legislation.   | Joanna Ruffle | 31-Mar-2019 | The Corporate Information Governance Group continues to meet monthly, to oversee GDPR preparations and other information related activity.   | ✓                   | 6<br>Impact<br>Likelihood |
| 1819CRA0802   | Ensure the Council's project plan, and associated officer group, for implementation of the General Data Protection Regulation (GDPR) is revised to address continued compliance with data protection legislation.              | Lysanne Eddy  | 31-Mar-2019 | GDPR Project Plan considered at fortnightly cross Council GDPR Project Group and monthly CIGG meetings. Plan incorporates recommended action from external assessment and Internal Audit review. Over 300 staff and councillors (and x no. schools) have received training to date, key policies and processes have been reviewed and communications rolled out to raise awareness. Work will continue to ensure compliance with data protection legislation and to facilitate effective use of information. | ✓                   |                           |
| 1819CRA0803   | Ensure information management is a key part of the Council's transformation agenda.  | Joanna Ruffle | 31-Mar-2019 | Transformation work continues and a wider piece of transformation work is about to be commissioned.  | ✓                   |                           |
| 1819CRA0804   | Ensure the Council's cyber security arrangements are up to date and robust enough to withstand attacks.  | Nick Corrigan | 31-Mar-2019 | Completed Essex-wide Cyber Security Testing (Essex On-line Partnership). For Southend users, 3.8% clicked on a rogue link; individuals   | ✓                   |                           |

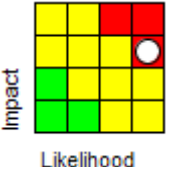
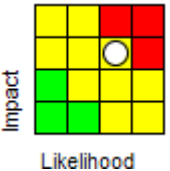
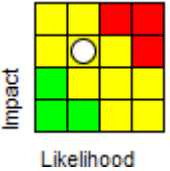
|             |   |               |             |  |   |  |  |  |
|-------------|---|---------------|-------------|--|---|--|--|--|
|             |   |               |             | to be targeted for awareness training; further tests to be run. Cyber Security awareness now embedded into induction ICT Training.                                 |   |  |  |  |
| 1819CRA0805 | Review the Council's approach to the use and sharing of, information and data | Joanna Ruffle | 31-Mar-2019 | Work on this is part of the Council's preparation for GDPR. This work will continue into 18/19 and will be overseen by the Corporate Information Governance Group. |  |  |  |  |

| Risk Title   | <b>9. Children's Services Improvement Plan</b>   |                 |             |   |                     |                   |  |
|--|--|-----------------|-------------|---|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk)  |  |                 |             |   |                     |                   |  |
| Code   | Risk - CAUSE, EVENT, EFFECT  | Risk Owner      | Risk type   | Risk category   | Inherent risk score |                   |  |
| 1819CRR09  | Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to achieve a rating of 'Good' in future Ofsted inspection                                    | Simon Leftley   | Strategic   | Reputational  | 12                  |                   |  |
| Stage 2 - Risk with Controls and Assurances (current risk)   |  |                 |             |   |                     |                   |  |
| List of controls and associated assurances to ensure controls are working  |  |                 |             |   |                     |                   |  |
| <p><b>1. Control:</b> Monitoring and updating of the Children Service's Improvement Plan by the CS Improvement Board. <b>Assurance:</b> Reports/minutes of CS Improvement Board meetings.</p> <p><b>2. Control:</b> Monitoring and updating of the Leadership Narrative Document for Children's services. <b>Assurance:</b> Report/Minutes of Children's Services Improvement Board meetings.</p> <p><b>3. Control:</b> Children's Service Improvement Board bi-monthly meetings <b>Assurance:</b> Report/Minutes.</p> <p><b>4. Control:</b> Children's Departmental Management Team. <b>Assurance:</b> Monthly Performance reports/ minutes of meetings.</p> <p><b>5. Control:</b> People Extended DMT <b>Assurance:</b> Reports to/notes from meetings.</p> <p><b>6. Control:</b> Local Safeguarding Children's Board (LSCB) to complement the children's service improvement plans <b>Assurance:</b> Reports/minutes.</p> <p><b>7. Control:</b> Improvement Board Independent Expert, advice and support. <b>Assurance:</b> Reports to John O'Loughlin, Simon Leftley and the Improvement Board</p> |  |                 |             |   | Current risk score  | 9                 |  |
| Stage 3 - Further actions to reduce the risk (target risk)   |  |                 |             |   |                     |                   |  |
| Code   | Actions to further mitigate risk / maximise opportunities  | Action Owner    | Due date    | Comments / update on progress   | RAG Status          | Target risk score |  |
| 1819CRA0901  | Develop and enhance the resourcing available to the Council's Children's Service, with the recruitment of additional social workers; the embedding the work of the recently appointed 'Practise Lead' to promote good practice and 'Participation Lead' to | John O'Loughlin | 31-Mar-2019 | Recruitment and retention continues to be an area of focus by senior management with weekly updates to the Director. The new practice lead is in post and 0.3 of this post is dedicated to participation of children and young people. The participation element of the role is being developed and is bringing together/coordinating the range of work in relation to participation and developing the young person's participation plan.  |                     | 6                 |  |
| 1819CRA0902  | Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements.   | John O'Loughlin | 31-Mar-2019 | Edge of Care team has worked with over 90 cases and currently have 50 open cases. Cases referred via placement panel or direct referral through the single front door for foster care placement breakdowns. Referral rates have doubled since the inception of this team and they are also now undertaking reunification cases of which they currently have 9. Edge of Care team members attend strategy meetings for unborn children when notified. Feedback from legal, courts, fellow professionals across social work teams and partner agencies has been extremely positive. |                     |                   |  |


|                 |  |                 |             |   |   |  |  |  |
|-----------------|--|-----------------|-------------|---|---|--|--|--|
| 1819CRA09<br>03 | Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children. | John O'Loughlin | 31-Mar-2019 | Good progress with the implementation of Phase 2. Service Transformation Model and Toolkit completed with an action plan to drive to mature by 2019. Govt spot check completed with good results. 98% of referrals through the EHFS front door for year ending March 2018 have achieved successful outcomes. MASH + at the end of the 3 month pilot which is currently being reviewed but initial indications are extremely positive.   |  |  |  |  |
| 1819CRA09<br>04 | Undertake a full budget and performance review of Children's Services to assess levels of resourcing against the demand for services.  | Simon Leftley   | 31-Mar-2019 | There is recognition from CMT and the People Dept. of the continuing in year financial pressures for Children Services. Service and practise improvement is targeted through the work of the OFSTED improvement programme and it is still in scope for a longer term financial budget plan to be designed to accompany the service's future requirements. This will, through the Children Transformation programme and in conjunction with the findings from the demand research project carried out by Research in Practice (RiP), be tackled in collaboration with the wider Council via CMT. |  |  |  |  |

| Risk Title  | <b>10. Waste Management</b>  |               |             |   |   |   |   |            |
|---|--|---------------|-------------|---|---|---|---|------------|
| Stage 1 - Risk without controls (Inherent risk)   |  |               |             |   |   |   |   |            |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner    | Risk type   | Risk category   | Inherent risk score   | Impact  | Likelihood  |            |
| 1819CRR10   | Risk of contractor failing to meet contractual requirements to effectively manage waste contractual arrangements results in additional financial liability for the Council and loss of service quality.                                | Andrew Lewis  | Strategic   | Reputational, Financial   | 12  |  | Likelihood  |            |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |               |             |   |   |   |   |            |
| List of controls and associated assurances to ensure controls are working   |  |               |             |   | Current risk score  | Impact  | Likelihood  |            |
| <b>1. Control:</b> Regular contract management meetings with suppliers <b>Assurance:</b> Meeting Minutes/Reports<br><b>2. Control:</b> Data set monitored by DMT and senior managers <b>Assurance:</b> Reports/Minutes<br><b>3. Control:</b> Cabinet/Scrutiny <b>Assurance:</b> Reports/Meeting minutes |  |               |             |   | 9   |  | Likelihood  |            |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |               |             |   |   |   |   |            |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner  | Due date    | Comments / update on progress   | RAG Status  | Target risk score   | Impact  | Likelihood |
| 1819CRA1001   | Ensure frontline waste collection, street cleansing and ancillary service contractor is performing to service outputs and that performance management is monitored to achieve service standards as specified within relevant contracts | Carl Robinson | 31-Mar-2019 | Performance management framework incorporated within the contract. Action has been addressed with Veolia senior management and includes a re-balancing of the recycling targets to ensure specification standards are met. Appropriate performance deductions will be applied as and where necessary in accordance with the contract. |    | 6   |  | Likelihood |
| 1819CRA1002   | Ensure SBC have access to waste disposal and treatment facilities that deliver value for money for the Council.  | Carl Robinson | 31-Mar-2019 | SBC negotiations with Essex County Council have been concluded. The Mechanical Biological Treatment (MBT) facility will continue to be used in the medium term where it demonstrates value for money to SBC and environmental benefits are derived from using the plant.  |  |   |   |            |



| Risk Title  | <b>11. Flooding / Cliff Slip</b>   |               |             |   |                     |  |
|---|--|---------------|-------------|---|---------------------|--|
| Stage 1 - Risk without controls (Inherent risk)   |  |               |             |   |                     |  |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner    | Risk type   | Risk category   | Inherent risk score | Impact<br>Likelihood   |
| 1819CRR11   | Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption. | Andrew Lewis  | Strategic   | Reputational, Reputational  | 12                  |   |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |               |             |   |                     |  |
| List of controls and associated assurances to ensure controls are working   |  |               |             |   | Current risk score  | Impact<br>Likelihood   |
| <b>1. Control:</b> Flooding Reports considered by Cabinet <b>Assurance:</b> Reports/Meeting minutes.<br><b>2. Control:</b> Gully cleaning programme in place <b>Assurance:</b> Programme documents.<br><b>3. Control:</b> Regular monitoring of Met Office weather alerts <b>Assurance:</b> Alerts/Reports<br><b>4. Control:</b> Cabinet/Scrutiny <b>Assurance:</b> Reports/Meeting minutes |  |               |             |   | 9                   |   |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |               |             |   |                     |  |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner  | Due date    | Comments / update on progress   | RAG Status          | Target risk score<br>Impact<br>Likelihood  |
| 1819CRA1101   | Ensure compliance with the requirements of the Floods and water Management Act 2010 with regard to Sustainable Drainage Systems (SuDS).  | Milaila Bentz | 31-Mar-2019 | Flow attenuation and SuDS to be incorporated in several projects. Working on a design for the High Street.  | ✓                   |  |
| 1819CRA1102   | Jointly investigate with Anglia Water Services, possible improvements to drainage system.  | Milaila Bentz | 30-Apr-2018 | Draft proposals for Seaway Car-Park and Marine Parade identified. AECOM engineer to liaise with Seaway developer to agree locations. Marine parade works programmed autumn winter | ✓                   |  |
| 1819CRA1103   | Development of a Cliff Slip Strategy based on a risk minimisation approach   | Milaila Bentz | 31-Mar-2019 | Invitation to Tender about to be issued.  | ✓                   |  |
| 1819CRA1104   | Progression of Sea Defence Scheme at Shoebury Common - consultation options  | Milaila Bentz | 31-Jul-2018 | Public consultation due for June 18.  | ✓                   |  |
| 1819CRA1105   | Shoreline Management Strategy - consultation   | Milaila Bentz | 31-Mar-2019 | Strategy presented to and agreed by, Cabinet.   | ✓                   |  |

| Risk Title  | <b>12. Major Developments</b>  |                              |             |  |                     |                   |            |            |
|---|--|------------------------------|-------------|--|---------------------|-------------------|------------|------------|
| Stage 1 - Risk without controls (Inherent risk)   |  |                              |             |  |                     |                   |            |            |
| Code  | Risk - CAUSE, EVENT, EFFECT  | Risk Owner                   | Risk type   | Risk category  | Inherent risk score | Impact            | Likelihood |            |
| 1819CRR12   | Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council.   | Joe Chesterton; Andrew Lewis | Strategic   | Reputational, Financial  | 12                  |                   |            |            |
| Stage 2 - Risk with Controls and Assurances (current risk)  |  |                              |             |  |                     |                   |            |            |
| List of controls and associated assurances to ensure controls are working   |  |                              |             |  | Current risk score  | Impact            | Likelihood |            |
| <b>1. Control:</b> Corporate Management Team <b>Assurance:</b> Reports/Minutes.<br><b>2. Control:</b> Corporate Management Team <b>Assurance:</b> Reports/Meeting Minutes<br><b>3. Control:</b> Project Boards <b>Assurance:</b> Reports/Meeting Minutes<br><b>4. Control:</b> Cabinet/Scrutiny <b>Assurance:</b> Reports/Meeting minutes |  |                              |             |  | 9                   |                   |            |            |
| Stage 3 - Further actions to reduce the risk (target risk)  |  |                              |             |  |                     |                   |            |            |
| Code  | Actions to further mitigate risk / maximise opportunities  | Action Owner                 | Due date    | Comments / update on progress  | RAG Status          | Target risk score | Impact     | Likelihood |
| 1819CRA1201   | Queensway Area Regeneration Project, 17/18 actions: • Progress the finance option & housing plans for the Queensway area regeneration project • Consultation & communication with existing Queensway residents to inform specifications for the redevelopment. | Emma Cooney                  | 31-Mar-2019 | Consultation outcomes analysed and reflected in February 2018 Cabinet report accompanied by an interim report from consultation advisors Copper. Information shared with residents and businesses prior to publication. Cabinet report approved and considered at full Council with cross party support providing agreement to proceed with procurement. Procurement documents approved by Board with sign off by legal and procurement. Procurement process to include a session for short listed bidders to hear from Queensway residents directly. Project launched on 22nd March with films made for the event previewed by residents prior to launch. |                     | 6                 |            |            |
| 1819CRA1202   | Airport Business Park 2017/18 actions: • To commence Phase 1 infrastructure works • To agree Westcliff Rugby Club relocation strategy and commence work • To submit a planning application for the Innovation centre   | Andrew Lewis                 | 31-Mar-2019 | Completion of phase 1 infrastructure works on hold to allow for reprocurement in accordance with CPRs. Rugby Club works progressing on programme for an October relocation. Utilities connection to the clubhouse needs to be resolved prior to this. Planning Application for the Innovation centre concept design process commenced, forecast June 2018 for submission.  |                     |                   |            |            |

|             |   |                |             |   |   |  |  |  |
|-------------|---|----------------|-------------|---|---|--|--|--|
| 1819CRA1203 | Seaway Car Park 2017/18 actions: • To support Turnstone to submit a planning application • To meet the Coach Park Relocation Condition • To support Turnstone in securing prime tenants | Joe Chesterton | 31-Mar-2019 | Quarter 4 - The planning application is slightly delayed due to refining anchor tenant requirements, the final pre-application processes are underway with meetings set up.<br>Letting to the Original Bowling Company Ltd (T/A Hollywood Bowl) has also exchanged.<br>Coach Park Condition documentation is being finalised. |  |  |  |  |
|-------------|---|----------------|-------------|---|---|--|--|--|

| Risk Title  | <b>13. Local Plan</b>   |                |             |  |                     |                   |  |
|---|---|----------------|-------------|--|---------------------|-------------------|--|
| Stage 1 - Risk without controls (Inherent risk)   |   |                |             |  |                     |                   |  |
| Code  | Risk - CAUSE, EVENT, EFFECT   | Risk Owner     | Risk type   | Risk category  | Inherent risk score |                   |  |
| 1819CRR13   | Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies | Andrew Lewis   | Strategic   | Reputational, Financial  | 12                  |                   |  |
| Stage 2 - Risk with Controls and Assurances (current risk)  |   |                |             |  |                     |                   |  |
| List of controls and associated assurances to ensure controls are working   |   |                |             |  | Current risk score  |                   |  |
| <b>1. Control:</b> Reports to Cabinet <b>Assurance:</b> Council minute system<br><b>2. Control:</b> Regular reports to Corporate Management Team <b>Assurance:</b> Reports/Minutes<br><b>3. Control:</b> Member Local Development Framework Working Party <b>Assurance:</b> Reports/Minutes |   |                |             |  | 9                   |                   |  |
| Stage 3 - Further actions to reduce the risk (target risk)  |   |                |             |  |                     |                   |  |
| Code  | Actions to further mitigate risk / maximise opportunities   | Action Owner   | Due date    | Comments / update on progress  | RAG Status          | Target risk score |  |
| 1819CRA1301   | Ensure an in-principle decision to proceed with the preparation of the development of a Local Plan for the borough.   | Peter Geraghty | 31-Mar-2019 | Report to 19.6.18 Cabinet to agree in principle decision to proceed and include time-table, budget and agreement to consult on a statement of community involvement. | ✓                   | 4                 |  |
| 1819CRA1302   | Begin consultation with community and stakeholders on issues and options in line with 'Regulation 18'   | Peter Geraghty | 31-Mar-2019 | Preparations will follow agreement to proceed at June Cabinet  | ✓                   |                   |  |
| 1819CRA1303   | Ensure continued alignment of the Local Plan with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy).   | Peter Geraghty | 31-Mar-2019 | To be undertaken as part of development of the Local Plan  | ✓                   |                   |  |

# Southend-on-Sea Borough Council

Agenda  
Item No.

## Report of Chief Executive

To

Cabinet

On

19 June 2018

Report prepared by: Jodi Thompson  
Policy and Performance Officer for Inclusion and Interim  
Senior Consultation and Participation Advisor

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### Modern Slavery Statement (MSS) 2018/19

A Part 1 (public) Agenda Item

Policy & Resources Scrutiny Committee – Cabinet Member: Councillor Lamb

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#### 1. Purpose of Report

- 1.1 To provide Cabinet with the Council's Modern Slavery Statement (**Appendix 1**) for consideration and to note further action being undertaken to support work in this area.

#### 2. Recommendations

- 2.1 To approve the Council's 2018/19 Modern Slavery Statement (MSS).

#### 3. Background

- 3.1 Commercial organisations with a turnover of more than £36m are required (under s.54 of the Modern Slavery Act 2015) to publish an annual 'slavery and human trafficking statement'. While local authorities *may* not be covered by this requirement, many other local authorities have produced a MSS. Producing a statement provides an opportunity to highlight the work currently being undertaken by the Council and partners in this area, and consider further potential action.
- 3.2 MSSs need to set out the steps the Council has taken during the previous financial year to ensure that modern slavery is not taking place in any part of its business or supply chain and good practice would indicate the need to set out further planned action.
- 3.3 Modern slavery is an umbrella term that covers the offences of human trafficking and slavery, servitude and forced or compulsory labour. It is a highly complex and hidden crime, which makes it challenging to accurately measure its prevalence.
- 3.4 The most robust current estimate of the scale of modern slavery in the UK was produced by the Home Office in 2014. The estimate suggested that there were between 10,000 and 13,000 potential victims of modern slavery in the UK in

2013. There are three main sources of data available on the potential scale of modern slavery in the UK:

- Referrals of potential victims to **the National Referral Mechanism (NRM)**, the UK's identification and support system for victims of modern slavery. In 2016, there were 3,804 potential victims referred to the NRM (a 16% increase from 2015), of which around a third (1,277) were children. In 2017, referrals to the NRM rose by 35% to 5145 potential victims. [The 2017 NRM annual report](#) also highlighted that minor exploitation referrals in the UK increased 66% to 2118 in 2017, compared to 1278 in 2016.
- Referrals of potential victims under **the 'duty to notify' provision** of the Modern Slavery Act 2015. Specified public bodies have a duty to notify the Government if they encounter an adult victim of modern slavery.
- The number of **modern slavery crimes recorded by the police**. In the year to March 2017, police in England and Wales recorded 2,255 modern slavery offences, a 159% increase on the previous year.

3.5 [The 2017 UK Annual Report on Modern Slavery](#) published in October 2017 provides an overview of modern slavery in the UK and explains how the UK has responded to this threat over the last 12 months. The annual report has been taken over by the Prime Minister's Modern Slavery Taskforce and agreed by Government representatives (UK, Ireland, Wales and Scotland). Recent [media reports](#) suggest the police are failing to tackle modern slavery and human trafficking due to the complexity of cases and an apparent lack of public sympathy for victims.

3.6 The Council has a statutory [Duty to Notify](#) the Home Office under the Act if it believes anyone to be a victim of modern slavery or human trafficking. Current statutory responsibilities mean that local authorities must support child victims of modern slavery under child protection arrangements and that children are not required to consent to an NRM referral. Adults can refuse, making data an incorrect reflection of actual victims.

3.7 The number of referrals in Essex significantly increased over 2016/17 from 52 to 162. Due to changes introduced to the NRM recording methodology, there is no direct comparable for previous years referrals. For comparison however, within the new recording methodology, Essex Police made a total of 73 referrals to the NRM during 2017, Essex County Council 7, Thurrock Council 8 and Southend Borough Council 1.

3.8 Charities, police and local authorities have called on the government to address a disparity in support for child victims of modern slavery and trafficking. Currently, adult victims can access specialist support through the NRM, which is funded by government, whereas child victims fall under the responsibility of local authorities.

3.9 There has been a recent [reform of the National Referral Mechanism \(or Duty to Notify form\)](#) to improve both the decision-making process and support offered. The first measures to be announced, as part of a broader package of reforms which will be announced in due course, include:

- A single, expert unit will be created in the Home Office to handle all cases referred from front line staff and to make decisions about whether somebody is a victim of modern slavery. This will replace the current case management units in the National Crime Agency and UK Visas and Immigration and will be completely separate from the immigration system.
- An independent panel of experts will be introduced to review all negative decisions, adding significantly to the scrutiny such cases currently receive.
- A new digital system to support the NRM process will be introduced, making it easier for those on the frontline to refer victims for support and enabling data to be captured and analysed to better aid prevention and law enforcement.

3.10 The UK Annual Report on Modern Slavery also outlines that a Business Against Slavery Forum was launched in October 2017, with Chief Executives of 8 multinational corporations to forge a partnership between government and business and eradicate slavery from supply chains.

3.11 The Local Government Association (LGA) recently published [‘tackling modern slavery: a council guide’](#) and hosted a series of seminars to raise awareness of the issue and provide clarity for councils on their role.

3.12 The Home Office has updated its [resources page](#), aimed at public sector organisations, to help their staff understand modern slavery and learn to spot the signs and what follow up action to take.

#### **4. Action to Tackle Modern Slavery in Southend**

4.1 A range of activity has been undertaken, or is planned to be undertaken, to tackle MS in Southend. This is detailed in the MSS (**Appendix 1**). In particular, the Council is fostering a strong, co-ordinated approach from local stakeholders, channelled through partnership boards and aligning the MSS and associated actions alongside the Community Safety Unit’s Violence and Vulnerability Unit (VVU) partnership. The triangulated inter-faith community, Council and Community Safety approach will be formalised to sit within a forthcoming Modern Slave Labour sub-safeguarding board to ensure a consistent and robust approach to MSHT in Southend.

#### **5. Other Options**

5.1 Do not publish a MSS. This would result in an unclear and uncoordinated approach to MSHT and be in contrast to other local authorities both regionally and nationally. The potential impact for prevalence of MSHT in Southend should also be noted if no MSS (and affiliated actions) is published annually.

#### **6. Reasons for Recommendations**

6.1 As noted in section 3.4, MSHT is a rapidly increasing crime across the UK, with the [International Labour Organisation](#) (ILO) suggesting there are more than 40 million people in modern slavery across the world estimating and that forced labour is generating criminal profits of approximately £150 billion a year. As such, it is important that we take a coordinated, partnership approach to MSHT, beginning with publication of the MSS and progress towards affiliated actions.

## **7. Corporate Implications**

### **7.1 Contribution to Council's Vision & Corporate Priorities**

The Modern Slavery Act 2015 provides victims with greater protections, the police with increased powers and requires businesses to report on actions they are taking to address and identify modern slavery in their supply chains. The Council is duty bound, as a local authority first responder (outlined in section 3.6), to comply with the Act, including clear and concise processes relating to victim identification, referral and support. Commitment to the Act and MSS is in line with our vision and Corporate priorities in creating a better Southend, with particular focus on safety.

### **7.2 Financial Implications**

There are no financial implications in approving the Modern Slavery Statement, however, further work will be undertaken by officers to identify potential costs in any further measures to tackle modern slavery but an initial view is that these will be minor and will be contained within existing budget resources.

### **7.3 Legal Implications**

As outlined in section 3.1, 3.2 and 3.6.

### **7.4 People Implications**

As outlined in section 3.

### **7.5 Property Implications**

N/A

### **7.6 Consultation**

The MSS has been reviewed and consulted upon by the cross-Council group.

### **7.7 Equality and Diversity Implications**

The MSS and affiliated action has strong affiliations with the Council's four equality objectives, in particular that the Council continues to improve outcomes for all (including vulnerable people and marginalised communities) and partnership working to support the aims and vision of the Council.

### **7.8 Risk Assessment**

N/A

### **7.9 Value for Money**

N/A



## 7.10 Community Safety Implications

As outlined in section 3.

## 7.11 Environmental Impact

N/A

## **8. Appendices**

Appendix 1 – Modern Slavery Statement 2018/19

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## **Modern Slavery Statement 2018/19**

This statement is made in accordance to s.54 of the Modern Slavery Act 2015. It sets out the steps that Southend-on-Sea Borough Council has taken, and is continuing to take, to ensure that modern slavery and human trafficking is not taking place within our organisation, our partners, our sub-contractors or supply chain.

Modern slavery encompasses slavery, servitude, human trafficking and forced labour. The Council has a zero tolerance approach to any form of modern slavery. We are committed to acting ethically and with integrity and transparency in all business dealings and to ensuring effective systems and controls are in place to safeguard against any form of modern slavery taking place within the organisation or supply chain.

### Our business

Southend-on-Sea Borough Council is a unitary local authority, serving a population of 180,600 residents. The Council spends about £150m per year on purchasing services, supplies and works contracts to meet the delivery of services to the public. The Council employs around 1,650 staff to provide a huge range of services to fulfil statutory and discretionary services for residents, businesses, visitors and partners.

In addition to the Council's responsibilities as an employer, it is committed under [s.52 of the Modern Slavery Act 2015](#) to notify the Secretary of State of suspected victims of slavery or human trafficking. Southend-on-Sea is located on the Thames Estuary with a long coastline. As such it is close to Tilbury docks, DP World London Gateway and Harwich docks. Southend has an airport and is close to London meaning there are several transport and access routes for consideration in relation to modern slavery and human trafficking.

### Our areas of focus

We deem particular areas of focus within the Council to include children and adult services, housing (including social and private sector housing), environmental health, education, and licencing. Homeless people or those at risk of homelessness are at higher risk of exploitation and falling prey to modern slavery.

We recognise that other areas of focus in the borough include (\*but are not limited to) restaurants, car valeting services, the sex trade and affiliated establishments, the construction industry (including sub-contractors) and forced or arranged marriages.

We are currently working on the provision of corporate and community awareness raising communication strategies and training programmes for staff to ensure that our workforce, contractors and community are fully aware of the signs of modern slavery and human trafficking, including the methods of reporting incidents.

The Community Safety Team was involved in Operation Clover throughout 2017, which became a Community Policing Team patrol priority with fortnightly updates. The aim of which was to gather intelligence and identify locations of modern slavery and human trafficking, including regular visits to identify premises by the Community Policing Team and partner organisations. This intelligence was shared with Project Aident, a National Crime Agency initiative to target modern slavery and human trafficking through a weekly action agenda in a given month, aimed at specific communities and issues. Intelligence gathered was shared with Council housing and social care departments, resulting in joint operations to address safeguarding concerns raised.

#### Our policies

The Council reviews its policies and procedures on a regular basis and operates a number of internal policies to ensure we are conducting business in an ethical and transparent manner and in compliance with the Modern Slavery Act. These include:

1. The [Modern Slavery guidance 2017-18](#) sets out the organisation's stance on modern slavery and explains how employees can identify any instances of this and where they can go for help. The guidance should be read alongside Southend, Essex and Thurrock ([SET](#)) [Safeguarding Adults Guidelines](#) and the ([SET](#)) [Safeguarding Child Protection Procedures](#).
2. We operate a robust 'Safer Recruitment and Selection Policy', including conducting eligibility to work in the UK checks for all employees to safeguard against human trafficking or individuals being forced to work against their will.
3. The Procurement Team is responsible for ensuring all procurement activity complies with the Council's 'Contract Procedure Rules' and wider 'Public Contract Regulations 2015'.
4. We operate a 'Whistleblowing Policy' so that all employees know that they can raise concerns about how colleagues are being treated, or practices within our business or supply chain, without fear of reprisals.
5. Our 'Code of Conduct' explains the manner in which we behave as an organisation and how we expect our employees and suppliers to act.

## Our suppliers

Southend-on-Sea Borough Council operates a supplier policy and maintains a database of registered suppliers as well as a corporate contract register. We conduct due diligence on all suppliers before allowing them to become a contractual supplier. This due diligence may include an online search to ensure that a particular organisation has never been convicted of offences relating to modern slavery [and on site audits which include a review of working conditions]. Our anti-slavery policy forms part of our contract with suppliers and they are required to confirm that no part of their business operations contradicts this policy.

In addition to the above, as part of our contract with suppliers, we require that they confirm to us that:

- They comply with the [Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015](#)
- They are [a relevant commercial organisation as defined by section 54 \("Transparency in supply chains etc."\) of the Modern Slavery Act 2015 \("the Act"\)?](#)
- If they answer yes to the previous question [are they compliant with the annual reporting requirements contained within section 54 of the Act 2015?](#)

Contract terms and conditions, including the supplier questionnaire process, are currently under review to ensure they fully incorporate modern slavery and human trafficking. Further updates will follow once this process has been completed.

## Training

Corporate Procurement regularly provides training across the business that covers the Corporate Contract Procedure Rules (CPRs). Within the CPRs are ethical procurement requirements that link to the procurement process which tests suppliers on their compliance with the Modern Slavery Act. Corporate Procurement also developed a Contract Management Framework, with training rolled out in 2016 and refreshers held bi-annually. Contract Management across the business is key to ensuring that suppliers are monitored in terms of compliance.

The Contracts Team provided training in May 2016 via the Border Agency for care home providers to have an enhanced awareness around forged documents to prevent employing illegal workers. The Council (via the Contracts Team / No Recourse to Public Funds (NRPF) Network) offer care home providers the ability with consent to 'right to work' status formally (the Council offers this service through the Home Office) as sanctions for employing an illegal worker carry steep financial penalties and could lead to imprisonment: <https://www.gov.uk/penalties-for-employing-illegal-workers>.

School nurse representatives attended the NWG network's training event 'Modern Day Slavery and Human Trafficking' at Thurrock College on 26 September 2017.

The Community Policing Team undertook modern slavery and human trafficking training in November 2016 alongside Essex Police Specials and Partners. Refresher training is regularly available to this partnership group.

Council wide training is offered through partnership organisations including Southend Association of Voluntary Services (SAVS) 'The Impact of Domestic Abuse within Ethnic Minority Communities' covering issues of forced servitude. Sessions were held between 31 October to 20 November 2017.

The Principle Social Worker for Adults (on behalf of the Council) and the University of Essex (Health and Social Care) hosted Essex Police, Stop the Traffik and the Salvation Army Human Trafficking Unit during the half day '[Modern Slavery and Trafficking: The Unseen Crime](#)' conference on 6 December 2016 which targeted private, voluntary, independent (PVI) sector, university, police and council staff (including customer services, social care and school nurse representatives) and had over 120 attendees.

The Workforce Strategy Team are leading on provision of Stop the Traffik training to social workers and the provision of training for core social care staff including child sexual exploitation and domestic abuse modules, with 84 staff/partner organisation representatives attending to date.

Council representatives from across all departments will continue to attend refreshers, ad-hoc training, events and conferences hosted by partner organisations.

#### Next steps

We will further embed the importance of the Modern Slavery Act into our business and supply chain procedures, ensuring that all our activities and that of our suppliers are committed to complying with the requirements of the Act.

We will continue to monitor and audit our policies and procedures to make amendments and update staff where necessary. The Council has a programme of mandatory training that all employees must complete and we will incorporate additional elements for officers in community-facing roles to identify and know how to report suspected incidents of abuse and neglect, to include modern slavery and human trafficking.

The Southend Local Safeguarding Children Board (LSCB), working with local partners and key Council representatives, held a planning meeting on 11 April 2018 incorporating MSHT. The LSCB are organising an Exploitation and Safeguarding Learning Event to target front line staff from all partner organisations, voluntary sector and schools, scheduled for October 2018.

A cross-Council officer group is meeting regularly to highlight activity, establish key training needs and departmental leads going forward and assess progress against the Annual Statement.

Key actions for the group include:

- Clarifying the referral process and provision of training/support to encourage this. This includes identifying single persons of contact (SPOCs) for key teams or departments and providing further training to these individuals.
- Enhancing online tools and resources to support awareness raising and reporting procedures. This includes introduction of an intranet site and signposting to key partnership organisations and support services.
- Clearer guidelines to support procurement and transparency in supply chains.
- Enhancing partnership working and knowledge sharing, including clarifying reporting processes and sharing information between core partnership organisations.
- Submitting our Modern Slavery Statement to the [Modern Slavery Registry](#) to enhance our commitment, demonstrate transparency and utilise the registry to learn what others are doing to eradicate modern slavery and human trafficking within their organisations.

This work will be included in future Modern Slavery Statements for the Council.

The Council has supported 57 West, a local church run community café, with their bid to the office of Police and Crime Commissioner for a grant from the community safety development fund. 57 West is implementing a 'Southend Anti-Slavery Community Partnership' that will employ a part-time partnership coordinator to identify and partner with key community stakeholders, community mobilise, raise awareness of modern slavery and human trafficking in the community, be part of effective action and work with other agencies in disruption activities.

The Council is fostering a strong, co-ordinated approach from local stakeholders, channelled through the Southend partnership boards (Community Safety, Local Safeguarding Children's Board, Adult Safeguarding Board and Health and Wellbeing Board) and aligning the MSS and associated actions through the violence and vulnerability cross-cutting priority. This will be formalised to sit within the violence and vulnerability strategic group to ensure a consistent and robust approach to MSHT in Southend.

#### Approval for this statement

This statement was approved by [job title] on [date]

Name [Chief Executive / Leader of the Council]

Signature

Date



# Southend-on-Sea Borough Council

Report of the Deputy Chief Executive (Place)  
To  
Cabinet  
On  
19<sup>th</sup> June 2018

Agenda  
Item No.

Report prepared by: Carl Robinson Director Public Protection

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## Adoption of Air Quality Action Plan Cabinet – Cabinet Member: Councillor Flewitt

“A Part 1 Public Agenda Item.”

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### 1. Purpose of Report

To seek adoption by Cabinet of the Air Quality Action Plan (AQAP) (**Appendix 1**) detailing measures to try to improve air quality within the Air Quality Management Area (Southend on Sea Borough Council) (No.1) (**Appendix 2**). The adoption of the AQAP would meet the Council’s statutory duty to develop an Air Quality Action Plan (AQAP) to try to improve air quality within the AQMA.

### 2. Recommendation

**That the statutory duty of the Borough Council as described in the Environment Act 1995 be discharged by accepting and adopting the Air Quality Action Plan for the Air Quality Management Area (Southend on Sea Borough Council) (No 1) Order 2016.**

### 3. Background

- 3.1 Under the provisions of the Environment Act 1995, all Local Authorities are required to undertake a review and assessment of air quality within their area. This is to determine the likelihood of complying with prevailing health-based air quality objectives for a number of pollutants.
- 3.2 The air quality limit values for the protection of human health have been set by two EU Air Quality Directives 2008/50/EC and 2004/107/EC. These were transposed into UK law via the Air Quality Standards Regulations 2000.
- 3.3 The UK Air Quality Strategy, Policy and Technical Guidance provides the overarching themes for local air quality management in the UK. Local authorities that identify a breach of any of the air quality objectives in their area are required to formally declare an Air Quality Management Area. Once declared the authority has a duty under Section 84(2) of the Act to produce an Air Quality Action Plan to improve air quality.

- 3.4 The National Air Quality Strategy details the Government's proposals for tackling air quality on a national basis and sets out equivalent Air Quality Objectives (AQOs)
- 3.5 In order to effectively discharge duties under the Local Air Quality Management regime the Council is required to report on air quality in the Borough to DEFRA. This function is undertaken by Regulatory Services.
- 3.6 Where there are exceedences in the air quality objectives the Council must declare an Air Quality Management Area (AQMA). Once declared the Council is then required to develop an air quality action plan (AQAP) which must be accepted by DEFRA as being adequate to bring the AQMA into compliance.
- 3.7 The UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations 2017 predicts that by the year 2028 all national zones, which will include the main routes in Southend will be compliant for nitrogen dioxide.
- 3.8 Regulatory Services will continue to ensure that ambient air quality is monitored after the implementation of the AQAP and will report regularly on progress. This will be through the formal reporting process to DEFRA and via the Council's Corporate Priority 1819 PLACE PPC03.
- 3.9 There is one Air Quality Management Area (**Appendix 1**) within Southend, which was declared on 7<sup>th</sup> November 2016. It was designated in relation to likely breaches of the Nitrogen Dioxide (NO<sub>2</sub>) Annual Mean Objective as specified in the Air Quality Regulations 2000.
- 3.10 Taking action to improve air quality is crucial in order to improve the health of the population. There is growing evidence that air pollution is a significant contributor to preventable ill health and early death.
- 3.11 There are over 700 AQMA's declared in the UK, 90% of the AQMA's are related to traffic emissions. In the Essex area there are AQMA's in Rochford (including Rayleigh Town Centre), Chelmsford, Epping Forest, Thurrock, Brentwood, and Uttlesford.
- 3.12 The main source of air pollution in the Borough is road traffic emissions from major roads, notably the A13, A127 and A1159. Other pollution sources including commercial, industrial and domestic sources also make a contribution to background pollutant concentrations.

### 3.13 **Current Position**

The DEFRA Technical Guidance required the Council to develop an Air Quality Action Plan to take measures to try to improve the air quality within the Air Quality Management Area (Southend on Sea Borough Council) (No. 1) within one year of the designation of the AQMA.

- 3.14 Nationally the most immediate air quality challenge is tackling the exceedences of nitrogen dioxide (NO<sub>2</sub>) concentrations around roads. This is the only statutory air quality objective the UK is currently failing to meet.

3.15 There has been extensive consultation on the AQAP which has delayed its formal implementation within the year. There are, however, measures already in place to improve air quality including consideration of re-engineering proposals around The Bell interchange.

### 3.16 **The Action Planning Process**

Action planning is an essential part of the local air quality management process, providing a practical opportunity for improving air quality in areas where review and assessment has shown that national measures will be insufficient to meet one or more the air quality objectives. The AQAP should and does include the following:

- Quantification of the source contributions to the pollution burden for example by vehicle categories. This allows action plan measures to be targeted more effectively.
  - Evidence that available options have been considered on the grounds of cost, feasibility and potential scale of impact.
  - Quantification of expected improvement in air quality.
  - Confirmation of how the Council will discharge its powers and also work in partnership with other stakeholders in pursuit of the relevant air quality objective.
  - Clear timescales within which the authority and other stakeholders propose to implement the various measures contained in the plan.
  - Quantification of the expected impacts of the proposed measures, and where possible, an indication as to whether these will be sufficient to demonstrate compliance with the objective/s.
  - Identification of how the Council intends to monitor and evaluate the effectiveness of the plan.
  - Prompt the formation of a Steering Group to enable and drive forward all of the above.
- 3.17 The emphasis of AQAPs should be to firstly, develop measures that will provide the necessary emissions reductions to achieve the air quality objectives and secondly, to act as a live document which can be periodically reviewed and developed to ensure current measures are progressing and new measures are brought forward. Timescales for the actions are detailed in the AQAP.
- 3.18 The AQAP has been written to incorporate the following priority work areas:

- Southend Intelligence Hub – SMART City Journey and Digital Strategy;
- Strategic Planning and Transport Policy;
- Public Health and Raising Awareness;
- Land Use Planning and Development Control;
- Sustainable Innovation;
- Low Emission Air Quality Strategy (LEAQS);
- Community Engagement.

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

The Local Authority has a statutory duty to develop an AQAP where an AQMA has been declared.

#### **5. Reasons for Recommendation**

The Council has a statutory duty to try to improve air quality in the Borough through the development of an AQAP.

#### **6. Corporate Implications**

##### **6.1 Contribution to Council's Vision & Corporate Priorities**

The vision of the Council is to 'Create a Better Southend' supported by the five corporate aims of a Clean, Safe, Health and Prosperous Southend, led by an Excellent Council. The implementation of the AQAP to improve air quality will have a positive impact on vulnerable groups, providing a clear focus for the actions outlined in the AQAP. There is no known negative impact to the priorities of the Council.

##### **6.2 Financial Implications**

The AQAP consists of existing initiatives as well as new actions. Implementation of most of these actions will incur no additional costs as the funding will be met by existing budgets. Those actions identified as new will be met through securing new (National/European) funding streams.

##### **6.3 Legal Implications**

The Council has a statutory duty to review air quality in the Borough and to take action in line with DEFRA Technical Guidance (TG) 16. Where an AQMA has been designated an AQMA the local authority must develop an AQAP to try to improve air quality with the AQMA.

##### **6.4 People Implications**

None

##### **6.5 Property Implications**

None

##### **6.6 Consultation**

6.6.1 Stakeholder consultation is a fundamental aspect of Local Air Quality Management, and a legal requirement under Schedule 11 (s90) of the Environment Act 1995. The action plan has undergone two rounds of formal consultation.

6.6.2 The consultation process should be collaborative based and provide the way to better prepare and develop the action plan. It provides participants and, importantly, the public, with the information they need to contribute in a meaningful and constructive way.

6.6.3 The public health effects of poor air quality are well documented and DEFRA expect the highest level of support across the local authority (e.g. Chief Executive and Council level) to ensure all parts of the local authority are working effectively together.

6.6.4 Internal Stakeholders Consulted:

- Strategic Transport Policy;
- Public Health;
- Planning and Development Control;
- Energy and Sustainability;
- Procurement;
- Economic Development;
- Members.

External Stakeholders Consulted:

- Transport Companies;
- Key Freight Operators;
- Key Local Businesses ;
- Local Environment/Transport Group;
- Chambers of Commerce ;
- Local Community Representatives and Residents;
- DEFRA;
- Essex Las;
- Residents within the AQMA.

6.6.5 The action plan underwent a full 12 week consultation between November 2017 and January 2018. Following review of the feedback the action plan was circulated for a second (4 weeks) round of consultation which finished on 1<sup>st</sup> June 2018. The feedback from both consultations can be viewed in Appendix B of the action plan attached.

6.6.6 DEFRA have accepted the proposed Air Quality Action Plan.

6.6.7 If not already implemented or being considered, reasonable suggestions will be assessed on their deliverability and feasibility. These will be included in future reviews of the action plan to be completed at least once a year.

6.6.8 The Steering Group will be chaired by the Director of Public Health and include inter alia, a Transport Planning Policy Engineer, Air Quality Specialist and a relevant Portfolio Holder (tbc).

## 6.7 **Equalities and Diversity Implications**

The Equalities Impact assessment has not identified any actions.

## 6.8 **Risk Assessment**

At high concentrations NO<sub>2</sub> is an irritant that can cause inflammation of the airways and the delay in the declaration and implementation of an air quality action plan is a risk to the health of residents within the AQMA.

Failure to meet or strive towards the air quality objective is a breach of European Union law and fines may be imposed by the EU on the UK. DEFRA have issued a policy statement with respect to Part 2 of the Localism Act 2011 indicating that if fines were to be imposed by the EU and the local authority was responsible for permitting the breach, the authority could be required to pay the full cost.

## 6.9 **Value for Money**

A joint application was made by Southend, Rochford, Colchester and Chelmsford local authorities and Essex County Council for Clean Bus Technology funding. An award of £1.2M was made in December 2017.

The new measures contained within the AQAP will be fully costed in line with financial requirements.

## 6.10 **Community Safety Implications**

None

## 6.11 **Environmental Impact**

Air pollutants from transport include nitrogen oxides, carbon monoxide, hydrocarbons and particulates, all of which have a damaging impact on the health of fauna and flora.

## 7. **Background Papers**

DEFRA Technical Guidance (TG) 16 April 2016;  
DEFRA Policy Guidance (PG) 16 April 2016;  
2017 Air Quality Annual Status Report for Southend on Sea Borough Council  
Cabinet Report confirming the AQMA on 20<sup>th</sup> September 2016 (Minute 276 refers) and noted at Council on 20<sup>th</sup> October 2016 (Minute 400 refers).  
Consultation Responses

## 8. **Appendices**

**Appendix 1** Air Quality Action Plan;



# Southend-on-Sea Borough Council Air Quality Action Plan

In fulfilment of Part IV of the  
Environment Act 1995  
Local Air Quality Management

November (2017)

|                         |   |
|-------------------------|---|
| Local Authority Officer | William Pegram  |
| Department              | Regulatory Services   |
| Address                 | Civic Centre, Victoria Avenue, Southend-on-Sea, Essex SS2 6ER |
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| Report Reference number | AQAP1   |
| Date                    | November 2017   |



## Forward by Portfolio Holder

“Everyone has the right to breathe clean air and public interest in air quality has been at an all-time high.

The most immediate air quality challenge is tackling the problem of nitrogen dioxide (NO<sub>2</sub>) around our roads – the only statutory air quality obligation the UK is currently failing to meet.

Southend-On-Sea Borough Council provides a high quality environment for residents, visitors and businesses and generally enjoys good air quality. There are, however, traffic hot-spots giving rise to unacceptable levels of air quality, and this has become a serious public health concern for many Cities and large Towns throughout the UK.

Given that the primary source of the pollutants is vehicle emissions, finding solutions is a challenge for us all to rise to. There are enterprising plans for investment to build and regenerate but this vision needs to be matched with improvements to air quality.

We fundamentally believe that the needs of the local community are at the heart of what we do at the Council. It is our objective to work together with communities to solve problems locally and participate in decisions that affect them and as a result build stronger more resilient communities.

An improvement to air quality requires an integrated and collaborative approach on the part of both internal and external stakeholders including the Community.

In developing this action plan, partnership working will be a key prerequisite. We will need to take an innovative and creative approach. The plan has been structured to incorporate both Borough wide actions and more specific actions aimed at local traffic hot-spots.

Together we shall work towards making the Borough “A Better Place to Live”, to work in and to visit.

On behalf the Council we would like to thank everyone who has been involved in the development of this Air Quality Action Plan which will identify local priorities, deliver improved outcomes and make a real difference to the lives of local people.”

Signed Mark Fenton Portfolio Holder

## Executive Summary

This Air Quality Action Plan (AQAP) has been produced as part of our statutory duties required by the Local Air Quality Management framework. It outlines the action we will take to improve air quality in the Borough between 2018 and 2021.

This is the Borough Council's first air quality action plan and has been triggered primarily to address the air quality concerns associated with the Air Quality Management Area (AQMA) declared along a stretch of the A127, Prince Avenue, Southend in November 2016. The AQMA is our first priority. The secondary purpose of the action plan is to address air quality across the whole Borough.

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. There is also often a strong correlation with equalities issues, because areas with poor air quality are also often the less affluent areas<sup>1,2</sup>.

The annual health cost to society of the impacts of particulate matter alone in the UK is estimated to be around £16 billion<sup>3</sup>. The Council is committed to reducing the exposure of people in the Borough to poor air quality in order to improve health.

We have developed actions that can be considered under the following priority work areas:

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<sup>1</sup> Environmental equity, air quality, socioeconomic status and respiratory health, 2010

<sup>2</sup> Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

<sup>3</sup> Defra. Abatement cost guidance for valuing changes in air quality, May 2013

- Southend Intelligence Hub - SMART City Journey and Digital Strategy
- Strategic Planning and Transport Policy
- Public Health and Raising Awareness
- Land Use Planning and Development Control
- Sustainable Innovation
- Low Emission Air Quality Strategy (LEAQS)
- Community Engagement

In this AQAP we outline how we plan to effectively tackle air quality issues within our control. However, we recognise that there are a large number of air quality policy areas that are outside of our influence (such as vehicle emissions standards agreed in Europe), but for which we may have useful evidence, and so we will continue to work with regional and central government on policies and issues beyond the Borough Council's direct influence.

The emphasis of the plan is to firstly, develop measures that will provide the necessary emissions reductions to achieve the air quality objectives within specified timescales, and, secondly, to act as a live document which can be continually reviewed and developed to ensure current measures are progressing and new measures are brought forward.

## **Responsibilities and Commitment**

This AQAP was prepared by the Regulatory Services section of the Borough Council with the support and agreement mainly of the following departments:

- Public Health
- Strategic Planning and Transport Policy
- ICT
- Energy and Sustainability
- Land Use Planning and Development Control

It has been approved by the Cabinet and Full Council and will be subject to an annual review. Progress each year will be reported in the Annual Status Reports

(ASRs) produced by the Borough Council as part of our statutory Local Air Quality Management duties.

***If you have any comments on this AQAP please send them to Bill Pegram at Southend-on-Sea Borough Council, Civic Centre, Victoria Avenue, Southend SS2 6ER Email: [BillPegram@southend.gov.uk](mailto:BillPegram@southend.gov.uk)***

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## 1. Introduction

This report outlines the actions that Southend-on-Sea Borough Council will deliver between 2018 and 2021 in order to reduce concentrations of air pollutants and exposure to air pollution; thereby positively impacting on the health and quality of life of residents and visitors to the Borough.

It has been developed in recognition of the legal requirement on the local authority to work towards Air Quality Strategy (AQS) objectives under Part IV of the Environment Act 1995 and relevant regulations made under that part and to meet the requirements of the Local Air Quality Management (LAQM) statutory process.

This Plan will be reviewed periodically and progress on measures set out within this Plan will be reported on annually within the Council's air quality Annual Status Report (ASR) submitted to DEFRA.

Taking action to improve air quality is crucial in order to improve the health of the population. There is growing evidence that air pollution is a significant contributor to preventable ill health and early death. These health impacts impose a cost on the economy estimated to run into billions.

The most immediate air quality challenge is tackling the problem of nitrogen dioxide (NO<sub>2</sub>) concentrations around roads – the only statutory air quality obligation the UK is currently failing to meet.

This document has been produced by Southend-on-Sea Borough Council and constitutes our first Air Quality Action Plan (AQAP). It has been triggered primarily to address the air quality concerns associated with the Air Quality Management Area (AQMA) declared along a stretch of the A127, Prince Avenue, Southend in November 2016. Its secondary purpose is to address air quality issues by a wider, cross Borough approach with so-called “soft” indirect actions.

It is a statutory duty for the Council to develop an AQAP following the declaration of an AQMA in response to an identified breach of the annual mean air quality objective for nitrogen dioxide.



The vision of the Council is to **“Create a Better Southend”** supported by the five corporate aims of a “Clean, Safe, Healthy and Prosperous Southend, led by an excellent Council”. This vision will be reflected in and provide a clear focus for the actions outlined in this document.

## 1.1 Legislative Background

Air quality limit values for the protection of human health have been set by two EU Air Quality Directives 2008/50/EC and 2004/107/EC. These were transposed into UK Law via the Air Quality Standards Regulations 2010.

Action is then driven by the UK’s Air Quality Strategy which sets out equivalent Air Quality Objectives (AQOs).

Part IV of the Environment Act 1995 places a statutory duty on all local authorities in the UK to periodically review and assess air quality within their areas. This is to determine the likelihood of complying with prevailing health based air quality objectives for a number of pollutants. The UK Air Quality Strategy, Policy and Technical Guidance provide the over-arching themes for local air quality management in the UK.

Local Authorities that identify a breach of any of the air quality objectives in their area are required to formally declare an Air Quality Management Area. Once declared the authority has a duty under Section 84 (2) of the Act to produce an Air Quality Action Plan (AQAP).

Local Authorities are not legally obliged to meet the air quality objectives but they must be able to demonstrate that they are working towards the objectives.

In order to effectively discharge duties under the Local Air Quality Management regime the Council is required to report on air quality throughout the Borough. This function is undertaken by Regulatory Services.

Regulatory Services will continue to ensure that ambient air quality is monitored after the implementation of this AQAP. The team will report regularly on progress, both through the local air quality management reporting schedule to DEFRA and via the Council’s Corporate Priority Actions Protocol: Action 1718 PLACE PPC03.

## 1.2 The Action Planning Process

Action planning is an essential part of the local air quality management process, providing a practical opportunity for improving air quality in areas where review and assessment has shown that national measures will be insufficient to meet one or more the air quality objectives. A suitable air quality action plan should include the following:

1. Quantification of the source contributions to the pollution burden for example by vehicle categories. This allows action plan measures to be targeted more effectively.
2. Evidence that available options have been considered on the grounds of cost, feasibility and potential scale of impact.
3. Quantification of expected improvement in air quality.
4. Confirmation of how the Council will discharge its powers and also work in partnership with other stakeholders in pursuit of the relevant air quality objective.
5. Clear timescales within which the authority and other stakeholders propose to implement the various measures contained in the plan.
6. Quantification of the expected impacts of the proposed measures, and where possible, an indication as to whether these will be sufficient to demonstrate compliance with the objective/s.
7. Identification of how the Council intends to monitor and evaluate the effectiveness of the plan.
8. Prompt the formation of a Steering Group to enable and drive forward all of the above.

*The emphasis of AQAPs should be to firstly, develop measures that will provide the necessary emissions reductions to achieve the air quality objectives within specified timescales, and, secondly, to act as a live document which can be*

*reviewed periodically (at least once a year) and developed to ensure current measures are progressing and new measures are brought forward.*

This AQAP has been written to incorporate the following priority work areas:

1. Southend Intelligence Hub – SMART City Journey and Digital Strategy
2. Strategic Planning and Transport Policy
3. Public Health and Raising Awareness
4. Land Use Planning and Development Control
5. Sustainable Innovation
6. Low Emission Air Quality Strategy (LEAQS)
7. Community Engagement

## 2. Summary of Current Air Quality in Southend-on-Sea Borough Council

The main source of air pollution in the Borough is road traffic emissions from major roads, notably the A13, A127 and A1159. Other pollution sources including commercial, industrial and domestic sources also make a contribution to background pollutant concentrations. Exceedances of the annual mean air quality objective for nitrogen dioxide continue to be observed at three semi-permanent sites in or close to the existing AQMA boundary. One temporary site (of eight) associated with a major improvement scheme at A127 Kent Elms junction also shows an exceedance.

Neighbouring Rochford District Council is home to London Southend Airport which is close to the administrative boundary with Southend. The Council monitors air quality at roadside locations nearby. Airside operations are expected to only make an imperceptible contribution to background pollutant concentrations.

In November 2016 Southend-on-Sea Borough Council declared its first Air Quality Management Areas (AQMA) centred at the junction between Prince Avenue, Hobblythick Lane and Rochford Road (also known as “The Bell Junction”). Here exceedances of the annual mean Air Quality Objectives for nitrogen dioxide were confirmed by a Detailed Assessment completed in July 2016.

Southend-on-Sea Borough Council has 25 semi-permanent and 8 temporary passive diffusion tube sites at which air quality is measured to ensure that the Council remains informed of air quality especially at locations where traffic volumes are high and that if exceedances are recorded, then appropriate measures can be swiftly implemented.

As a Unitary Authority, the Council is responsible for highways, transportation and strategic planning. As a single tier authority, the relevant departments of Environmental Health, Public Health, Strategic Transport Policy, Planning and Sustainability are able to work effectively together to keep air quality a high priority, supported by the same Local Plan and Local Transport Plan objectives

For more information please refer to the latest ASR 2017.

## **3. The Council's Air Quality Corporate Priorities**

### **3.1 Southend Intelligence Hub – SMART CITY Journey**

The connection of the Council's 31 Urban Traffic Control sites to the newly deployed pan borough full fibre network presents the opportunity to monitor a raft of traffic and environmental characteristics simultaneously in real time. The intention is to relay data captured this way back to the Council's Intelligence Hub and host it for analytical purposes within the CISCO City Connected Digital Platform. The provision of the Intelligence Hub and the ability to cross reference data captured in this way is key to Southend's SMART CITY ambitions. As step one, the Intelligence Hub will see the co-location of three core 24/7 services: public space CCTV, traffic management and tele-care. See section 5.1 Southend Intelligence Hub on page 22.

### **3.2 Public Health Context**

Air pollution affects mortality from cardiovascular and respiratory conditions, including lung cancer. In its report on 'The Mortality Effects of Long-Term Exposure to Particulate Air Pollution in the United Kingdom', published in 2010, the Committee on the Medical Effects of Air Pollutants<sup>16</sup> (COMEAP) estimated the mortality burden of existing levels of air pollution on the population of the UK as being equivalent to 29,000 deaths and an associated loss to the population of 340,000 life-years. Local authorities, working together with the public, can implement measures to reduce exposure to air pollution as well as reducing polluting emissions through, for instance, active travel plans.

See section 5.3 Public Health and Raising Awareness on page 32.

### **3.3 Transport Planning and Policy Context**

The Council is now working to LTP3 with a current implementation plan covering 2015-2021 reflecting the Government's spending plan.

Local Transport Plans steer the implementation of national transport policies at the local level. As a strategic document the LTP does not contain details of

schemes, but sets out a long term transport strategy, a shorter term implementation plan and a number of supporting strategies.

Transport needs to be linked with wider economic, social and environmental objectives. The LTP3 has therefore been developed within the context provided by a range of policy documents, including the Southend Core Strategy.

The long term transport strategy vision is linked to the Council's long term vision of:

“Creating a better Southend” which is supported by five aims resulting in a Clean, Safe, Healthy and Prosperous Southend Led by an Excellent Council.”

See section 5.2 Strategic Planning and Transport Policy on page 25.

### **3.4 Land Use Planning Context**

A key priority for the Borough Council is to integrate air quality considerations with other policy areas such as Land Use Planning and Development Control. Many developments have the potential to increase the pollution burden and it is appropriate that these developments are required to mitigate or offset this in order to help to achieve an overall reduction in local air pollution. It is therefore essential to identify how we can bring air quality considerations into the planning process at the earliest possible stage. It is no longer satisfactory to simply demonstrate that a development is no worse than the existing or previous land use on a particular site.

See Land Use Planning and Development Control section on page 35.

### 3.5 Source Apportionment of Traffic Emissions in AQMA and Agglomeration Zone

Source apportionment is the process of identifying the contribution each individual source of a pollutant such as nitrogen dioxide makes to the overall level. These consist of background sources and locally generated sources.

The AQAP measures presented in this report are intended to be targeted towards the predominant sources of emissions within the Borough which is traffic.

We have assessed the contribution each category of vehicle type makes to the overall pollution burden.

A source apportionment exercise was carried out by external consultants on the Council's behalf in 2016 during completion of the Detailed Assessment. Annual Average Daily Traffic (AADT) flows and queuing data were provided by SBC after traffic counts were carried out across the Borough. Through the use of ADMS-Roads modelling, concentrations at relevant receptors at The Bell junction and Cuckoo Corner were predicted. This identified that the maximum concentration in this area was estimated at Prince Avenue on the approach to Cuckoo Corner. Source contributions to NO<sub>x</sub> concentrations at this receptor were calculated, including regional and local background concentrations and concentrations as a result of traffic sources. Figure 1 shows the percentage contributions to NO<sub>2</sub> concentrations.

**Figure 1. Source Apportionment of NO<sub>2</sub> Concentrations on Prince Avenue, including petrol and diesel contribution**

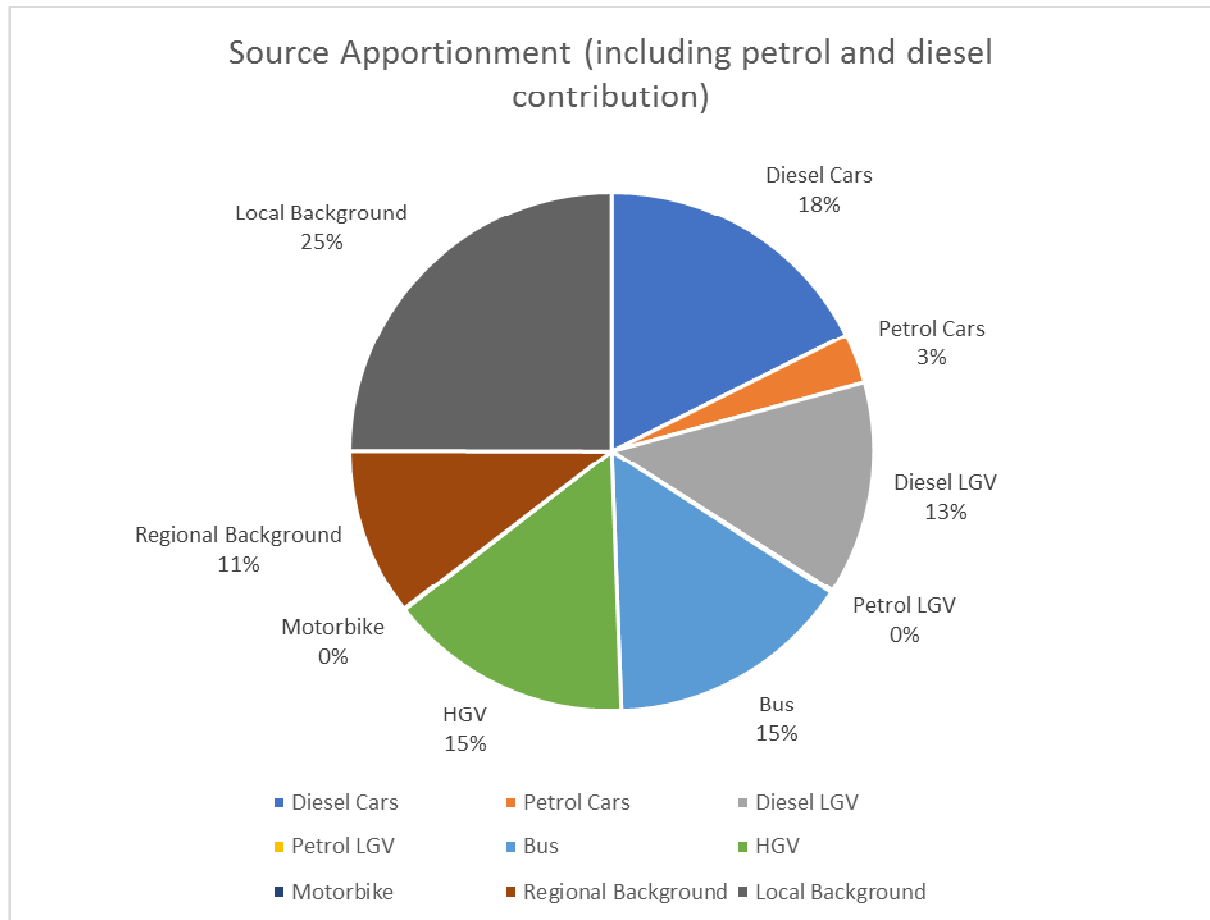


Figure 1 shows that the highest proportion of NO<sub>2</sub> emissions can be attributed to cars (21%), with buses, HGVs and LGVs contributing roughly the same proportion each. Therefore, there is no standout source contribution so measures will be focussed on reducing vehicle emissions as a whole.

Further refinement of the source apportionment calculation showed that diesel vehicles were responsible for a much higher proportion of NO<sub>2</sub> emissions than petrol vehicles.



### 3.6 Estimated Background Concentrations

DEFRA has made estimates of background pollution concentrations on a 1km<sup>2</sup> grid for the UK for seven of the main pollutants including NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub>. Base year data was for 2011 and projections are made for years 2011 to 2013. Table 1 shows the estimated background values of the pollutants for the year 2015.

**Table 1. DEFRA Mapped Background Annual Mean Pollutant Concentrations (µg/m<sup>3</sup>).**

| Grid Square Centre Coordinates 586500, 187500 | 2015 |
|---|------|
| Nitrogen Dioxide, NO <sub>2</sub>             | 21.6 |
| Nitrogen Oxides, NO <sub>x</sub>              | 32.2 |
| Particulate Matter PM <sub>10</sub>           | 17.6 |
| Particulate Matter PM <sub>2.5</sub>          | 2.3  |

The background source component comprises emissions from the following sectors:

- Domestic (including heating and cooking)
- Commercial and Industrial (heating)
- Other transport sources such as railways, airports and shipping
- Small Industrial processes such as those regulated under the environmental permitting regime
- Minor roads.

### **3.7 Southend Urban Area Agglomeration Zone - Source Apportionment**

The Southend Urban Area Agglomeration Zone is made up of Southend-on-Sea Borough Council, Rochford District Council and Castle Point Borough Council. It is one of 28 national zones each with its own DEFRA action plan setting out national, regional and local actions. Locations of EU non-compliance are along the A127.

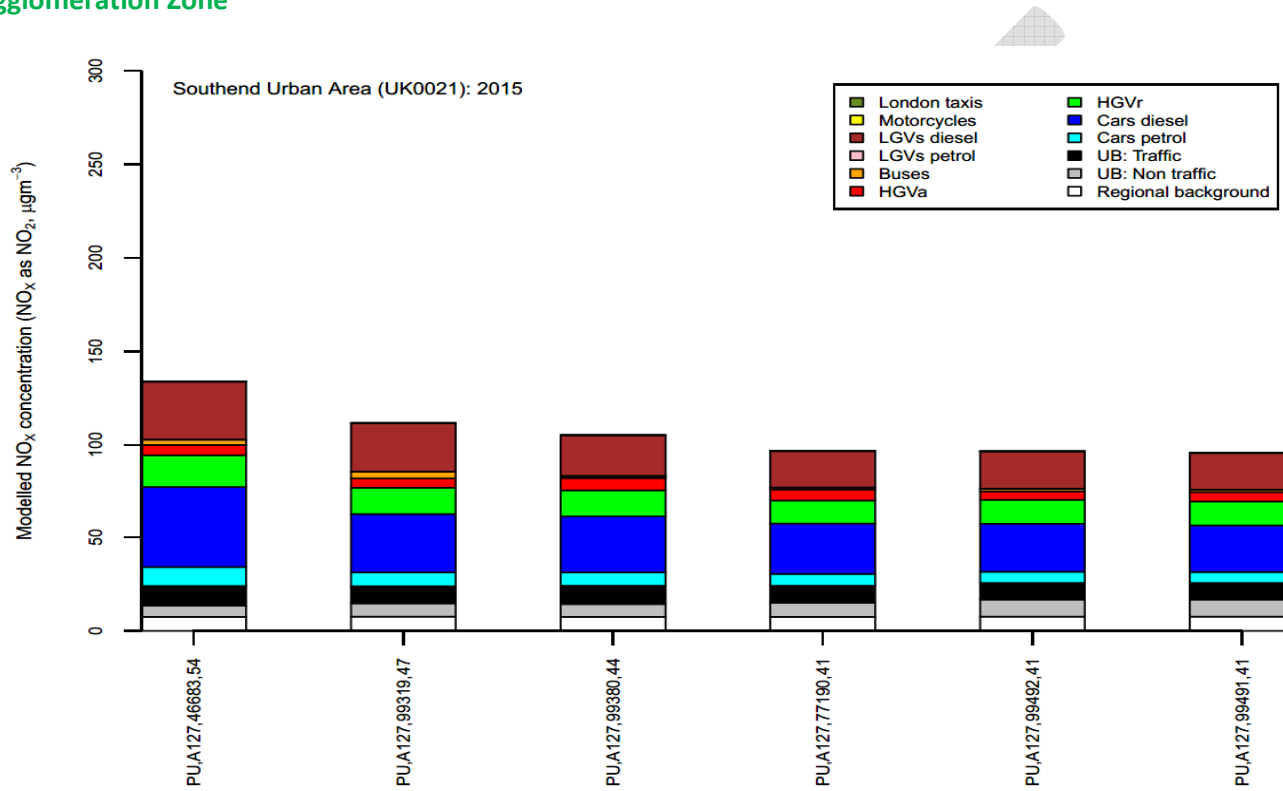
Local road traffic was the dominant source of NO<sub>x</sub> for the reference year of 2015. The largest contribution was from diesel cars and diesel LGVs contributing approximately 32% and 23% respectively to the road link with the highest concentrations. Cars, LGVs, rigid HGVs and articulated HGVs were important sources on the primary roads with the highest concentrations. For all road links concentrations of NO<sub>x</sub> from diesel cars were approximately four times greater than NO<sub>x</sub> emissions from petrol cars. NO<sub>x</sub> concentrations from petrol LGVs are a small component of total NO<sub>x</sub> concentrations and less than 2% of total NO<sub>x</sub> from LGVs.

Data from both source apportionment analyses confirm that diesel vehicles are the main contributor of NO<sub>x</sub> on our roads.

### **3.8 Agglomeration Zone Status**

The assessment undertaken for the Southend Urban Area Agglomeration Zone indicates that the annual limit value was exceeded in 2015 but is likely to be achieved before 2020 through the introduction of national and local measures included in the baseline.

Figure 3. Annual mean roadside NO<sub>x</sub> source apportionment for all roads exceeding the annual mean NO<sub>2</sub> limit value in 2015 in Southend Agglomeration Zone



Road class (MU = motorway, PU = primary road, TU = trunk road), road number, census id 15 and modelled NO<sub>2</sub> concentration (µgm<sup>-3</sup>)

### 3.9 Required Reduction in Emissions

Figure 4 below shows the AQMA boundary. The air quality objective (AQO) being exceeded at this location is the annual mean for nitrogen dioxide (NO<sub>2</sub>) which is 40µg/m<sup>3</sup>.

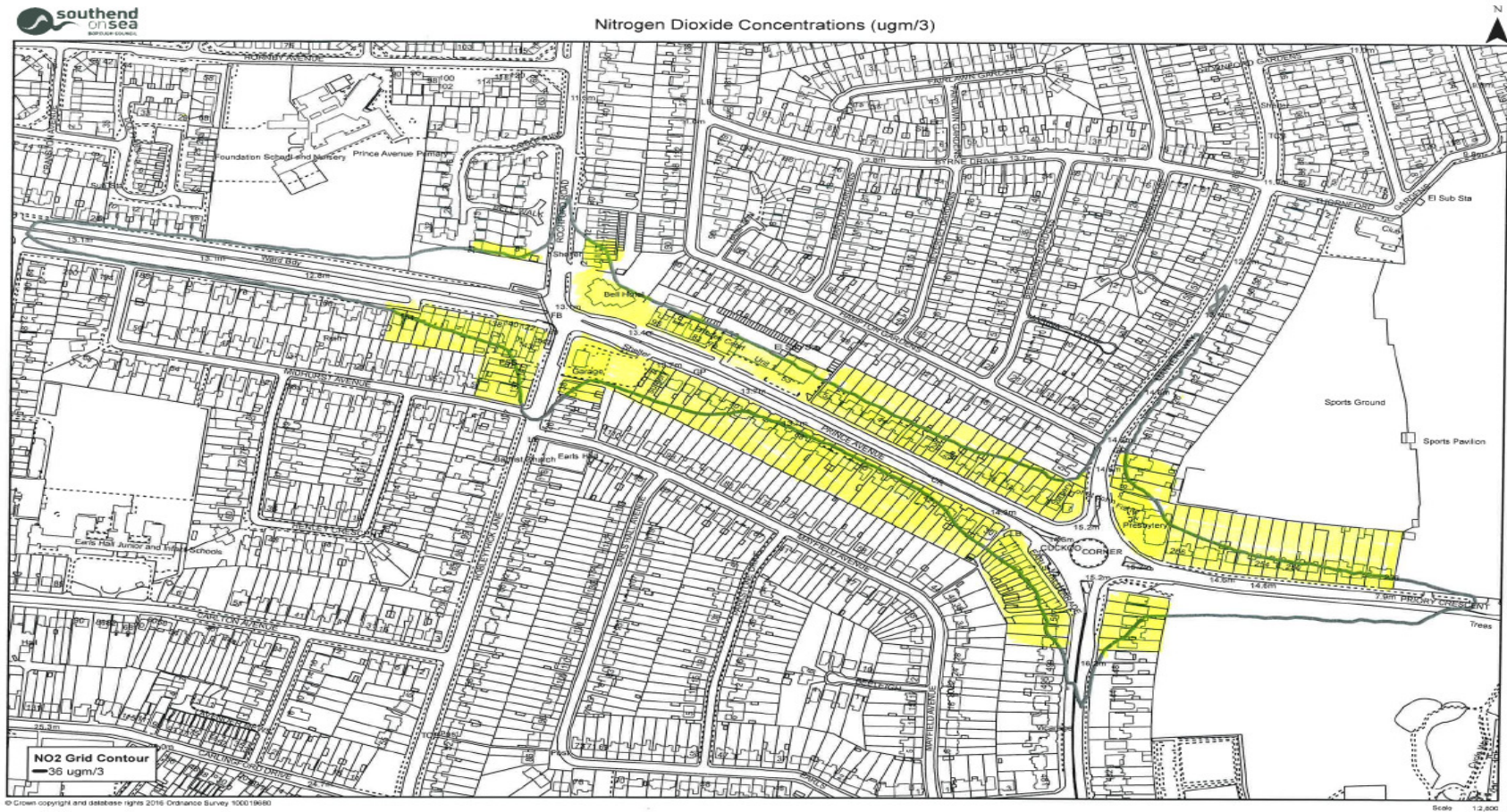
Real time automatic monitoring as part of the Detailed Assessment undertaken in 2016 confirms an (annualised) annual mean of 44µg/m<sup>3</sup>. In order to calculate the required reduction in emissions, a road NO<sub>x</sub> concentration of 67.5µg/m<sup>3</sup> has been calculated using the NO<sub>x</sub> to NO<sub>2</sub> calculator in line with Box 7.6 in LAQM.TG(16). The road NO<sub>x</sub> concentration required to meet the 40 µg/m<sup>3</sup> AQO is 57.6 µg/m<sup>3</sup>. Therefore, a reduction of 9.9 µg/m<sup>3</sup> of road NO<sub>x</sub> is required to meet the AQO at this location. This equates to a 15% reduction.

However, as part of the Bell Junction AQMA Strategic Highway Improvement impact assessment, further analysis of the required reductions in traffic emissions from the different vehicle categories will be undertaken. Parameters such as average speed and queue length will also be assessed in order to provide a basis for future monitoring of the effectiveness of the preferred option.

There are c125 residential units included in the AQMA boundary. Based on the Office for National Statistics there were on average 2.4 people per household in the UK in 2015. Therefore it is estimated that there are c300 people living within the AQMA boundary.

This was calculated in line with Technical Guidance LAQM.TG16 Chapter 7.

Figure 4. The A127 Bell Junction AQMA: Boundary in Green; Properties Affected in Yellow



### 3.10 Immediate Key Priorities

Source apportionment has identified the following contributions to the overall NO<sub>2</sub> pollution burden in the AQMA:

| Vehicle Type                | Percentage Contribution |
|-----------------------------|-------------------------|
| Diesel Cars                 | 18                      |
| LGVs Diesel                 | 13                      |
| Buses and Coaches           | 15                      |
| Artic and Rigid HGVs Diesel | 15                      |

Emissions from these vehicle categories will be the main focus for priorities 1 and 3 below.

- Priority 1 - Assess the air quality impact of the preferred option (of three) for the Bell Junction AQMA, A127 Strategic Highway Improvement.
- Priority 2 - Assess the air quality impact of the Kent Elms A127 Strategic Highway Improvement at this location, as well as the Bell Junction AQMA further east.
- Priority 3 - Development of a Low Emission Air Quality Strategy (LEAQS) which will attempt to target diesel cars (18%), diesel LGVs(13%) and buses (15%), all of which contribute significantly to the overall NO<sub>2</sub> pollution burden in the AQMA and on our roads generally.
- Priority 4 – Southend Intelligence Hub – SMART CITY Journey.

## 4. Development and Implementation of AQAP

### 4.1 Consultation and Stakeholder Engagement

Stakeholder consultation is a fundamental aspect of Local Air Quality Management, and a legal requirement under Schedule 11 (s90) of the Environment Act 1995.

The consultation process should be collaborative based and provide the way to better prepare and develop the action plan. It provides participants and, importantly, the public, with the information they need to contribute in a meaningful and constructive way.

The public health effects of poor air quality are well documented and DEFRA expect the highest level of support across the local authority (e.g. Chief Executive and Council level) to ensure all parts of the local authority are working effectively together.

#### Internal Stakeholders Consulted:

- Strategic Transport Policy
- Public Health
- Planning and Development Control
- Energy and Sustainability
- Procurement
- Economic Development
- Elected Members

#### External Stakeholders Consulted:

- Transport Companies
- Key Freight Operators
- Key Local Businesses
- Local Environment/Transport Group
- Chambers of Commerce
- Local Community Representatives and Residents especially in the vicinity of the AQMA.

- DEFRA
- Essex LAs

In developing this AQAP, we have worked with other local authorities, agencies, businesses and the local community to improve local air quality. Schedule 11 of the Environment Act 1995 requires local authorities to consult the bodies listed in Table 0.1. In addition, we have undertaken the following stakeholder engagement:

- Via the Council's website
- Letters distributed directly to households along the AQMA

The response to our consultation stakeholder engagement is given in Appendix A.

**Table 0.1 – Consultation Undertaken**

| Yes/No | Consultee   |
|--------|---|
| Yes    | the Secretary of State  |
| Yes    | the Environment Agency  |
| Yes    | the highways authority  |
| Yes    | all neighbouring local authorities  |
| Yes    | other public authorities as appropriate, such as Public Health officials            |
| Yes    | bodies representing local business interests and other organisations as appropriate |



## 4.2 Steering Group

*The Steering Group members will be from SBC, chaired by the Director of Public Health and include a Transport Planning Policy Engineer, Air Quality Specialist and a relevant Portfolio Holder. The group will attend quarterly meetings in order to drive forward existing actions and to identify new initiatives as appropriate. As a priority, the steering group will collate and review the responses from internal and external stakeholders to establish suitable action moving forward. Progress will be reported via the Council's Annual Status Reports submitted to DEFRA, the Council's website and internal management team meetings.*

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## 5. Action Plan Measures

The following tables describe the Borough Council's AQAP measures. Details include:

- a list of the actions that form part of the plan
- the responsible organisations who will deliver this action
- Indication of cost of implementing each action: **Low (<£25K), Medium (£25-£100K) or High (>£100K)**. Indication of expected benefit in terms of pollutant emission and/or concentration reduction – **Low (imperceptible reduction), Medium (up to 2µg/m<sup>3</sup> reduction in concentration) or High (greater than 2µg/m<sup>3</sup> reduction in concentration)** – based on the LLAQM Borough Air Quality Action Matrix used by London Authorities<sup>4</sup> and professional experience. Where possible, the percentage reduction modelled in the LAQM Matrix has been applied to the 50.9µg/m<sup>-3</sup> highest modelled concentration in the Detailed Assessment
- the timescale for implementation
- how progress will be monitored

*Note, although the actions are listed in accordance with the work area priorities as described in the main text, the NO<sub>2</sub> source apportionment data shown in Section 3.5-3.7 above will be a key factor in determining specific actions targeted towards certain vehicle categories, especially in the AQMA. More details will be provided in our Low Emission Air Quality Strategy currently in development*

Please see future Air Quality Annual Status Reports for updates on implementation of these measures.

### 5.1 Southend Intelligence Hub - SMART CITY Journey and Digital Strategy

The connection of the Council's 31 Urban Traffic Control sites to the newly deployed pan borough full fibre network presents the opportunity to monitor a raft of traffic and environmental characteristics simultaneously in real time. The intention is to relay data captured this way back to the Council's

<sup>4</sup> [https://www.london.gov.uk/sites/default/files/air\\_quality\\_action\\_matrix.pdf](https://www.london.gov.uk/sites/default/files/air_quality_action_matrix.pdf)

Intelligence Hub and host it for analytical purposes within the CISCO City Connected Digital Platform. The provision of the Intelligence Hub and the ability to cross reference data captured in this way is key to Southend's SMART CITY ambitions. As step one, the Intelligence Hub will see the co-location of three core 24/7 services: public space CCTV, traffic management and telecare.

Funding for the Intelligence Hub has been approved and subject to the final business case the Hub will be built in 2018/19.

The Hub will:

- Act as "eyes and ears" of the Borough, watching and monitoring activity.
- Act as the City Intelligence and Coordination Centre, responding in anticipation of incidents escalation.
- Enable the Council to generate income through the selling of services capable of being delivered through SIH.

SIH will see the upgrade and integration of systems and services provided within a modern environment on a 24/7 basis. It will also have the capability to facilitate an ambitious undertaking and could potentially co-locate key strategic and operational services from a range of partner organisations such as the NHS and Essex Police. It will in essence become a centralised operations suite for delivering borough-wide management via a wide range of partnership responses within Southend and neighbouring boroughs. In the initial formative period however, the focus will be on council services.

The overarching benefits could include:

1. The provision of a strategic and integrated approach to image capture, information dissemination and operational analysis of live incidents.
2. Intelligence-led responses to incidents including major emergencies
3. Delivery of enhanced traffic management on a borough wide basis.
4. Delivery of enhanced environmental monitoring (*including a pilot study of 10 remote air quality sensors*) and ultimately management solutions.
5. Activation of the community to have a healthier life style.
6. More effective and efficient use of available resources.

Whilst the Southend Intelligence Hub will not lead directly to improvements in air quality, it may be used to give a clearer picture of air quality across

Southend as a whole to more accurately target improvement measures. Also, it may be used to monitor the impact of AQAP measures implemented.

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**Table 5.1 Southend Intelligence Hub-SMART City Journey Action Summary**

| No. | Measure  | EU Category                           | EU Classification | Lead Authority                       | Planning Phase | Implementation Phase | Measurable By  | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments   |
|-----|--|---------------------------------------|-------------------|--------------------------------------|----------------|----------------------|--|--|------------------|---------------------------|--|
| 1   | Intelligence Hub-SMART City  | Transport Planning and Infrastructure | Other             | ICT, Strategic Transport Policy(SBC) | Aug 2017       | Commence Jan 2018    |  | N/A                                    | On-going         | Dec 2019                  | Major IT Infrastructure Up-grade for Southend  |
| 1.a | Pilot the CISCO City Connected Digital Platform (CDP) pulling together data sets in respect of traffic and environment. Understanding the relationship and automating predictive and preventative strategies | Transport Planning and Infrastructure | Other             | ICT, Strategic Transport Policy(SBC) | ..             | 2017                 | The identification of predictive and preventative strategies | "                                      | "                | Dec 2107                  | Cost Low<br>Potential AQ Impact Medium to High through identification of possible strategies for further improvement |

Southend-on-Sea Borough Council Air Quality Action Plan 2017

| No. | Measure  | EU Category | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By                                  | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments   |
|-----|--|-------------|-------------------|----------------|----------------|----------------------|--|--|------------------|---------------------------|--|
| 1.b | Provide a business case for the Creation of a Southend Intelligence Hub - SMART CITY | "           | "                 | "              | "              |                      | Completion                                     | "                                      | "                |                           | Cost Low<br>Potential AQ Impact Low  |
| 1.c | Build the Intelligence Hub in Southend   | "           | "                 | "              | "              | 2018/19              | Hub in place, properly staffed and operational | "                                      | "                | Dec 2019                  | Cost High<br>Potential AQ Impact Medium to High<br>Single 24/7 solution for the Borough  |
| 1.d | Installation of 10 air quality sensors for UTMC suitability (Pilot)                  | "           | "                 | "              | Completed 2017 | Jan 2018             | Pilot Completion and review of data collected  | "                                      | "                | Jan 2019                  | Pilot study to test reliability, suitability for UTMC<br><br>May be used to monitor progress of other identified AQAP measures |

## 5.2 Strategic Planning and Transport Policy

### 5.2.1 Local Planning Framework

The Southend Core Strategy (2007) Policy KP2: Development Principles, seeks to ensure that all new development, including transport infrastructure, contributes to economic, social, physical and environmental regeneration in a sustainable way, including reducing the need to travel (KP2.3.c), facilitating the use of travel modes other than the private car (KP2.3.e); respect, conserve and enhance and where necessary adequately mitigate effects on the natural environment, including the Borough's biodiversity and green space resources (KP2.4); promote improved and sustainable modes of travel (KP2.8); including appropriate measure in design, layout, operation and materials to achieve, avoidance or appropriate mitigation of actual and potential pollution impacts of development (KP2.11.c), enhancement to the ecological and amenity value of the environment where appropriate (KP2.11.e).

Policy KP3: Implementation and Resources, sets out that the Council will enter into planning obligations to ensure the provision of infrastructure and transportation measures, including improvements to cycling, walking and passenger transport facilities and services (KP3.2.b) and open spaces and green grid enhancements (KP3.2.f), and to require all development to have regard to, and where appropriate contribute to the delivery of, the Southend Local Transport Plan (KP3.4).

Policy CP3: Transport and Accessibility, makes provision for improvements to transport infrastructure and services, in partnership, to secure a step change in provision to achieve a modern integrated transport system, necessary to unlock key development sites and secure sustainable regeneration and growth. This includes, Policy CP3.6, safeguarding and enhancing the environment of 'Environmental Rooms', as defined in the Local Transport Plan.

Policy CP4: The Environment and Urban Renaissance, requires development proposals to contribute to the creation of a high quality, sustainable urban environment, including creating safe, permeable and accessible development and spaces that encourage walking and cycling within 'Environmental Rooms' (CP4.6); creating and maintaining a 'Green Grid' of high quality, linked and publicly accessible open spaces across the town, contributing to the wider

green grid (CP4.10); and preventing, reducing or remedying all forms of pollution including soil, water, noise and other forms of airborne pollution (CP4.14).

The Development Management DPD (2015) in Policy DM15: Sustainable Transport Management, highlights the role sustainable transport in Southend plays in supporting economic growth, including reducing carbon emissions, improving local air quality, improving health through better air quality and making walking and cycling an attractive and viable alternative.

It references the Southend Local Transport Plan, and highlights the need to locate development in areas that are sustainable, or that it can be demonstrated can be made sustainable and accessible by non-car modes and which reduce the overall need to travel. Developments that generate significant amounts of movement, are required to provide a supporting Transport Statement or Transport Assessment.

Policy DM15 also encourages the provision of facilities for charging electric vehicles and other ultra-low emission vehicles wherever practical and feasible.

### 5.2.2 Local Transport Plan (LTP3)

The Council is now working to LTP3 covering the period 2011-2026 with a current implementation plan covering 2015-2021 reflecting the Governments spending plan.

Local Transport Plans steer the implementation of national transport policies at the local level. As a strategic document the LTP does not contain details of schemes, but sets out a long term transport strategy, a shorter term implementation plan and a number of supporting strategies.

Transport needs to be linked with wider economic, social and environmental objectives. The LTP3 has therefore been developed within the context provided by a range of policy documents, including the Southend Core Strategy.

The long term transport strategy vision is linked to the Council's long term vision of:

*"Creating a better Southend" which is supported by five aims resulting in a "Clean, Safe, Healthy and Prosperous Southend Led by an Excellent Council."*



The Southend LTP3 contains the following key themes:

1. A thriving and sustainable local economy in the Borough;
2. Minimise environmental impact and promote sustainability for a greener Borough;
3. A safer Borough, and;
4. Reduce inequalities in health and wellbeing and a more accessible Borough.

The document incorporates four Action Plans covering the full range of schemes to be delivered with a clear focus on ensuring that their purpose is understood, that they interrelate and contribute to delivering a “Better Southend”.

### **5.2.3 The A127 Bell AQMA Highway Improvement**

Three different potential highway improvement schemes are currently being considered, including potential air quality impacts. The preferred option will be chosen via a formal consultation process during 2018.

### **5.2.4 The A127 Kent Elms Highway Improvement**

The A127 Kent Elms Junction improvements provide maximum benefit with three lanes heading eastwards, and a right hand turn lane providing improved capacity through the junction. An additional lane is also provided heading westward again providing greater capacity through the junction.

Together with a new footbridge the scheme will help deliver an improved local environment and contribute positively towards sustainable transport objectives. See ASR 2017 for more detail.

The potential air quality impact of the Kent Elms junction as well as further east along the A127 at the Bell Junction AQMA will be monitored and modelled, the former as part of a Detailed Assessment commissioned in December 2018.

Note that an Air Quality Assessment of the proposed road improvement works at the Kent Elms junction was undertaken in 2016. Dispersion modelling of all three potential scenarios suggested a slight improvement in air quality for nitrogen dioxide and particles at all receptor locations. See reference 19.

**Table 5.2 Summary of Strategic Planning and Transport Actions**

| No.  | Measure  | EU Category   | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By                 | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments  |
|------|--|---|-------------------|----------------|----------------|----------------------|-------------------------------|--|------------------|---------------------------|---|
| 2    | "A Better Southend"  |   |                   |                |                |                      |                               |  |                  |                           |   |
| LTPA | Better Sustainable Transport and Mobility Management   | Transport Planning and Infrastructure, Traffic Management | Other             | SBC            | n/a            | On-going             | Completion of Projects<br>KP2 | n/a                                    | LTP3             | On-going                  | Cost M-H<br>Potential AQ Impact not quantified but improvements expected<br>Corporate Priority Action |
| LTPB | Better Networks and Traffic Management Schemes   | Traffic Management  | Other             | SBC            | n/a            | On-going             | Completion of Projects<br>KP2 | n/a                                    | LTP3             | On-going                  | Cost M-H<br>Potential AQ Impact not quantified but improvements expected<br>Corporate Priority Action |
| LTPC | Better Partnership, Engagement and Sponsorship to Support Greater Efficiencies in Funding and Delivery | Transport Planning and Infrastructure                     | Other             | SBC            | n/a            | On-going             | Completion of Projects<br>KP2 | n/a                                    | LTP3             | On-going                  | Cost M-H<br>Potential AQ Impact not quantified but improvements expected<br>Corporate Priority Action |

| No.  | Measure  | EU Category   | EU Classification                             | Lead Authority                          | Planning Phase | Implementation Phase | Measurable By  | Target Pollution Reduction in the AQMA                              | Progress to Date                             | Estimated Completion Date | Comments   |
|------|--|---|---|---|----------------|----------------------|--|---|--|---------------------------|--|
| LTPD | Better Operation of Traffic Control, Information and Communication Systems including Intelligent Transport Systems and Urban Traffic Management Control (UTMC) | Traffic Management  | UTC, congestion management, traffic reduction | SBC                                     | Completed      | On-going             | Completion of Projects<br>Internal KP2                               | n/a   | LTP3   | On-going                  | Corporate Priority Action<br>Cost Medium<br>Potential AQ Impact expected but not quantified                                  |
| 3    | A127 AQMA Strategic Highway Improvement, The Bell Junction   | Traffic Management, Transport Planning and Infrastructure | UTC, congestion management, traffic reduction | Strategic Transport and Planning Policy | On-going       | tbc                  | Completion of Project,<br>Modelling and monitoring of AQ and traffic | Medium – concentration determined by modelling study commissioned   | Scoping phase                                | March 2021                | Infrastructure/traffic management improvements in and adjacent to AQMA<br>Cost High<br>Potential AQ Impact Medium            |
| 4    | A127 Kent Elms Strategic Highway Improvement   | Traffic Management, Transport Planning and Infrastructure | UTC, congestion management, traffic reduction | SBC                                     | 2016           | 2018/19              | Post project modelling and monitoring of AQ and traffic<br>KP2       | Medium – concentration will be determined by post project modelling | Road works 80% complete, awaiting footbridge | June 2018 tbc             | Potential AQ Impact quantified by diffusion tube monitoring and traffic modelling in progress/ to be undertaken<br>Cost High |
| 5    | Promote Workplace, School and Personalised Travel Plans  | Traffic Management, Transport Planning and Infrastructure | Promoting Travel Alternatives                 | SBC                                     | Completed      | On-going             | Monitoring adoption rate   | Low   | Promotion On-going                           | On-going                  | Cost L-M<br>Potential AQ Impact Low  |

| No. | Measure   | EU Category                         | EU Classification                     | Lead Authority | Planning Phase | Implementation Phase | Measurable By | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments                            |
|-----|---|-------------------------------------|---------------------------------------|----------------|----------------|----------------------|---------------|--|------------------|---------------------------|-------------------------------------|
| 6   | Promotion of Cycling via "Sustainable Motion" Project, "Cycle Southend", "Ideas in Motion" Project and Bike Hire Scheme | Promoting Travel Alternatives       | Promotion of Cycling                  | SBC            | Completed      | On-going             | Uptake levels | Low                                    | On-going         | On-going                  | Cost Low<br>Potential AQ Impact Low |
| 7   | Promote and Encourage walking via "Ideas in Motion"   | Promoting Travel Alternatives       | Promotion of Cycling                  | SBC            | Completed      | On-going             | Uptake levels | Low                                    | On-going         | On-going                  | Cost Low<br>Potential AQ Impact Low |
| 8   | Promote Train Travel via "Ideas in Motion"  | Alternatives to Private Vehicle Use | Other                                 | SBC            | Completed      | On-going             | Uptake levels | Low                                    | On-going         |                           | Cost Low<br>Potential AQ Impact Low |
| 9   | Encourage and Facilitate Home Working   | Promote Travel Alternatives         | Encourage and Facilitate Home Working | SBC            | Completed      | On-going             | Uptake levels | Low                                    | On-going         | On-going                  | Cost Low<br>Potential AQ Impact L-M |
| 10  | Encourage development of Car Clubs via Section 106 Agreements and Motion Hub  | Alternatives to Private Vehicle Use | Car Clubs                             | SBC            | Completed      | On-going             | Uptake levels | Low                                    | On-going         |                           | Cost Low<br>Potential AQ Impact Low |

| No. | Measure   | EU Category                           | EU Classification   | Lead Authority | Planning Phase | Implementation Phase | Measurable By                               | Target Pollution Reduction in the AQMA  | Progress to Date   | Estimated Completion Date                 | Comments                                       |
|-----|---|---------------------------------------|---|----------------|----------------|----------------------|---|---|--|---|--|
| 11  | Promote uptake of Sustainable Transport such as Electric Vehicles and Installation of Electric Charging Points                    | Promoting Low Emission Transport      | Procuring alternative re-fuelling infrastructures to promote low emission vehicles and EV charging points | SBC            | Completed      | On-going             | Uptake levels                               | Low – LLAQM indicates a reduction in NO <sub>2</sub> concentration of 0.4-0.6 µg/m <sup>3</sup> | Promotional Events Completed, Two +charging points installed |   | Cost Low<br>Potential AQ Impact                |
| 12  | Provision of Electric cars for staff business and private use   | Promoting Low Emission Transport      | Procuring alternative re-fuelling infrastructures to promote low emission vehicles and EV charging point  | SBC            | Completed      | On-going             | Uptake levels                               | Low - LLAQM indicates a reduction in NO <sub>2</sub> concentration of 0.4-0.6 µg/m <sup>3</sup> | Two cars currently available                                 | On-going                                  | Cost<br>Potential AQ Impact                    |
| 13  | Undertake a Park and Ride pilot for town centre, in order to assess viability and uptake rate for potential future implementation | Alternatives to Private Vehicle Use   | Bus based Park and Ride   | SBC            | Completed      | Completed            | Uptake level                                | Low   | Pilot completed  | Phase One October 2017; Future phases tbc | Cost Low<br>Potential AQ Impact Low            |
| 14  | Apply for National Productivity Investment Funding (NPIF) for Infrastructure Projects   | Transport Planning and Infrastructure | Other   | SBC            | n/a            | n/a                  | Securing funding and completion of projects | n/a   | On-going   | On-going                                  | Cost Low<br>Potential AQ Impact not quantified |
|     |   |                                       |   |                |                |                      |   |   |  |   |  |

## 5.3 Public Health and Raising Awareness

### 5.3.1 Public Health Outcomes Framework

The Public Health Outcomes Framework originally published in 2012 sets out the (national) desired outcomes for public health and how these will be measured. The framework concentrates on two high level outcomes that set the vision to be achieved across the public health system. These are:

- Increased healthy life expectancy
- Reduced differences in life expectancy and healthy life expectancy between communities.

The outcomes reflect a focus not only on how long people live but also on how well they live at all stages of life. The second outcome focuses attention on reducing health inequalities between people, communities and areas. Using a measure of both life expectancy and healthy life expectancy will enable the use of the most reliable information available to understand the nature of health inequalities both within and between areas.

A set of supporting public health indicators will help focus understanding of progress year by year nationally and locally on those things that matter most to public health.

The indicators, which cover the full spectrum of public health and what can be currently realistically measured, are grouped into four domains:

1. Improving the wider determinants of health
2. Health improvement
3. Health protection
4. Healthcare public health and preventing premature mortality?

The domain of health protection includes air pollution (specifically PM<sub>2.5</sub>) as a public health indicator. ***For the Southend area the mortality burden estimate for the local population is that 6.1% of all mortality for age group 25+ years is attributable to anthropogenic PM<sub>2.5</sub> exposure***<sup>4</sup>.

**Table 5.3 Public Health and Raising Awareness Summary of Actions**

| No. | Measure   | EU Category                     | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments   |
|-----|---|---------------------------------|-------------------|----------------|----------------|----------------------|---------------|--|------------------|---------------------------|--|
| 15  | Undertake a Health Impact Assessment in order to better understand the health impacts of air pollution locally  | Policy Guidance (Public Health) | Other             | SBC            | 2018 tbc       | 2018 tbc             | Completion    | n/a                                    | In progress      | December 2018 tbc         | Cost Low<br>Potential AQ Impact n/a<br>Local Morbidity and Mortality Study |
| 16  | Ensure that the relevant chapters of the JSNA have up to date pollution data and information about the impact of air quality on health. This can then be considered as we refresh the relevant JSNA chapters going forward. | Policy Guidance (Public Health) | Other             | SBC            | 2018 tbc       | 2018 tbc             | Completion    | n/a                                    | In progress      | tbc                       | Cost Low<br>Potential AQ Impact n/a  |

| No. | Measure  | EU Category   | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By | Target Pollution Reduction in the AQMA | Progress to Date                  | Estimated Completion Date | Comments  |
|-----|--|---|-------------------|----------------|----------------|----------------------|---------------|--|-----------------------------------|---------------------------|---|
| 17  | Raising Awareness with regard to air pollution in general e.g. domestic biomass burners, health effects, travel choices, benefits of personal behavioural change via e.g. social media, SBC website, and health alerts | Promoting Travel Alternatives and Public Health Information | Other             | SBC            | 2018           | On-going             | Up-dates      | Low                                    | Links to DEFRA advice in progress | On-going                  | Cost Low<br>Potential AQ Impact Low   |
| 18  | Raising awareness of High Risk and Vulnerable Groups via e.g. social media, SBC website, health alerts   | Promoting Travel Alternatives and Public Health Information | Other             | SBC            | 2018           | On-going             | Up-dates      | Low                                    | On-going                          | On-going                  | Cost Low<br>Potential AQ Impact Low   |
| 19  | Promote National Clean Air Day 2017  | Promoting Travel Alternatives and Public Health Information | Other             | SBC            | Completed      | Completed            | Completion    | n/a                                    | n/a                               | Completed June 2017       | Cost Low<br>Potential AQ Impact n/a<br>Learn from 2017 event and promote event for 2018 |
|     |  |   |                   |                |                |                      |               |  |                                   |                           |   |



## 5.4 Land Use Planning and Development Control

A key principle for Southend-on-Sea Borough Council is to integrate air quality considerations with other policy areas such as Land Use Planning. Many developments have the potential to increase the pollution burden and it is appropriate that these developments are required to mitigate or offset this in order to help to achieve an overall reduction in local air pollution. It is therefore essential to identify how we can bring air quality considerations into the planning process at the earliest possible stage. It is no longer satisfactory to simply demonstrate that a development is no worse than the existing or previous land use on a particular site.

### 5.4.1 Southend Central Area Action Plan (SCAAP)

The Southend Central Area Action Plan (SCAAP), when adopted, will form part of the Southend-on-Sea Local Planning Framework.

The SCAAP reflects the vision, strategic objectives and spatial strategy of the Southend Core Strategy (2007). The Core Strategy is a strategic level document that provides the framework for subsequent DPDs, including the SCAAP. It establishes housing and job growth targets for the SCAAP area, over a plan period of 2001- 2021.

### 5.4.2 Air Quality Supplementary Planning Guidance

This document will be produced in order to provide consistency in the way potential developments are considered in relation to their potential impact on local air quality and the need to provide an appropriate air quality assessment. Where developments take place in or adjacent to an AQMA mitigation measures must be considered as standard practice, particularly in cases where the development is new and does not simply replace an existing use. This is especially important where the development has provision for a large number of parking spaces significantly increasing the number of vehicle trips, and/or heating plant.

Guidance for dust management on construction sites and medium combustion plant (MCP) will be incorporated.

In some cases it may be necessary to recommend refusal when a development is so contrary to the objectives of the Air Quality Action Plan and Low Emission Air Quality Strategy.

This approach should potentially bring health benefits across the Borough, not just those living in the immediate area i.e. hot spots where the objectives are being exceeded. This is particularly important for nitrogen dioxide and small particulates as these pollutants have a significant potential impact on health. In order to reduce overall exposure, background pollution levels will need to be reduced, so it is essential that every development with the potential to increase the pollution burden must require mitigation or offsetting to help achieve an overall improvement in our local air quality.

### **5.4.3 Community Infrastructure Levy Bid (CIL) and Section 106 Agreements**

The Council seeks to work constructively, in partnership with developers to foster a “thriving and sustainable local economy and to safeguard public health.”

The Community Infrastructure Levy and Section 106 Agreements provide a mechanism for achieving these outcomes. Funding is sought in respect of air quality action planning to assist with improving air quality within existing AQMAs and to prevent other hot-spots with elevated levels of pollution deteriorating into future AQMAS.

### **5.4.4 Green Infrastructure**

Promoting Green Infrastructure has an important role to play in improving local air quality, helping communities offset their carbon impact, and reduce risk of surface water flooding. In urban areas trees, vegetation and green space can help to reduce pollutants and improve air quality by absorbing gaseous pollutants, lowering ambient temperatures, preventing pollutant concentration, and by producing oxygen during plant photosynthesis. In addition to using green infrastructure to mitigate the effects of poor air quality, opportunities exist at the community area scale to adapt our transport behaviours/adapt modal shift and utilise walking and cycling networks or consider travel around the town via public transport

### 5.4.5 Green Infrastructure Funding Bids

Increasing the volume of Green Infrastructure (GI) has many potential benefits such as surface water management, urban cooling (reducing heat from buildings), shading, increased biodiversity, aesthetics, water pollution removal and improvements in air quality.

Funding is being sought for the following three GI projects:

- Chalkwell Avenue
- Victoria Circus and
- Phase-one of “Better Queensway” - a £350 million regeneration scheme in Southend-on-Sea.

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**Table 5.4 Land Use Planning and Development Control Summary of Actions**

| No. | Measure   | EU Category                             | EU Classification                        | Lead Authority | Planning Phase | Implementation Phase | Measurable By                        | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments  |
|-----|---|---|--|----------------|----------------|----------------------|--------------------------------------|--|------------------|---------------------------|---|
| 20  | Produce and apply Air Quality Supplementary Planning Guidance for Developers including advice on Medium Combustion Plant (MCP)  | Policy Guidance and Development Control | Air Quality Planning and Policy Guidance | SBC            | 2018           | 2018                 | Adoption and use                     | Low                                    | None             | Dec 2018                  | Cost Low<br>Potential AQ Impact Low<br>Document to be drafted and adopted |
| 21  | To secure funding for Air Quality Action Planning including monitoring and support for initiatives aimed at reducing air pollution directly or indirectly via S106 Agreements and the Community Infrastructure Levy | Policy Guidance and Development Control | Air Quality Planning and Policy Guidance | SBC            | n/a            | n/a                  | Level of funding secured             | Low                                    | On-going         | On-going                  | Cost Low<br>Potential AQ Impact L-M                                       |
| 22  | Promote Green Infrastructure Initiatives  | Policy Guidance and Development Control | Other                                    | SBC            | n/a            | n/a                  | Completion of individual initiatives | Low                                    | See ASR 2088     | On-going                  | Cost Low<br>Potential AQ Impact Low                                       |

| No. | Measure  | EU Category                             | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By            | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments                            |
|-----|--|---|-------------------|----------------|----------------|----------------------|--------------------------|--|------------------|---------------------------|-------------------------------------|
| 23  | Apply for Green Infrastructure Funding Bids to help towards establishing Southend as a NATURE SMART CITY | Policy Guidance and Development Control | Other             | SBC            | n/a            | n/a                  | Level of funding secured | Low                                    | On-going         | On-going                  | Cost Low<br>Potential AQ Impact Low |
|     |  |   |                   |                |                |                      |                          |  |                  |                           |                                     |

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## 5.5 Sustainable Innovation

### 5.5.1 Urban Innovation Action

We are keen to involve all parts of the travel and transport sector and community in order to help tackle common issues around Urban Mobility in the Borough and deliver solutions and concepts as part of Urban Innovation Action (UIA) European Regional Development Fund (ERDF) funding bid. Emphasis throughout the bid is on innovation and how that can help find solutions to the challenges we currently face in the Borough. The key UIA work packages are:

1. Alternative Route Planning
2. Air Quality Management
3. Instrumenting Cities to collect and improve access to better data
4. Car Clubs and Autonomous Vehicles

The project could provide a “Borough Wide Mobility Hub” involving all parties where a resident or visitor can view, plan and book all parts of their journey and visit to, from and through Southend. A comprehensive service would include air, rail and road transport, car clubs, electric cars, car sharing, bicycle hire, buses, taxis and parking spaces together with extensive advice and notice provision extending through airlines, rail companies and the road network. Solutions to parking and reduction of congestion together with processes to reduce traffic in Air Quality Management Areas/hot-spots are expected to be included using open data i.e. real time public transport, delays, congestion, road works, incidents, events and tracking data, air quality, real time sensors and CCTV.

### **5.5.2 Low Carbon Energy and Sustainability Strategy**

Our current Low Carbon Energy and Sustainability Strategy (2015-2020) focuses on a number of areas, one of which is “To Encourage Sustainable Travel and Transport”.

Our vision is “To reduce carbon emissions, congestion and air pollution associated with transport throughout the Borough.

We want to re-think the way we travel. Facilitating the use of electric vehicles is part of the solution, as is developing an integrated public transport system that makes it an easy choice to use the train, bus, walk or cycle for all the members of our community.”

### **5.5.3 Ideas in Motion - Promoting Active Travel**

In 2017 the Borough Council led a funding bid with Essex County Council and Thurrock Council that secured over £3 million, building on the success of the award-winning Ideas in Motion project that promotes more sustainable and active modes of transport.

A new project called “South Essex Active Travel” will see jobseekers, young people, students and volunteers offered targeted travel advice and sustainable transport incentives to better connect them with jobs and education and training opportunities up to the year 2020.

South Essex Active Travel presents a fantastic opportunity to develop the three partner organisation’s work in using sustainable transport as a tool to accessing learning, jobs and skills. Essentially the project will deliver some excellent added value based around improving air quality, reducing carbon emissions and alleviating traffic congestion.

#### **5.5.4 Local Energy Advice Programme**

In 2017 the Borough Council launched the Local Energy Advice Programme (LEAP), an energy efficiency scheme funded by the Government's Energy Company Obligation (ECO) to help fund carbon reduction and energy efficiency measures geared towards tackling fuel poverty. We are one of just 25 local authorities in England benefitting from this exciting opportunity for local residents.

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**Table 5.5 Sustainable Innovation Summary of Actions**

| No. | Measure  | EU Category   | EU Classification | Lead Authority                              | Planning Phase | Implementation Phase | Measurable By                  | Target Pollution Reduction in the AQMA | Progress to Date                  | Estimated Completion Date              | Comments  |
|-----|--|---|-------------------|---|----------------|----------------------|--------------------------------|--|-----------------------------------|--|---|
| 24  | Urban innovation Action (UIA) Funding Bids via European Regional Development Fund for "Innovative" Air Quality Initiatives | Policy Guidance   | Other             | SBC   | Jan- Mar 2108  | tbc                  | Success of funding application | n/a                                    | 2017 funding bid was unsuccessful | 2018 bid to be completed by March 2018 | Cost Low<br>Potential AQ Impact not quantified                                    |
| 25  | Low Carbon Energy and Sustainability Strategy 2015-2020  | Promoting Low Emission, Sustainable Transport and Travel Alternatives | Other             | SBC   | Completed      | 2015-2020            | Completion of projects         | n/a                                    | On-going                          | On-going                               | Cost Low<br>Potential AQ Impact Low   |
| 26  | "Ideas in Motion-South Essex Active Travel" Project (£3m funded)   | Promoting Low Emission, Sustainable Transport and Travel Alternatives | Other             | SBC, Essex County Council, Thurrock Council | 2017/18        | 2017-2020            | Completion of projects         | Low                                    | On-going                          | On-going                               | Cost Low in SBC context<br>Potential AQ Impact Low<br>£3m funding secured in 2017 |
| 27  | Low Energy Advice Program (LEAP) Implementation  | Promoting Low Emission Plant and Transport                            | Other             | SBC   | 2017           | 2018-2019            | Uptake level                   | Low                                    | On-going                          | On-going                               | Cost Low<br>Potential AQ Impact Low   |
|     |  |   |                   |   |                |                      |                                |  |                                   |  |   |

## 5.6 Low Emission Air Quality Strategy

### 5.6.1 The Production and Implementation of a LEAQS

The purpose of the strategy is to reduce emissions from local traffic. The main pollutants of concern are nitrogen dioxide (NO<sub>2</sub>) and particulate matter (PM). Particles cause the greatest harm to people's health, but evidence of the effects of nitrogen dioxide is growing too. Global pollutants such as carbon dioxide and other greenhouse gases are also a concern.

The strategy describes the steps the Council and partners will take to reduce the impact of transport emissions and support sustainable development. To do this we will work with all groups who travel or generate traffic in our area.

The Council will evaluate the success of the strategy and use the lessons learned during the period 2018 – 2020 to further develop the strategy for 2020 onwards.

Its production and implementation will be a key component of the Air Quality Action Plan 2017 and the following themes, amongst others, will be considered:

- Retro-fitting of fleet via a joint application for Clean Bus Technology Fund 2017-18
- Promotion of Low Emission (LEV) and Ultra Low Emission Vehicles (ULEVs)
- Electric Vehicles and charging points
- Sustainable Procurement
- Promotion of Modal Shift
- Reducing emissions from Taxis
- Commercial Vehicles, Freight Consolidation Centres
- Preferential parking tariffs for cleaner vehicles
- Promoting and raising awareness of the benefits of "No Idling Zones"
- Planning Policy
- Public and Business Advice and Raising Awareness
- Implement/enhance existing "Working from Home" policy in order to reduce emissions from commuting staff.

**Table 5.6 Low Emission Air Quality Strategy (LEAQS) Action Summary**

| No. | Measure                                       | EU Category                             | EU Classification     | Lead Authority                              | Planning Phase | Implementation Phase | Measurable By  | Target Pollution Reduction in the AQMA | Progress to Date                                      | Estimated Completion Date    | Comments   |
|-----|---|---|-----------------------|---|----------------|----------------------|--|--|---|------------------------------|--|
| 28  | LEAQS Strategy Development and Implementation | Policy Guidance and Development Control | Low Emission Strategy | SBC   | 2017           | End of 2108          | Development and implementation of specific initiatives | See action 28a below                   | In development  | June 2108                    | The LEAQS will focus on a number of initiatives aimed at reducing vehicle emissions from various sources and will form an integral part of the AQ Action planning Program<br><br>Cost Low<br><br>Potential AQ Impact L-M |
| 28a | Clean Bus Technology Fund Application         | Vehicle Fleet Efficiency                | Vehicle Retro-fitting | Essex CC, SBC, Colchester BC, Chelmsford CC | 2017           | 2018                 | Success of bid and number of buses retro-fitted        | High                                   | Awaiting announcement from DEFRA due end January 2018 | Application made in Nov 2017 | £1.2m funding bid to retro-fit buses entering AQMAs in Essex (SCR technology and particle traps)<br><br>Cost High<br><br>Potential AQ Impact High  |
|     |   |   |                       |   |                |                      |  |  |   |                              |  |

## 5.7 Community Engagement

### 5.7.1 Community Engagement and Corporate Aims

The vision of the Council is to “*Create a Better Southend*” supported by the five corporate aims of a “Clean, Safe, Healthy, Prosperous Southend led by an excellent Council”. These principles and values will be reflected in our work and provide a clear focus for actions we take. Our actions will be underpinned by the following Corporate Priorities:

- To create a safe environment across the town for residents, workers and visitors.
- To continue to promote the use of green technology and initiatives to benefit the local economy and environment.
- To encourage and enforce high standards of environmental stewardship.
- To actively promote healthy and active life styles for all.
- To work with and listen to our communities and partners to achieve better outcomes for all.
- To improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.
- To enable communities to be self-sufficient and foster pride in the town.

This is about people and place, fostering a sense of community belonging and self-sufficiency where communities can solve problems locally with our support.

**Table 5.7 Community Engagement Action Summary**

| No. | Measure   | EU Category        | EU Classification | Lead Authority | Planning Phase | Implementation Phase | Measurable By             | Target Pollution Reduction in the AQMA | Progress to Date | Estimated Completion Date | Comments                            |
|-----|---|--------------------|-------------------|----------------|----------------|----------------------|---------------------------|--|------------------|---------------------------|-------------------------------------|
| 29  | Promote Community Engagement in a local air quality context.                    | Public Information | Other             | SBC            | n/a            | 2018 onwards         | Completion of initiatives | n/a                                    | In development   | On-going                  | Cost Low<br>Potential AQ Impact n/a |
| 30  | Undertake Business Survey to inform policy decision making for 2017/18 onwards. | Public Information | Other             | SBC            | n/a            | n/a                  | Completion                | n/a                                    | Completed        | April 2017                | Cost Low<br>Potential AQ Impact n/a |
|     |   |                    |                   |                |                |                      |                           |  |                  |                           |                                     |

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## Addendum May 2018

As part of a Court judgement on the 2017 UK Air quality plan on 21 Feb 2018, the High Court found that the Government should have legally required a further group of 33 local authorities (the 'third wave' local authorities) **including Southend-on-Sea Borough Council** to take further steps to improve air quality.

These third wave local authorities have road links in exceedance of NO<sub>2</sub> concentration limits in 2018, 2019 or 2020 and are projected in the national modelling to become compliant by 2021. The road link relevant to SBC is the A127, and the projected year of compliance is the end of 2019.

In response to the Court judgment, DEFRA have issued a Ministerial Direction to require these local authorities to develop a feasibility study to consider measures that could bring forward compliance in the shortest possible time.

Alongside the Direction DEFRA issued guidance on how local authorities should develop their Targeted Feasibility Studies and grant letters to provide funding to support the development of the study.

The Targeted Feasibility Studies must be submitted to Government as soon as possible and by 31 July 2018 at the latest.

The studies will form the basis of a supplement to the UK Air Quality Plan to be published by 5th October 2018.

There are five parts to the Targeted Feasibility Study:

- Part 1: Understanding the problem
- Part 2: Developing a long list of measures for addressing the exceedances
- Part 3: Assessing deliverability/feasibility and compiling a short list
- Part 4: Evidencing the short list of measures to identify options that could bring forward compliance
- Part 5: Setting out a preferred option

The outcome of this study will be reported as part of the annual action plan up-date.

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## Appendix A: Response to Consultation

**Table A.1 – Summary of Responses to Consultation and Stakeholder Engagement on the AQAP:**

**If not already implemented or being considered, reasonable suggestions will be assessed on their deliverability/feasibility**

| Consultee | Category  | Response   |
|-----------|---|--|
| Public    | Promoting Travel Alternatives<br>Traffic Management | Actions that aim to improve air quality are being implemented. These include the ' cycle Southend' scheme, encouraging walking and using the train. This will cut traffic on the road. Also highway improvements will ease congestion. Working with Planning to improve air quality is also important and effective. Section 106 agreements will promote use of electric cars and the installation of electric charging points   |
| Public    | Policy Guidance and Development<br>Control          | We were screened from the A127 by tall trees which not only gave us privacy, a nicer outlet but most importantly gave us some protection from air pollution but these have been removed. We were told that the trees were dead and had to be removed but we believe they were removed so the junction could be widened in the future to allow for better access to the new development 'Southend Business Park'. In my mind you have removed a good source of protection and if removing ALL the trees was not necessary this should never have happened. The same species of trees, planted I imagine, at the same time are still in place along the school boundary? A few small trees have been planted but will takes years to mature and give us any screening and protection and nothing like we had before. We think its an insult now put something through the door to tell us about the pollution in our area and to ask for feedback on tackling the problem knowing you have taken away a good source of protection. |
|           | Policy Guidance and Development                     | Concentrate on areas of known accumulation of standing traffic, especially where they are near to schools and high density of residential property areas. Better sequencing of some traffic lights in the Borough  |



|               |   |  |
|---------------|---|--|
| <p>Public</p> | <p>Control<br/>Traffic Management, promoting alternatives Modes of Travel</p> | <p>Greater encouragement not to use cars...make it easier and safer for cyclists and reliable public transport</p> <p>I think along the A127 more trees / bushes could be planted, esp by the bell junction where cars (and esp motorbikes sit revving their engines). The bushes (Ivy) ? could help to stop the fumes . How about along the a127 in the middle more bushes are planted.</p> <p>I'd like to see included in the plan a commitment to planting a significant number of trees in the affected areas. Furthermore, an immediate conservation of any non-private, existing trees within the affected area. As outlined in the BBC News article below, and based upon this study by US-based The Nature Conservancy (TNC), trees can cut air pollution. The study shows that trees can absorb small particulate matter from the air and would be ideally planted alongside the road as a barrier between the road and the residential properties.<br/> <a href="http://www.bbc.co.uk/news/science-environment-37813709">http://www.bbc.co.uk/news/science-environment-37813709</a><br/> <a href="https://thought-leadership-production.s3.amazonaws.com/2016/10/28/17/17/50/0615788b-8eaf-4b4f-a02a-8819c68278ef/20160825PHAReporFINAL.pdf">https://thought-leadership-production.s3.amazonaws.com/2016/10/28/17/17/50/0615788b-8eaf-4b4f-a02a-8819c68278ef/20160825PHAReporFINAL.pdf</a></p> |
| <p>Public</p> | <p>Transport Planning and Infrastructure</p>                                  | <p>Make Southend a hostile environment for traffic so that motorists are less inclined to drive. Eg. stop widening junctions and stop chopping down pollution control trees.</p> <p>Park and Ride scheme (a proper one)</p>  |
| <p>Public</p> | <p>Transport Planning and Infrastructure</p>                                  | <p>Reducing private car use by investments in the bus fleet and other forms of public transport and making public transport or bicycling more convenient. Restricting private car use requires strong investment in public transport infrastructure, where alternative journey methods are not viable, steps could be taken with the aim of reducing emissions from all vehicles (making transport cleaner). Many properties in the borough do not have a private driveways making ownership of electric cars not practical - on street charging points or street light charging points could make a difference in people's choice of vehicle. Looking at factors other than road use; emissions from buildings through gas and oil consumption and emissions through the construction of new developments have a significant impact on air quality. Central heating and boilers account for a large amount of air emissions. Steps could be taken to target reducing energy use by buildings and reducing emissions from energy use by buildings (making electricity and heat generation cleaner). Commitments could also be undertaken to run campaigns to raise awareness of air pollution.</p>   |

|        |   |  |
|--------|---|--|
|        |   |  |
| Public | Policy Guidance and Development Control   | <p>Research shows that green plants have an even bigger impact on removing nitrogen dioxide from the air than previously thought, removing 40% Please see this article for more information: <a href="https://www.acs.org/content/acs/en/pressroom/presspacs/2012/acs-presspac-august-29-2012/green-plants-reduce-pollution-on-city-streets-up-to-eight-times-more-than-previously-believed.html">https://www.acs.org/content/acs/en/pressroom/presspacs/2012/acs-presspac-august-29-2012/green-plants-reduce-pollution-on-city-streets-up-to-eight-times-more-than-previously-believed.html</a> We should have 'green billboards' along the road and in the central reservation or plant the central reservation with grasses and have more green plants generally.</p> |
| Public | Transport Planning and Infrastructure   | <p>Take the traffic lights off the roundabout at Cuckoo Corner and we will get rid of the standing traffic which has increased ten fold between Cuckoo Corner and the Bell since they were put in.. Also it will decrease standing traffic between Cuckoo Corner and Fairfax Drive junction to Victoria Avenue and stop sending traffic along Manners Way leading up to Cuckoo Corner.</p>   |
| Public | Alternatives to private vehicle use   | <p>Car clubs<br/>None will work.</p>   |
| Public | Transport Planning and Infrastructure, Promoting Travel Alternatives, Policy Guidance and Development Control | <p>A real commitment from the council to clean air so that real action is taken that actually makes a difference. Real political leadership to convince the public that real action needs to be taken.</p> <p>As Kent Elms junction not completed yet, The Bell improvements will be delayed</p> <p>Changing attitudes of people through awareness</p> <p>Lack of enforcement when measures breached. Lack of engagement by those encouraged to use the measures.</p>  |
| Public | Transport Planning and Infrastructure, Promoting Travel   | <p>Money and housebuilding targets are obstacles. We are nowhere near being a low carbon city, we have no levers to pull to genuinely get people out of cars and onto bikes and foot or strangers' cars, mass uptake of electric cars are</p>  |

|               |   |  |
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|               | <p>Alternatives</p>   | <p>decades away, and as for park and ride that was a fiasco which has been and gone and takes cars past The Bell anyway so irrelevant. Travel Plans are thus just lip service. Likewise for cycling, eg electric bike stands are nowhere near The Bell. We either need to CPO houses near roads to artificially end the AQSR breach, or close roads, or reduce vehicles. The Bell monitoring needs to extend up Rochford Road to Woodgrange Drive, not just the alley, as queues routinely stack back to there and you have only measured the mean average - at peak times are choking to death there. You may have to price some diesels off the road and government should reimburse that as diesels were their idea. Need to ban lorries, buses and diesels from Rochford Road and Manners Way. Stobart may need to fund access from the west to the airport so lorries and passengers are not needlessly dragged through housing to the east and doubled back to the airport. The user must pay especially as there is no discretionary spend available unless of course we reallocate funds from feasibility studies and architectural plans to saving lives. We can't wait for the Intelligence Hub as we already have data, we need reduces emissions not increased cabling and it would take two year even if it goes to plan. LTP3 is no use now as it won't achieve anything until 2021. Putting in a left turn lane for eastbound A127 is not due until March 2019 at best and will simply change the shape of the breach zone as traffic will do less idling at The Bell, only to achieve more traffic accelerating up Rochford Road attracted by the faster turn, especially diesel lorries currently put off by the sharp turn and preferring Manners Way. It is improper to text victims to stay away from roads.</p> |
| <p>Public</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> | <p>Required investment could be a barrier if the council do not have the sufficient resources needed.</p> <p>The council having the money and the manpower to carry out actions to help alleviate the fumes.</p> <p>The Council needs to admit that the traffic lights on Cuckoo Corner roundabout have undoubtedly caused the knock on effect of high pollution due to the amount of standing traffic they have created. This can also be said of the chaos caused at Victoria Circus. Once these facts have been acknowledged then the only barrier to overcome is actually removing the traffic lights.</p> <p>You need to consult all of the property owners who border the Bell Junction AQMA. The highlighted yellow properties is not enough.</p>   |
| <p>Public</p> | <p>Transport Planning and Infrastructure, Promoting Travel</p>              | <p>Greater communication with and engagement of the public as a whole; I have heard about this as I have a keen interest in local issues and green issues but there is a lack of awareness in the general public.</p>  |

|               |   |   |
|---------------|---|---|
|               | <p>Alternatives</p>   | <p>I have lived on this stretch over road between Cuckoo Corner and the Bell for 22 years. When the lights were going to be put into the roundabout I monitored the traffic myself. In the morning rush hour with only two lanes approaching the roundabout from the Bell the most amount of cars queuing was five deep. They now go right back to the Bell even though a third lane was put in place. When its not rush hour traffic still regularly piles back up to Topps Tiles (30 cars back). As soon as the light were put on I could taste the pollution in the air when I went outside my front door. The only time we don't get standing traffic is on the odd occasion when the lights haven't been working at all and traffic has flowed freely again. Even at midnight you can be left waiting for a green light as the traffic lights are light sensitive. If the traffic lights go out of sync in rush hour the effects are even worse. Queues go up Manners Way as far as the parade of shops which is near to the airport!! Traffic becomes gridlocked on the roundabout, it is appalling to have suffered it for so long.</p> <p>I would like an explanation as to how the planned road layout changes to the Bell junction will reduce air pollution. I cannot find this published anywhere and it seems to be the single biggest planned action that could reduce air pollution in the area.</p> |
| <p>Public</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> | <p>Replace whoever caused or allowed a) removal pollution control barrier at The Bell and b) junction widening.</p> <p>Research shows that green plants have an even bigger impact on removing nitrogen dioxide from the air than previously thought, removing 40% Please see this article for more <span style="float: right;">informat</span></p> <p><a href="https://www.acs.org/content/acs/en/pressroom/presspac/2012/acs-presspac-august-29-2012/green-plants-reduce-pollution-on-city-streets-up-to-eight-times-more-than-previously-believed.html">https://www.acs.org/content/acs/en/pressroom/presspac/2012/acs-presspac-august-29-2012/green-plants-reduce-pollution-on-city-streets-up-to-eight-times-more-than-previously-believed.html</a> We should have 'green billboards' along the road and in the central reservation or plant the central reservation with grasses and have more green plants generally</p> <p>There is a need to look at other Borough plans/consultations which link in and have an effect on this subject e.g. the current primary school catchment consultation. Concerns raised that areas are under immediate flight paths.</p>   |
|               |   |   |

|                         |   |   |
|-------------------------|---|---|
| <p>Public</p>           | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> | <ul style="list-style-type: none"> <li>We live in Larke Rise. My concern is that we were screened from the A127 by tall trees which not only gave us privacy, a nicer outlet but most importantly gave us some protection from air pollution but these have been removed. We were told that the trees were dead and had to be removed but we believe they were removed so the junction could be widened in the future to allow for better access to the new development 'Southend Business Park'. In my mind you have removed a good source of protection and if removing ALL the trees was not necessary this should never have happened. The same species of trees, planted I imagine, at the same time are still in place along the school boundary? A few small trees have been planted but will takes years to mature and give us any screening and protection and nothing like we had before. We think its an insult now put something through the door to tell us about the pollution in our area and to ask for feedback on tackling the problem knowing you have taken away a good source of protection.</li> </ul>  |
| <p>Historic England</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> | <p>We have reviewed the Air Quality Action Plan Technical Report and Non-Technical Summary. As a general comment, Historic England welcomes the proposed measures to improve the Air Quality in the Borough. Air quality can affect the historic environment in a number of ways including affecting the masonry of buildings, or the general setting in the broadest sense of heritage assets (eg reduction in noise and vibration and improvement in air quality through reduction in traffic etc).</p> <p>We welcome section 6.4 which seeks to link air quality considerations with other policy areas including planning and note the intention to produce an Air Quality Supplementary Planning Document. There are certainly benefits to be achieved through greater consideration of air quality, climate change and energy efficiency in the Planning process.</p>   |
| <p>Public</p>           | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> | <p>There are however occasions when certain historic environment considerations may outweigh conflict with air quality considerations. The use of modern construction techniques on a listed building, for example, may detrimentally affect existing historic fabric elsewhere in the building therefore risking damage to the heritage asset contrary to the objective of the NPPF to conserve and enhance the historic environment. We raise concerns that this type of construction may not be appropriate for certain developments affecting the historic environment. A sustainable approach should secure a balance between the benefits that such development delivers and the environmental costs it incurs. The policy should seek to limit and mitigate any such cost to the historic environment. Listed buildings, buildings in conservation areas and scheduled monuments are exempted from the need to comply with energy efficiency requirements of the Building Regulations where compliance would unacceptably alter their character and appearance. Special considerations under Part L are also given to locally listed buildings, buildings of architectural</p> |

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|  |   | <p>and historic interest within registered parks and gardens and the curtilages of scheduled monuments, and buildings of traditional construction with permeable fabric that both absorbs and readily allows the evaporation of moisture. In developing policy covering this area you may find the Historic England guidance Energy Efficiency and Historic Buildings - Application of Part L of the Building Regulations to historically and traditionally constructed buildings <a href="https://historicengland.org.uk/images-books/publications/energy-efficiency-historic-buildings-ptl/">https://historicengland.org.uk/images-books/publications/energy-efficiency-historic-buildings-ptl/</a> to be helpful in understanding these special considerations. Finally, we should like to stress that this opinion is based on the information provided by the Council in its consultation. To avoid any doubt, this does not affect our obligation to provide further advice and, potentially, object to specific proposals, which may subsequently arise where we consider that these would have an adverse effect upon the historic environment.</p>   |
| <p>Natural England</p> <p>Friends of the Earth</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives</p> <p>Transport Planning and Infrastructure, Promoting Travel Alternatives, Policy Guidance and Development Control, Policy Guidance Public Health</p> | <p>Natural England does not consider that this Air Quality Area Action Plan poses any likely risk or opportunity in relation to our statutory purpose, and so does not wish to comment on this consultation.</p> <p>I am responding to the air quality action plan public consultation on behalf of SEE FoE.</p> <p>The SEE FoE team finds Southend Borough Council (SBC) actions to be exceptionally frustrating, as you may have detected from my last letter on the topic in The Echo, but I will keep this response polite. The team has however agreed to help with the delivery of 20,000 leaflets that I have just sent for printing. That leaflet tackles pollution and other issues, and there we have allowed the frustration with SBC to show !</p> <p>Method of response to the consultation.</p> <p>Your online form doesn't quite fit with the response that is needed and so I am responding via email.</p> <p>Background</p> <p>The SBC action plan notes that there are serious health consequences of toxic air but doesn't spell out the detail. I wonder if the councillors knew just how serious the situation is whether they might take the matter more seriously. I ask that the consequences are put into future documents. Poor air quality: -</p> <ul style="list-style-type: none"> <li>· Permanently damages the lungs of children.</li> </ul> |

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|                             |   | <ul style="list-style-type: none"> <li>· Causes cardio vascular disease and heart attacks.</li> <li>· Causes 40,000 premature deaths in the UK.</li> <li>· Causes dementia, cancer and obesity.</li> <li>· Causes asthma attacks in vulnerable people.</li> <li>· Is linked to falling sperm counts (halved over the last 40 years).</li> <li>· Is linked to premature births.</li> </ul> <p>That last point has only recently been drawn to my attention and, in case that is the case for SBC too, I attach this link: - <a href="https://postcourier.com.pg/air-pollution-linked-premature-births-scientists-warn/">https://postcourier.com.pg/air-pollution-linked-premature-births-scientists-warn/</a></p>   |
| <p>Friends of the Earth</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives, Policy Guidance and Development Control, Policy Guidance Public Health</p> | <p>SBC: A history fo failure</p> <p>Before an action plan can move forward effectively it is important to acknowledge the mistakes of the past: -</p> <ul style="list-style-type: none"> <li>· SBC has historically pursued land use policies designed to increase traffic, including relocating the town centre swimming pool and large shopping facilities to the edge of town and plans to relocate the football club, perhaps with a shopping centre, cinema and flats, to the edge of town. The council's poor land use planning increases car use and is guaranteed to increase pollution.</li> <li>· By expanding Southend Airport SBC knew this would increase traffic (traffic which contributes to the toxic air in the council's one "Air Quality Management Area").</li> <li>· SBC has historically sought to increase the car parking provision thereby increasing traffic in the town. It continues to seek to increase pollution from cars by vigorously pursuing a new car park as part of the planned seafront museum scheme and it has recently purchased the former gas works site for £7 million and plans to spend a further £2 million there to build a new car park.</li> </ul> |

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|                             |   | <ul style="list-style-type: none"> <li>· SBC has failed to encourage greater bus use by refusing to support selected areas of bus lane along the A13. This signal to the bus operators made it clear to the private sector that SBC had limited interest in promoting public transport. This in turn impacts upon the bus operators' willingness to invest larger sums in zero emission vehicles.</li> <li>· SBC was so keen to facilitate high levels of car use that it was even willing to construct some of the most dangerous cycle lanes in the country to preserve as many car parking bays as possible – the network of cycle lanes beside car parking bays.</li> <li>· SBC has spent many tens of £millions on road widening and junction alternations along the A127, facilitating greater car use and decreasing the public funds that would otherwise have been allocated to public transport, walking &amp; cycling.</li> </ul>   |
| <p>Friends of the Earth</p> | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives, Policy Guidance and Development Control, Policy Guidance Public Health</p> | <p>"Soft" measures to tackle air pollution</p> <p>The action plan advocates the use of "soft" persuasive measures to encourage residents to use our cars a little less. Unfortunately soft measures cannot overcome the weight of pressure that the council exerts to encourage us to use our cars more. While this group supports a range of "soft" measures the public health crisis outlined above necessitates more dynamic action.</p> <p>What is needed</p> <p>SBC policy on development and land use planning must be completely transformed so that all decisions are aligned with the overriding need to reduce car use and pollution. SBC policy should be changed to specifically support traffic and car parking reduction policies. It also needs to implement policies that will support a rapid shift to zero emission vehicles. This group calls for: -</p> <ul style="list-style-type: none"> <li>· A ban on new edge of town/out of town developments.</li> <li>· The vast majority of new homes must be built around the public transport hubs and along the public transport corridors.</li> <li>· At least half of all new flats should be offered at a discount if the owners do not own or use a car (enforced by parking restrictions in neighbouring streets).</li> </ul> |



- All land use policies must be designed so as to reduce car ownership and car use.
- SBC should seek to engage with developers to build more flats for the retired along public transport corridors, with no provision for car parking (to encourage the retired to stop driving sooner and to release more family sized houses for young families).
- SBC must engage with seafront traders and the business community in a new way - explaining that we may see 1 feet of sea level rise by 2050 and there is a chance of over 8 feet of sea level rise by 2100. Together with increased extreme weather events, that come with rapid climate change, seafront traders must be helped to understand they may lose all assets by 2050. If this outcome is to be avoided it is absolutely essential that every sector of society joins an unprecedented effort to reduce energy use, including in road transport.
- An ultra low emissions zone should be introduced in the centre of Southend and gradually expanded outwards (see the Oxford and London initiatives).
- Year 1 zone should be south of Queensway, North of Royal Terrace, West of the A1160 and East of Princes Street/Runwell Terrace/Prittlewell Square.
- Year 2 zone should be extended to include all central Southend seafront car parks.
- Year 3 zone should be further extended north to include 200 metres either side of Victoria Avenue from Southend Victoria Station to Cuckoo Corner roundabout.
- SBC should establish if an ultra low emissions zone could be enforced by the civil enforcement team as they patrol car parks. Both public and privately owned car parks should be monitored.
- (See: <https://tfl.gov.uk/modes/driving/ultra-low-emissionzone/check-your-vehicle?intcmp=32646>)
- SBC should engage with Thurrock, Basildon and Chelmsford councils seeking agreement to implement ultra low emission zones in the centre of each town with these being expanded every year.
- An A127 congestion charging regime should be investigated to establish if this would reduce total traffic or merely shift vehicles from the A127 to less suitable roads. If modelling shows that total traffic would be reduced by

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|                              |   | <p>road charging this group would also support that proposal.</p> <ul style="list-style-type: none"> <li>· A programme should be initiated of allocating an ever growing proportion of car park bays to zero emissions vehicles (5% per annum), with such bays being positioned at the most convenient positions of each car park for shoppers/users (only disabled drivers should be given greater priority).</li> </ul>  |
| <p>Friends of the Earth</p>  | <p>Transport Planning and Infrastructure, Promoting Travel Alternatives, Policy Guidance and Development Control, Policy Guidance Public Health</p> | <ul style="list-style-type: none"> <li>· SBC should undertake a new review into the use of bus lanes along the A13, developing a programme that will support rapid growth in bus use; encouraging car drivers to use the bus instead of driving along the A127.</li> <li>· Bus use growth policy should be developed with bus operators; with SBC agreeing to radical and favourable policies being deployed if bus operators invest in zero emission/ultra low emissions vehicles.</li> <li>· SBC should consider bringing control of the buses back under direct public control.</li> </ul>  |
| <p>DEFRA (December 2017)</p> | <p>Commentary</p>   | <p>This Appraisal Report covers the Draft Air Quality Action Plan submitted by Southend Borough Council in relation to the AQMA declared along a stretch of the A217, Prince Avenue, Southend in November 2016. The AQMA was declared for exceedance of the annual mean objective for nitrogen in the area also known as "The Bell Junction".</p> <p>There are continuing exceedances of the annual mean objective for nitrogen dioxide at a single monitoring location within the AQMA, close to the Bell Junction, and also at additional locations outside of the current AQMA. These issues were discussed within the response to the 2017 ASR report for Southend in July 2017.</p> <p>In addition to developing an Action Plan, the Council are expecting to issue a draft Low Emission Strategy by the end of 2017.</p> <p>The current areas of potential exceedance include the proposed new Kent Elms junction developments on the A127 as described in the ASR report, are likely to impact on changes to traffic flows along this section of the A127. This suggests that the impact of measures proposed within the draft AQAP need to include an extended area along the A127, where Southend Borough Council are the responsible authority.</p> <p>The timetable for progress on the A127 AQMA junction scheme improvements is not clear, however a data of 2017 was stated for expected completion.</p> |

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|  |  | <p>The draft Action Plan is the first Action Plan under development for Southend.</p> <p>This response forms part of the statutory consultation on the draft Action Plan that is subject to further development following public consultation.</p> <p>The Council is advised to take consideration of the commentary below in the further development of the Air Quality Action Plan.</p> <p>The Action Plan requires re-submission using the latest Action Plan report template from Defra which can be found <a href="#">here</a>.</p> <p>Commentary</p> <ol style="list-style-type: none"><li>1. The Council have submitted a draft Air Quality Action Plan in it's early stages of development to address the AQMA declared along a section of the A217 Prince Avenue, Southend.</li><li>2. The A217 at the nearby Kent Elms Junction is the subject of a major infrastructure project. The impact of this scheme on traffic flows and traffic management along the area designated within the AQMA has yet to be determined, but may have a significant impact upon the extended area close to the A127 subject to raised pollution levels.</li><li>3. The draft AQAP has included a source apportionment of road traffic sources, but it is not evident that the procedure outlined in Box 7.5 of LAQM.TG(16) has been followed. Essentially the source apportionment has reviewed vehicle emissions and highlighted the relative impact of the contribution of emissions from different vehicle classes and fuel types. There is no detail provided in relation to what data was used within this process other than a reference to local traffic data.</li><li>4. If the data from source apportionment is to reliably inform the Action Plan process, the traffic data needs to include local details on traffic congestion, queuing and delays on the relevant road sections. It is only when</li></ol> |
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|  |  | <p>emissions from congested traffic are accounted for that a realistic picture of traffic emissions can be considered as a basis for developing further actions.</p> <p>5. The purpose of source apportionment is to provide an informed starting point in relation to where measures that are likely to be effective in addressing the pollution exceedances, need to be targeted. It is likely that traffic management measures that consider the management of traffic through the AQMA area will be required to address the pollution exceedances.</p> <p>6. The nature of the extent of the challenge at the Bell Junction AQMA simply states that there is an exceedance of 4µg/m<sup>3</sup>, which requires addressing. The expectation within an Action Plan is to derive estimates of the required reductions in traffic emissions levels, as a basis for determining further action.</p> <p>7. This process is described in detail within the latest Technical Guidance LAQM TG(16) from Defra in Chapter 2, Section 7.104-106 and Box 7.6. The Guidance makes clear that:</p> <p>“The AQAP should only be considered in detail once the source and extent of the problem are clearly understood”.<br/>[Ref: LAQM TG(16) para 2.30]</p> <p>8. The draft AQAP makes clear that the measures within the plan have been written to incorporate priority work areas which is acceptable provided the subsequent list of measures are then subject to a process of feasibility, cost benefit assessment, and impact assessment, in relation to delivering the required levels of emissions reductions suggested from source apportionment. There need to be measures developed in the AQAP that specifically target the key sources that give rise to the pollution exceedances alongside more generic measures linked to current policies and programmes. [Ref:LAQM TG(16) para 2.36-2.42]</p> <p>9. The Technical Guidance then makes clear that for measures that have been subject to impact assessment and prioritisation, that it is required to agree monitoring and evaluation of success. [Ref:LAQM TG(16) para 2.43-2.45]</p> <p>10. The Technical Guidance gives details on Consultation, highlighting that Local Authorities should consider the extent and degree of consultation at both a local level, and for Statutory Consultation required during the formulation of their AQAP. [Ref: LAQM TG(16) para 2.46-2.50]</p> <p>11. The draft AQAP outlines the steps in the AQAP process but does not make clear what steps the Council expects to make in relation to further development of the AQAP. It is not clear whether a Steering Group has been</p> |
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|  |  | <p>formed and to what extent they may have influenced the measures within the current draft AQAP. The Technical Guidance makes clear that early engagement with appropriate stakeholders is vital at the outset. [Ref: LAQM TG(16) para 2.31ff]</p> <p>12. The draft AQAP also refers to the Consultation Process and Steering Group, and refers to potential internal and external stakeholders, suggesting that no further consultation on the draft AQAP is currently taking place.</p> <p>13. The measures listed within the draft AQAP clearly represent a sound basis for beginning the Action Plan process, but as outlined above there is considerable further development of measures required before a final Action Plan is developed.</p> <p>14. In order for the plan to be effective in addressing emissions control to reduce air pollution emissions, there needs to be an additional level of assessment applied at the start of the process.</p> <p>15. This process is clearly described for the development of Air Quality Action Plans, within the latest Policy and Technical Guidance from Defra, particularly Chapter 2 of LAQM TG(16), which details the recommended approach for developing an action plan. The basis of the approach involves gaining an understanding of the current level of excess emissions giving rise to the air quality exceedance, with knowledge from a source apportionment of which pollution sources are contributing to the excess. Without this approach, there is no basis for assuming that measures that are otherwise prescribed to reduce emissions are likely to be effective.</p> <p>16. Hence air pollution emissions reduction targets, should underpin the further development of Action Plan.</p> <p>17. The latest Technical Guidance LAQM TG(16), para 2.69 makes clear, as a minimum AQAP's should include the following:</p> <ul style="list-style-type: none"><li>• Quantification of source contributions (e.g. HGVs, buses, taxis, other transport, industrial or domestic sources etc.) responsible for the exceedance of the relevant objective; knowing the source of the problem will allow the AQAP measures to be effectively targeted;</li><li>• Quantification of impacts of proposed measures including, where feasible, expected emission and concentration reductions (either locally obtained and/or via national monitoring/modelling statistics). It is important that the local authority shows how it intends to monitor and evaluate the effectiveness of the plan;</li></ul> |
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|                |            | <p>18. The Council will need to consider the impact of the highways infrastructure developments from the Kent Elms junction on the AQMA section of the A127, and any other relevant highways schemes, when assessing the measures that are likely to be effective in addressing effective actions to deliver emissions reductions.</p> <p>19. It is clear that the draft AQAP is at an early stage of development and not yet at a stage where Public Consultation is appropriate. The report should be presented for public consultation, when AQAP measures have been subject to further assessment and prioritisation, as discussed within this report.</p> <p>20. The current draft AQAP has not been presented on the current Defra AQAP Template. All future AQAP reports need to be presented using the latest Defra AQAP Template which can be located on this web page:</p> <p><a href="https://laqm.defra.gov.uk/review-and-assessment/report-templates.html">https://laqm.defra.gov.uk/review-and-assessment/report-templates.html</a></p> |
| DEFRA May 2018 | Commentary | <p>This Appraisal Report covers the Draft Air Quality Action Plan submitted by Southend Borough Council in relation to the AQMA declared along a stretch of the A217, Prince Avenue, Southend in November 2016. The AQMA was declared for exceedance of the annual mean objective for nitrogen in the area also known as “The Bell Junction”.</p> <p>The draft Action Plan has been re-submitted using the latest report template, further to a previous submission and appraisal in November 2017.</p> <p>The draft Action Plan has been approved by the Cabinet and Full Council and the report state that it will be subject to an annual review, by reporting in the Annual Status Reports.</p> <p>An addendum to this AQAP draft report makes clear that Defra have identified</p>   |

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|  |  | <p>Southend-on-Sea Borough Council within a group of 33 ('third wave') local authorities where further steps are required to improve local air quality. This now requires the local authority to develop a feasibility study to consider measures that could bring forward compliance in the shortest possible time.</p> <p>For Southend Borough Council, the road link relevant to SBC is the A127, and the projected year of compliance is the end of 2019. The Council are now required to submit their Targeted Feasibility Study to Government as soon as possible and by 31 July 2018 at the latest. The study will be included as a supplement to the UK Air Quality Plan to be published by 5th October 2018.</p> <p>The current AQMA is declared for the Bell Junction, yet the most recent ASR report highlighted that three of the four monitoring sites showing exceedances are outside of the AQMA boundary, including the Kent Elms junction and an extended area along Victoria Avenue.</p> <p>This continues to suggest that the impact of measures proposed within the draft AQAP need to include an extended area along the A127, where Southend Borough Council are the responsible authority.</p> <p>The AQAP report highlights that the Council has simultaneous initiatives that can expect to influence the management of traffic through the areas identified with exceedances of air quality objectives, including the main priorities identified for action:</p> |
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- Priority 1 - Assess the air quality impact of the preferred option (of three) for the Bell Junction AQMA, A127 Strategic Highway Improvement.
- Priority 2 - Assess the air quality impact of the Kent Elms A127 Strategic Highway Improvement at this location, as well as the Bell Junction AQMA further east.
- Priority 3 - Development of a Low Emission Air Quality Strategy (LEAQS) which will attempt to target diesel cars (18%), diesel LGVs(13%) and buses (15%), all of which contribute significantly to the overall NO<sub>2</sub> pollution burden in the AQMA and on our roads generally.
- Priority 4 – Southend Intelligence Hub – SMART CITY Journey.

This response forms part of the statutory consultation on the draft Action Plan that is subject to further development.

The Council is advised to take consideration of the commentary below in the further development of the Air Quality Action Plan.

### **Commentary**

1. Many of the comments made in respect to the latest ASR and previous draft Action Plan report are still relevant.
2. The Council have re-submitted a draft Air Quality Action Plan to address the AQMA declared along a section of the A217 Prince Avenue, Southend. The



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|  |  | <p>evidence that is currently available from latest monitoring suggests that there are pollution hotspots outside the designated AQMA at Bell Junction.</p> <ol style="list-style-type: none"><li>3. It will be important to ensure that the monitoring programme is extended to cover areas along the A127 and Victoria Avenue that may be subject to exceedances of the air quality objectives. Areas of further exceedances should be included within the AQMA boundary, and taken into consideration for development of AQAP measures.</li><li>4. The road network through Southend, including the section of the A127 within the AQMA has clearly been subject to some significant developments, including the major infrastructure project to the A217 at the nearby Kent Elms Junction.</li><li>5. The impact of this scheme on traffic flows and traffic management along the area designated within the AQMA has yet to be determined, but may have a significant impact upon the extended area close to the A127 subject to raised pollution levels.</li><li>6. Key Action Plan measures for further development within the latest draft AQAP report include:<ul style="list-style-type: none"><li>• Review the current position at A127 Kent Elms Crossroads and junction of West Street and Victoria Avenue where diffusion tube data suggests an exceedance. Real time automatic monitoring as part of a Detailed Assessment is being considered.</li><li>• The A127 Kent Elms Corner Junction alterations aimed at improving traffic flow, reducing queue length and congestion.</li><li>• Review the current AQMA boundary with a view to extending the boundary to</li></ul></li></ol> |
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|  |  | <p>include West Street and the Kent Elms junction/newly identified areas of exceedance.</p> <ol style="list-style-type: none"><li>7. It appears that a detailed assessment of the strategic highway network in Southend is required. This could be used to determine the extent that further traffic management measures can be used to reduce emissions in key pollution hotspots.</li><li>8. There is some doubt on the validity of the calculations presented in the report used as a basis for determining relevant AQAP measures. We have previously commented on the figures presented for required level of emissions reductions, based upon source apportionments.</li><li>9. There remains some significant doubt over the calculation presented within section 3.9 of the report. The nature of the extent of the challenge at the Bell Junction AQMA simply states that there is an exceedance of <math>4\mu\text{g}/\text{m}^3</math>, which requires addressing. The expectation within an Action Plan is to derive estimates of the required reductions in traffic emissions levels, as a basis for determining further action.</li><li>10. The figures presented in section 3.9 appear to refer to monitoring data from a background monitoring site, which is unlikely to be representative of roadside pollution in the AQMA.</li></ol> |
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|  |  | <p>11. The report also refers to a Detailed Assessment that was completed in July 2016, in relation to the Bell Junction. We have previously commented that no details of this assessment have been presented, yet the report states that through the use of ADMS-Roads modelling, concentrations at relevant receptors at The Bell junction and Cuckoo Corner were predicted. This identified that the maximum concentration in this area was estimated at Prince Avenue on the approach to Cuckoo Corner.</p> <p>12. The report states, <i>“However, as part of the Bell Junction AQMA Strategic Highway Improvement impact assessment, further analysis of the required reductions in traffic emissions from the different vehicle categories will be undertaken. Parameters such as average speed and queue length will also be assessed in order to provide a basis for future monitoring of the effectiveness of the preferred option”</i>.</p> <p>13. We recommend that priority is made to carry out this assessment as a basis for re-evaluating the level and extent of emissions reductions required across the major road network in Southend. This should be used to inform the further development of the action plan.</p> <p>14. If the data from source apportionment is to reliably inform the Action Plan process, the traffic data needs to include local details on traffic congestion, queuing and delays on the relevant road sections. It is only when emissions from congested traffic are accounted for that a realistic picture of traffic emissions can be considered as a basis for developing further actions.</p> |
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|  |  | <p>15. The Council will need to consider the impact of the highways infrastructure developments from the Kent Elms junction on the AQMA section of the A127, and any other relevant highways schemes, when assessing the measures that are likely to be effective in addressing effective actions to deliver emissions reductions.</p> <p>16. The purpose of source apportionment is to provide an informed starting point in relation to where measures that are likely to be effective in addressing the pollution exceedances, need to be targeted. It is likely that traffic management measures that consider the management of traffic through the AQMA area will be required to address the pollution exceedances.</p> <p>17. The latest Technical Guidance LAQM TG(16) from Defra in Chapter 2 highlights the essential elements in relation to what makes an effective AQAP. Paragraph 2.09-2.19 lists the key common requirements for developing an effective AQAP, in relation to ensuring there is appropriate local monitoring and assessment (source apportionment) as a basis for developing relevant measures.</p> <p>18. LAQM TG(16) Section 7.104-106 and Box 7.6. makes clear that:<br/><i>“The AQAP should only be considered in detail once the source and extent of the problem are clearly understood”.</i> [Ref: LAQM TG(16) para 2.30]</p> <p>19. The draft AQAP makes clear that the measures within the plan have been written to incorporate priority work areas which is acceptable provided the</p> |
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|  |  | <p>subsequent list of measures are then subject to a process of feasibility, cost benefit assessment, and impact assessment, in relation to delivering the required levels of emissions reductions suggested from source apportionment. There need to be measures developed in the AQAP that specifically target the key sources that give rise to the pollution exceedances alongside more generic measures linked to current policies and programmes. [Ref:LAQM TG(16) para 2.36-2.42]</p> <p>20. The Technical Guidance then makes clear that for measures that have been subject to impact assessment and prioritisation, that it is required to agree monitoring and evaluation of success. [Ref:LAQM TG(16) para 2.43-2.45]</p> <p>21. Responses from the public consultation (Appendix A) suggest that there is significant local opinion that some recent infrastructure changes, including the installation of traffic lights at Cuckoo Corner Roundabout (Bell Junction) have resulted in additional queuing and added to local pollution levels.</p> <p>22. These comments should emphasise the need to develop a co-ordinated approach across the Council to clarify the impacts of recent infrastructure changes, and ensure further schemes are assessed in relation to air quality impacts.</p> <p>23. The measures listed within the draft AQAP clearly represent a sound basis for developing the Action Plan process, but as outlined above there is a requirement for further assessment of measures before the Action Plan can be</p> |
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|  |  | <p>completed.</p> <p>24. In order for the plan to be effective in addressing emissions control to reduce air pollution emissions, there needs to be an appropriate level of source apportionment and assessment of traffic management schemes applied to at the start of the process. We are unable to comment further on the source apportionment as the details within the detailed assessment report have not been presented.</p> <p>25. This process is clearly described for the development of Air Quality Action Plans, within the latest Policy and Technical Guidance from Defra, particularly Chapter 2 of LAQM TG(16), which details the recommended approach for developing an action plan. The basis of the approach involves gaining an understanding of the current level of excess emissions giving rise to the air quality exceedance, with knowledge from a source apportionment of which pollution sources are contributing to the excess. Without this approach, there is no basis for assuming that measures that are otherwise prescribed to reduce emissions are likely to be effective.</p> <p>26. Hence air pollution emissions reduction targets, should underpin the further development of Action Plan.</p> <p>27. The latest Technical Guidance LAQM TG(16), para 2.69 makes clear, as a minimum AQAP's should include the following:</p> <ul style="list-style-type: none"><li>• Quantification of source contributions (e.g. HGVs, buses, taxis, other transport, industrial or domestic sources etc.) responsible for the</li></ul> |
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|  |  | <p>exceedance of the relevant objective; knowing the source of the problem will allow the AQAP measures to be effectively targeted;</p> <ul style="list-style-type: none"> <li>Quantification of impacts of proposed measures including, where feasible, expected emission and concentration reductions (either locally obtained and/or via national monitoring/modelling statistics). It is important that the local authority shows how it intends to monitor and evaluate the effectiveness of the plan;</li> </ul>  |
| <p>SBC Consultation Round 2 April 2018</p> |  | <p><b>Question 2: Are any significant actions/initiatives already being undertaken or committed to that could improve air quality?</b></p> <p>No</p> <p><b>Question 3: Are any significant actions/initiatives missing that could improve air quality?</b></p> <p>From the moment the traffic lights were installed on Cuckoo Corner roundabout the level of queuing traffic has increased tenfold causing a haze of fumes which was never there before outside my house, which is between Cuckoo Corner and the Bell junction. Also badly affected is Manners Way approaching Cuckoo Corner.</p> <p><b>Question 3: Are any significant actions/initiatives missing that could improve air quality?</b></p> |

From the moment the traffic lights were installed on Cuckoo Corner roundabout the level of queuing traffic has increased tenfold causing a haze of fumes which was never there before outside my house, which is between Cuckoo Corner and the Bell junction. Also badly affected is Manners Way approaching Cuckoo Corner.

**Question 4: Are any of the Actions listed in the AQAP Technical Report no longer relevant?**

Yes, it says there is a park and ride system in place, however, I have never seen it and I don't know where it is.

**Question 5: Are there any barriers that need to be overcome for us to take up these measures in the plan?**

The Council needs to swallow its pride and admit along with the Victoria Circus fiasco that's the only reason the Air Quality is so poor along this stretch of Victoria Avenue and Prince Avenue is because the traffic lights were installed on Cuckoo Corner roundabout and prior to this we didn't have a problem. I have lived in the same house for over 20 years and only the other day the smog was so bad over Priory Park I couldn't get my breath and therefore couldn't walk my dogs (I don't suffer from breathing problems normally). I have had a constant grazed feeling in my throat for the past two years which I can only put down to this terrible situation.

**Question 6: Please tell us about anything else you feel is necessary as part of the Air Quality Action Plan**

When on the odd occasion the traffic lights have stopped working completely, the traffic flows perfectly well as it did prior to the lights being installed on Cuckoo Corner roundabout. On day one I personally phoned the Council to tell them how bad the queues were and since then have had to report serious congestion when the lights go out of synchronisation causing queues going up to the Bell junction on Prince Avenue and at least two thirds along Manners Way towards the airport as well as Victoria Avenue and Priory Crescent. This happens probably weekly or fortnightly. It is intolerable and all the other measures you have laid out in your Action Plan are flimsy and on the hope that suddenly everyone is going to cycle or use public transport.



|  |  |  |
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## Appendix B: Reasons for Not Pursuing Action Plan Measures

Table B.1 – Action Plan Measures Not Pursued and the Reasons for that Decision

| Action category | Action description | Reason action is not being pursued (including Stakeholder views) |
|-----------------|--------------------|--|
|                 |                    |  |
|                 |                    |  |
|                 |                    |  |
|                 |                    |  |
|                 |                    |  |
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## Appendix C:

1. [Link to Detailed Assessment 2016](#)
2. [Link to Annual Status Report 2017](#)

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## Glossary of Terms

| Abbreviation      | Description   |
|-------------------|---|
| AQAP              | Air Quality Action Plan - A detailed description of measures, outcomes, achievement dates and implementation methods, showing how the local authority intends to achieve air quality limit values'    |
| AQMA              | Air Quality Management Area – An area where air pollutant concentrations exceed / are likely to exceed the relevant air quality objectives. AQMAs are declared for specific pollutants and objectives |
| AQS               | Air Quality Strategy  |
| ASR               | Air quality Annual Status Report  |
| Defra             | Department for Environment, Food and Rural Affairs  |
| EU                | European Union  |
| LAQM              | Local Air Quality Management  |
| NO <sub>2</sub>   | Nitrogen Dioxide  |
| NO <sub>x</sub>   | Nitrogen Oxides   |
| PM <sub>10</sub>  | Airborne particulate matter with an aerodynamic diameter of 10µm (micrometres or microns) or less   |
| PM <sub>2.5</sub> | Airborne particulate matter with an aerodynamic diameter of 2.5µm or less   |
| µgm <sup>-3</sup> | Microgram – One millionth of a gram   |
| LEV               | Low Emission Vehicle  |
| ULEV              | Ultra Low Emission Vehicle  |
| LDV               | Light Duty Vehicle  |

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19. Air Quality Assessment of Proposed Road Improvement Works at the Kent  
Elms Junction, Southend 2106: Amec, Foster, Wheeler Environment and  
Infrastructure UK Ltd

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of the Deputy Chief Executive  
(Place)

To  
Cabinet

On  
19<sup>th</sup> June 2018

Report prepared by: Chris Burr, Economic Growth Group  
Manager

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## Ambition Southend: Skills and Labour Market Strategy

Cabinet Member: Cllr James Courtenay  
Part 1 (Public Agenda Item)

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### 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 '*Ambition Southend: Skills and Labour Market Strategy for Southend-on-Sea – June 2018*' for adoption.

### 2. Recommendation:

- 2.1 **That the draft strategy is adopted by the Council.**

### 3. Background

- 3.1 In November 2013, Cabinet agreed the 'The Need for a Southend Skills Strategy' report [Item 437]. This identified the lack 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/co-ordinated approach to tackling the significant issues.
- 3.2 Officers from the Economic Growth Group and Learning Directorate have been working together to develop a draft Skills and Labour Market Strategy for the borough. The proposed strategy will provide a framework for a cohesive and borough-wide approach to skills and labour market development.
- 3.3 An initial scoping paper went to pre-Cabinet Scrutiny in October 2016, with a following report on the strategy consultation approach being considered by Place Scrutiny Committee in July 2017 [Item 355] before being considered by Cabinet in September 2017 [Item 317].

- 3.4 The Skills Strategy has been developed alongside the Economic Growth, Digital and Tourism strategies which were adopted by the Council June 2017. The relationships with these strategies, in reinforcing a whole-place approach, are made through the five ambitions set out in the strategy – such as recognising the role of skills provision for cultural and creative industries which is a growth sector for the borough and which are vital if the opportunities, presented by the investment in digital infrastructure, are to be maximised.
- 3.5 Southend 2050 and South Essex 2050 also provide important context for the strategy, setting out Southend’s aspirations for skills and learning at all ages and setting a direction of travel which will be shaped by the 2050 vision established and delivered through the implementation plan.

#### **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). Data sources used to inform the strategy have included the Office for National Statistics, the Department for Education and the UK Commission for Employment and Skills.
- 4.2 Recognising that the skills landscape is complex with a variety of stakeholders who play vital, but different roles at different stages, significant amounts of consultation and engagement have been undertaken by the Economic Growth and Education teams with their key stakeholders. This work has been undertaken jointly, reinforcing the cross-cutting nature of skills in the borough, and has varied from school Head teachers to business leaders to internal stakeholders.
- 4.3 A two-stage consultation process has been undertaken to ensure stronger collective buy-in from stakeholders, intended to result in a skills strategy that is owned by the whole borough.
- Stage one of the process took place via a range of workshops and interviews designed to inform the strategy. This has included officers from all Council departments, Councillors, Southend Youth Council, Southend Business Partnership and a panel of education sector representatives (including local schools and colleges). The feedback received through this consultation, in addition to that arising from pre-Cabinet scrutiny, CMT and Cabinet has been considered in the development of the draft strategy.
  - Stage two of the process featured the public circulation of a consultation paper to the wide range of stakeholders identified within the skills stakeholder mapping exercise. Consultees were asked to answer eleven key questions. The question responses were used to further refine and distil the work into a single, succinct skills strategy that is supported by stakeholders from across the borough.

4.4 The feedback from the consultation has been analysed by the teams and by an independent analyst and addressed in the evidence base and/or the strategy where appropriate. Some of the main findings are reflected in section 5.

## 5. **Headline Findings**

5.1 Some key findings from the research include:

- There are multiple skills challenges and opportunities facing the borough.
- Southend-on-Sea has an open and growing labour market with low average productivity, attainment disparity and pockets of deprivation.
- Meeting future skills challenges will require agile skills provision that can quickly adapt to meet the needs of industry.
- Our residents will need better 'millennial' and enterprise skills to secure a productive life-long career.
- Despite some good practice, careers support is patchy and there is insufficient communication around vocational career pathways.
- Work experience has the capacity to reduce disengagement and better equip our residents for the labour market.
- There will be a significant number of opportunities stemming from the Borough's major regeneration projects in the future.

5.2 The consultation feedback included:

- The role and importance of experience of the workplace for those in education and seeking employment. There is an increasing requirement for young people to experience work placements, particularly with the introduction of T-levels, as well as the recognition that as people transition between careers or life changes work experience helps inform decisions, develops contacts and provides valuable experience. As a result of the strength of feedback about this it has been reflected as one of the strategy's ambitions. This is proposed to replace the Virtual Academy for Skills and Employment (VASE) as an ambition with VASE to be considered as a delivery mechanism within the implementation plan.
- The role of the voluntary sector has also highlighted as a key facet of skills development with a two-fold role. The first being the opportunity that volunteering provides to develop skills in a wide range of areas. The second being the use of volunteers as mentors and similar roles in supporting people at different stages of skills development and employment.
- The skills landscape and qualification system is still difficult for employers, parents, students to navigate to understand options available to them and the best way to achieve the outcome they are seeking. There is an identified need for better communication to overcome this which could be an objective of the proposed skills leadership group.
- Councillor feedback during the Scrutiny and consultation processes particularly related to data. There was a focus on monitoring metrics and data which are proposed for inclusion in the implementation plan. This included the recognition that some of the Council's economic growth activity is outside the borough boundary (Airport Business Park Southend) but needs to be captured in monitoring the impact of the strategy and its wider activity.

Some of the data suggested for inclusion is not available from national sources, working age is still defined as 16-64 for example so the increase in pensionable age isn't yet captured accordingly, but alternative sources or proxies will be sought where practicable.

## 6. Strategy overview – Key Features

6.1 The strategy paper provides: details of the existing support landscape, a summary of key findings from the evidence base and consultation process, discussion of key issues, a set of agreed outcomes and a range of five, key areas of focus to guide delivery in the future.

6.2 The strategic outcomes identified in the strategy are:

- Raised productivity
- Strong jobs growth
- Meeting the future workforce needs of local industry
- Increasing attainment and wages of the lowest earners
- Creating an inclusive workforce

6.3 The key ambitions for delivery in the document are:

6.3.1 **Leadership and communication** - This ambition defines the need to convene a leadership group amongst local key skills stakeholders. It also describes the need to facilitate better internal communication, lobbying, advocacy and promotion of skills activities and initiatives across the borough.

6.3.2 **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), primary school years, transition to high school and subject choice, transition from school to work, work experience and voluntary practice, university to work, becoming a parent, transition to and from caring, returning to work, overcoming adversity, redundancy/career change, pre-retirement and up-skilling of existing employees. The strategy 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.

6.3.3 **Agility in provision** - This ambition focusses on the future skills needs of our businesses and residents. The strategy proposes to focus resources on: a) building capacity for industry-led provision, through pursuing external funding and investment opportunities, and b) encouraging the development of "industry-transferable millennial and enterprise skills" amongst residents, in order to enable residents to make a lifelong contribution to the labour market.

6.3.4 **Experience of the workplace** - This ambition focuses on improving the quality and quantity of work experience placements available to residents, in order to maximise residents work readiness, help residents gain additional skills and maximise benefit for employers.

**6.3.5 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.

6.4 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 includes a decision making framework that can be utilised to inform decision making when external circumstances necessitate deviation from the strategy. The framework proposes that in this instance decisions are made on their ability to contribute to: local job creation, meeting the requirements of local industry and contributing to workforce diversity.

## **7. Next Steps**

7.1 Once formally adopted, stakeholders identified within the strategy will be engaged to convene a skills and labour market leadership group for the borough. This group will take responsibility for agreeing a collective vision, implementing the strategy and monitoring activity and accomplishments.

7.2 The leadership group will be supported to develop a Skills Strategy Implementation Plan which will detail the key activities to be undertaken, resources available and key metrics for measuring success. The implementation plan will feature activities undertaken by the council alongside activities and projects undertaken by other key stakeholders.

## **8. Other options**

8.1 Do nothing. The Council could 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 leadership on the subject and a lack of co-ordinated response to the issues identified in the first stage consultation and assessment.

8.2 The Council rejects the existing strategy in order to develop an alternative strategy for developing the local labour market. This strategy has been developed upon a basis of extensive consultation and the most relevant and up-to-date evidence available. Therefore, it is believed to represent the most appropriate way forward at this time. Accordingly, it is not recommended that the Council rejects this strategy.

## **9. Reasons for Recommendation**

9.1 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.

## **10. Corporate Implications**

### **10.1 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.

### **10.2 Financial Implications**

There are no immediate financial implications associated with approving 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. Further work will need to be undertaken on the costs involved in taking forward a Skills Strategy, which could be either Capital or Revenue expenditure and how these can be funded either internally or externally. Any costs associated for the Council will need to be addressed through the relevant year's budget setting.

### **10.3 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'.

### **10.4 People Implications**

Officers from the Economic Growth Group and Learning Directorate will be responsible for overseeing the implementation of the strategy.

### **10.5 Property Implications**

There are no property implications associated with the strategy.

### **10.6 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 have had the opportunity to respond and been engaged to inform the strategy development and secure support for it.

### **10.7 Equalities and Diversity Implications**

An Equalities Analysis for the Skills Strategy was undertaken in May 2018 alongside development of the draft strategy. The status and implementation of recommendations included in this report will be monitored by the skills leadership group proposed within the strategy.

## 10.8 Risk Assessment

The principal risks associated with the strategy 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.

## 10.9 Value for Money

Development of the strategy has been undertaken on a minimal cost basis to date. Delivery of actions implementing the strategy by the Council will be subject to normal procurement assessment including value for money in relation to the outcomes to be achieved.

## 10.10 Community Safety Implications

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

## 10.11 Environmental Impact

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

## 11. Appendices

11.1 Draft Paper – “Ambition Southend: Skills and Labour Market Strategy for Southend-on-Sea, May 2018”

## 12. Background Papers

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

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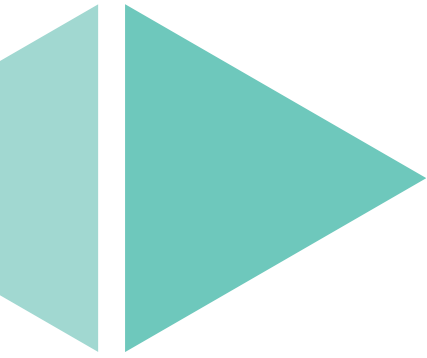


# Ambition Southend



A Skills and  
Labour Market  
Strategy for  
Southend  
-on-Sea

2018–2023



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# Councillor statement

## I am very pleased to be introducing Southend-on-Sea's new Skills and Labour Market Strategy.

Working together with colleagues and stakeholders from across Southend, we have sought to develop a strategy that enables our Borough to meet the future skills needs and challenges of our residents and employers.

We have used the latest evidence available and have listened carefully to the views of our community. We have also examined current government policy and thought about what this means for our community in the future.

This Strategy is the beginning of a new joined-up approach to skills and jobs. It will steer the activities of the council and our partners in the future.

The implications of this strategy are far reaching and will require a new approach to skills from employees, employers, schools, colleges, universities and the Council. We will continue to listen, learn and adapt in order to improve skills outcomes for our community in the years to come.

As we progress towards developing an implementation plan for this strategy, our invitation is for you to play an active role in this process and to work with us to: develop ideas, assess progress, make decisions, monitor activity and ensure that Southend achieves its potential.

Together we will make a better Southend and I look forward to working with you all in the future.

Yours

Councillor James Courtenay,  
Deputy Leader and Portfolio Holder for Growth  
Southend-on-Sea Borough Council

# About this strategy

This strategy has been produced as a result of research, evidence, and wide consultation. It is intended to provide a blueprint for positive change and to be enacted by stakeholders across Southend-on-Sea, not just the Council. It is designed to cover a five-year term, from 2018 to 2023. It aims to enable an inclusive, efficient, effective labour market with clear, accessible career pathways for residents, which is able to respond to emerging economic risks and opportunities.

This strategy has been created to support and contribute to a new 'Southend 2050' vision. Similarly, the strategy has been drafted to work in harmony with other Council strategies (Economic Growth Strategy, Post-16 Learning Strategy, Tourism Strategy, Digital Strategy, etc.) and the forthcoming skills strategy from the South East Local Enterprise Partnership (SELEP).

Throughout this document, the term 'skills' is used to mean: *'any form of personal ability or expertise, formed through education, training, experience or otherwise, that enables a person to actively participate in the labour market'*. It applies to residents of all ages and is not limited to those of school age or similar.

Whilst this strategy acknowledges and explores the central and vital role that education plays within a local economy, this document is not intended to be, or to replace, an education strategy. Instead, it aims to consider the wider range of skills that enable all Southend residents to actively participate in the labour market. As such, this document can and should be read in conjunction with: 'Our ambitions for your child's education in Southend: Department for People Sept

2017', which details the Council's approach to education and schools in particular.

## Using the latest evidence

This strategy, and the evidence base that underpins it, uses the latest available data from a variety of sources, including: the Office for National Statistics, the Department for Education and the UK Commission for Employment and Skills. Recent updates to national datasets have been incorporated where possible, so that figures and trends quoted are in-line with those in other Council strategies. A separate document that summarises the results of our research, '*Ambition Southend: Skills and Labour Market Review*', has been produced and can be found at: [www.southend.gov.uk](http://www.southend.gov.uk).

# Executive summary

The following represents a summary of the key findings of our research, strategic objectives, the proposed priorities and approach.

## Key Findings

Key findings from our research and consultation include:

- ▶ There are multiple skills challenges and opportunities facing the borough.
- ▶ Southend-on-Sea has an open and growing labour market with low average productivity, attainment disparity and pockets of deprivation.
- ▶ Meeting future skills challenges will require agile skills provision that can quickly adapt to meet the needs of industry.
- ▶ Our residents will need better 'millennial' and enterprise skills to secure a productive life-long career.
- ▶ Despite some good practice, careers support is patchy and there is insufficient communication around vocational career pathways.
- ▶ Work experience has the capacity to reduce disengagement and better equip our residents for the labour market.
- ▶ There will be a significant number of opportunities stemming from the Borough's major regeneration projects in the future.

## Objectives

Five strategic outcomes have been identified:

- ▶ Raised productivity
- ▶ Jobs growth
- ▶ Meet the current and future skills needs of employers
- ▶ Increase skills attainment and wages of lowest earners
- ▶ An inclusive workforce

## Areas of focus

In order to achieve the strategic outcomes, future activity will focus on the following areas:

- ▶ Convene leadership amongst key skills stakeholders and enable effective advocacy and internal communication across the borough.
- ▶ Develop a 'life transitions' approach that targets skills support at the key junctures in residents lives and addresses spatial and social inequalities in the borough.
- ▶ Improve the agility of skills provision to rapidly adapt to the requirements of local industry.
- ▶ Facilitate experience of the workplace for residents, to better equip our future workforce and reduce disengagement from the labour market.
- ▶ Better utilise assets and networks to maximise the number of skills development opportunities available for residents and engage a wide range of stakeholders in supporting our future workforce.

## Resilience

To ensure this strategy remains relevant and practical in the face of change, it includes a framework through which future decisions can be steered. Key considerations will include:

- ▶ Contribution to job creation
- ▶ Contribution to meeting the needs of local industry
- ▶ Contribution to workforce inclusivity

## Next steps

Once this strategy is formally adopted by the Council and its partners, stakeholders will develop a 'Skills Strategy Implementation Plan' document that will include details of the specific activities, projects, timescales, targets, objectives and measures of success.



# The current skills support landscape

This strategy represents a new approach to supporting skills for the Council. We propose to work collectively with stakeholders from across the borough, to develop a shared vision and approach and to maintain and develop these links for the benefit of our residents.

Many of the key stakeholders involved in Southend's skills support services are illustrated in the diagram below. These include: schools, FE colleges, universities, business partnerships and central government departments. Although not individually listed, local businesses are also important providers of skills development activity in the borough.

|  |   |   |                                     |   |   |   |                                   |
|--|---|---|-------------------------------------|---|---|---|-----------------------------------|
| BEST Growth Hub                            | Essex Chambers of Commerce                        | Essex Employability & Skills Board                    | Federation of Small Businesses      | Institute of Directors                      | SAVs  | South East LEP                            | Opportunity South Essex           |
| Southend Business Partnership              | Dept. for Business Energy and Industrial Strategy | Ministry of Housing, Communities and Local Government | Dept. for Education                 | Dept. for Work and Pensions/Job Centre Plus | National Careers Service                    | Skills Funding Agency                     | Career Ready                      |
| Connexions                                 | Essex Provider Network                            | Federation of Essex Colleges                          | Southend Education Board            | The Careers & Enterprise Company            | A Better Start Programme                    | Essex County Council                      | Thurrock Council                  |
| Southend-on-Sea Borough Council            | Anglia Ruskin University                          | Independent training providers                        | PROCAT                              | SEEVIC                                      | South Essex College                         | Southend Adult Community College          | University of Essex               |
| Belfairs Academy                           | Cecil Jones Academy                               | Chase High School                                     | Kingsdown School                    | Lancaster School                            | PLT Southend Academies                      | Shoeburyness High School                  | Southchurch High School           |
| Southend High School for Boys              | Southend High School for Girls                    | Southend YMCA Community School                        | St. Bernard's High School           | St. Nicholas School                         | St. Thomas More High School                 | The Eastwood Academy                      | The St. Christopher School        |
| Westcliff High School for Boys             | Westcliff High School for Girls                   | Barons Court Primary School and Nursery               | Blenheim Primary School             | Bournemouth Park Primary School             | Bournes Green Infant School                 | Bournes Green Junior School               | Chalkwell Hall Infant School      |
| Chalkwell Hall Junior School               | Darlinghurst School                               | Earls Hall Primary School                             | Eastwood Primary and Nursery School | Edwards Hall Primary School                 | Fairways Primary School                     | Friars Primary School and Nursery         | Hamstel Infant School and Nursery |
| Hamstel Junior 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 | 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                  | St. Helen's Catholic Primary School | St. Mary's Church of England Primary School | Temple Sutton Primary School                | The Federation of Greenways Schools       | The Westborough School            |
|  |   | Thorpedene Primary School                             | West Leigh Infant School            | West Leigh Junior School                    |   |   |                                   |



# Southend-on-Sea labour market analysis summary

An analysis of the key strengths, weaknesses, opportunities and threats (SWOT) related to Southend-on-Sea’s labour market has been undertaken, which is summarised in the diagram below. The analysis is based on information we received from local

stakeholders during our consultation period and the strategy evidence base. A separate document that summarises the results of this research, ‘Ambition Southend: Skills and Labour Market Review’, has been produced and can be found at: [www.southend.gov.uk](http://www.southend.gov.uk)

## Southend-on-Sea Skills & Labour Market SWOT Analysis

| Strengths   | Weaknesses  | Opportunities   | Threats  |
|---|---|---|--|
| <ul style="list-style-type: none"> <li>▶ High economic participation</li> <li>▶ A growing population &amp; workforce</li> <li>▶ Increasing workplace earnings</li> <li>▶ Strong average school performance</li> <li>▶ Some local FE/HE provision</li> <li>▶ Connectivity to London/Europe</li> <li>▶ Increasing levels of employer engagement</li> <li>▶ High levels of entrepreneurialism</li> </ul> | <ul style="list-style-type: none"> <li>▶ Low and declining productivity</li> <li>▶ Low jobs growth</li> <li>▶ Increasingly aged and dependent population</li> <li>▶ Recruitment difficulties &amp; skills gaps</li> <li>▶ A net exporter of skills</li> <li>▶ Limited HE offer</li> <li>▶ Lack of housing affordability</li> <li>▶ A less well-qualified workforce</li> <li>▶ Attainment disparities between schools and neighbourhoods</li> <li>▶ Comparatively high youth unemployment</li> </ul> | <ul style="list-style-type: none"> <li>▶ The Apprenticeship Levy</li> <li>▶ Strong local voluntary sector</li> <li>▶ Growth of London Southend Airport</li> <li>▶ Strong regeneration plans</li> <li>▶ BREXIT</li> <li>▶ A growing skills provision infrastructure</li> <li>▶ Strong future labour demand</li> <li>▶ A strong and willing stakeholder base</li> </ul> | <ul style="list-style-type: none"> <li>▶ Confusion over apprenticeships</li> <li>▶ Reductions in school funding</li> <li>▶ Lack of clear career pathways for all residents</li> <li>▶ Reported lack of enterprise skills in young people</li> <li>▶ BREXIT</li> <li>▶ Central education policy that focuses on qualifications attainment</li> <li>▶ Lack of resources for industry awareness and work experience</li> <li>▶ A confusing skills support system</li> </ul> |

# Key findings

The following provides detail on some of the key findings of our research and consultation:

## **There are multiple challenges and opportunities facing the borough.**

A key advantage for the borough is that it has a range of established, successful education and training providers.

The strategy consultation exercise revealed that, amongst stakeholders, there is a broad awareness of key challenges and potential solutions.

Addressing Southend's skills challenges and opportunities will require strong leadership, effective co-ordination and joint working among stakeholders. A shared, inclusive vision that builds on the commitment and knowledge present in the borough, is needed to maximise opportunities and benefits for residents.

## **There will be strong demand for labour 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. For example, jobs in administrative occupations in the South East of England are forecast to contract by 30,000 jobs between 2012 and 2022, but with 158,000 retirements estimated for the same period, there is still likely to be a net requirement for 128,000 workers.

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

Raising productivity is a difficult challenge facing the borough and the UK. Tackling this issue in Southend will require: employers to shift towards higher value-added economic activities, organisational development and capital investment in skills. As such, the benefits of change must be realised by local businesses and be supported by market demand.

Further, for local industry to maintain a competitive advantage, the labour force must be able to rapidly adapt to and meet the needs of local employers.

## **Southend-on-Sea has an open labour market.**

Labour moves freely in, out and around the borough without regard to administrative boundaries. Further, the South-Essex and London labour markets are closely linked to Southend's with a high proportion of workers regularly crossing boundaries to travel to and from workplaces. Plans to improve the local skills system should be cognisant of the employment opportunities for residents that exist outside of the borough, and the many local employers reliant on a workforce that commutes in from outside the borough.

## **Southend-on-Sea has significant disparities in deprivation and educational attainment.**

Southend-on-Sea has spatial concentrations of 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).

Further, there is a wide range of performance between schools in Southend. The percentage of pupils achieving a 9-4 grade including English & Maths at KS4 varies between schools from 100% to 36%.

## **There is a common ‘millennial’ skillset needed by residents.**

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 our residents in order to equip them to play an active role in the labour force. These skills will enable local employers to compete effectively in their marketplaces and trade profitably in the future.

Similarly, many local employers highlight ‘employability skills’, such as: a positive attitude to work, time-keeping and a suitable appearance; as being important to the operation of their organisations.

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

Amongst key regeneration projects, such as the Airport Business Park Southend and The Better Queensway project, an estimated £1billion will be spent in Southend-on-Sea over the next 10 years.

Accordingly, there will be a significant number of new jobs created in the area connected to new buildings, their occupiers and supply chains. It is important that action is taken now to ensure that the employment opportunities are made accessible to residents.

## **The 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.

There is a need to ensure that the quality and value of apprenticeships is not diminished, and that all apprentices learn a range of transferable core skills and competencies - such as digital, customer management, communication, literacy, numeracy, problem solving and project management. That will, in turn, help us ensure that the local workforce can meet future industry skills requirements.

## **Meeting employer workforce requirements, requires an agile skills infrastructure.**

Creating a system that can consistently adapt to the changing skills needs of local employers is a significant challenge for Southend.

In order to inform skills provision, it is important for employers to be part of the infrastructure that supports skills development and to maintain an open dialogue between employers and the education providers in the town.

Sources of capital investment for skills development need to be identified in order to ensure that local providers can continue to train using industry standard kit and equipment.

Further, by collaborating across sectors, employers can achieve the critical mass of demand to enable specialist skills provision, attracting niche training to the locality, or saving costs on off-site delivery.

## **Current promotion of local industry career pathways is patchy and not sufficiently resourced.**

Although there are a number of good initiatives that link employers with learners, there is no consistent approach to building residents awareness of local industry career choices and pathways.

Southend-on-Sea's schools are responsible for providing careers information, advice and guidance (IAG) to school-age residents (except NEETs). However, schools are becoming increasingly independent in terms of their management, finance and operations, and this introduces new challenges in terms of aligning school IAG with the needs of the local economy.

## **Evidence suggests that participating in a work experience placement has a positive impact.**

Studies show that work experience is a 'potentially effective' activity for young people to undertake. It has been shown to have a positive impact on employability skills, motivation in education, career-decision making and knowledge of the world of work.

According to the Careers and Enterprise Company Ltd, 'young people are 86% less likely to be unemployed (or NEET) if they have 4 or more, meaningful interactions with an employer during their schools years'. At present, there are insufficient quality, local work experience opportunities for most residents to achieve this benchmark.

## **There is a lack of communication and integration for effective careers advice and guidance.**

There is insufficient communication and joining up of career pathways and careers information for residents.

Our consultation feedback showed that pathways for vocational careers are often

unknown or poorly promoted, and that there is a need for better communication between parents, students, providers and employers.

## **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. In particular, ensuring provision and affordability of public transport for residents, is crucial in supporting an effective and mobile workforce.

## **BREXIT.**

The UK's exit from the European Union may create a shortage of skilled workers in the short-term and a subsequent requirement for investment in local skills infrastructure in the medium to long-term.

With a growing local population, Southend is well situated to fill future workforce gaps in a range of industries. Accordingly, working collectively with stakeholders to attract future investment should remain an ongoing activity.

## **An established and growing skills support infrastructure exists.**

Southend has been the location of a number of projects to expand the skills support infrastructure in recent years (South Essex College, The Forum, Southend Adult Community College, 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.

## A strong and committed stakeholder base is willing to act.

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.



# Objectives and outcomes

The following objectives have been identified through an extensive process of analysis, supported by a public consultation process. The agreed objectives are:

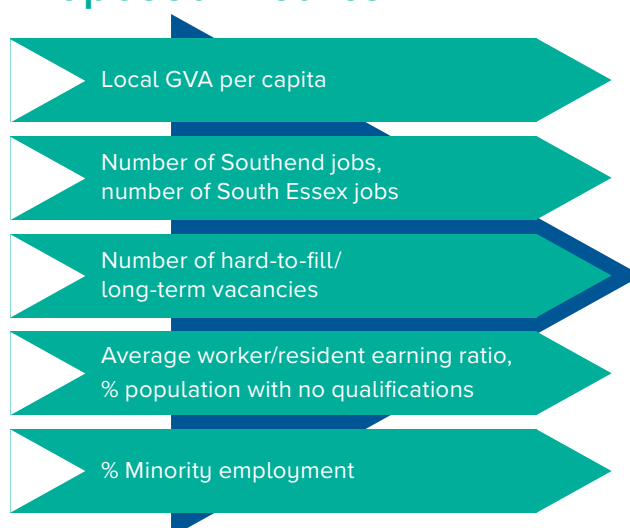
- ▶ **Raised productivity:** Raised productivity will increase the economic value generated per unit of labour used in the local economy. In turn, increased productivity will lead to increased international competitiveness, increased organisational efficiency, higher levels of employment and increased average salaries.
- ▶ **Strong Jobs growth:** Strong growth in the number of jobs available in relation to population size, will reduce unemployment, increase the number of employment opportunities available to residents and maximise the level of locally created wealth.
- ▶ **Meet the workforce needs of employers:** For local employers to operate successfully, generate local wealth and employment opportunities for residents, they need an adequate supply of appropriately skilled labour. Meeting this current and future requirement is a key objective of this strategy.
- ▶ **Increasing the skills attainment and wages of the lowest earners:** Improving average skills 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 and diverse workforce:** An inclusive and diverse workforce helps to build a healthy, sustainable community and reduce economic disparities. This objective seeks to make employment opportunities available to all residents, regardless of age, socio-economic status, gender, ethnicity, culture or disability. This will maximise the skills and capabilities available to employers, and builds and maintains sustainable communities.

The outcomes and objectives are detailed within the diagram below along with a proposed basket of metrics that could be used to monitor progress and achievement against the objectives.

## Outcomes



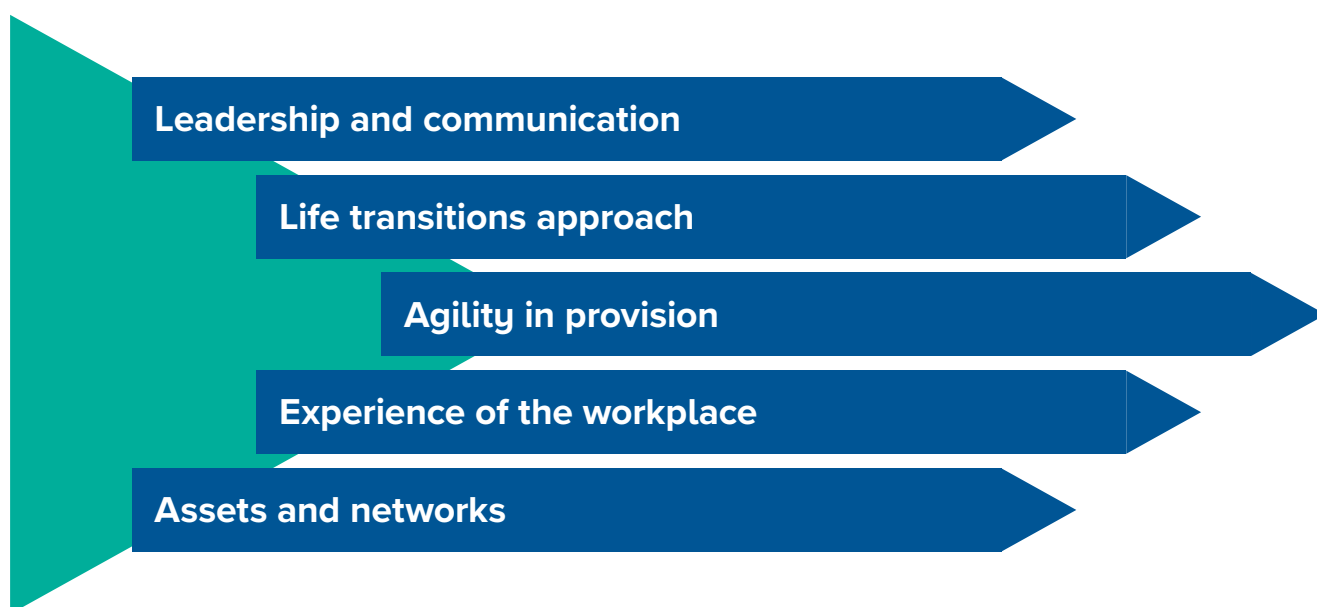
## Proposed Metrics



# Developing a strategy

To develop this strategy, key findings and insights have been analysed and organised into a coherent response. The five key areas are detailed within the diagram below.

**Ambition Southend strategic areas of focus:**



These areas of focus will form the core of the Council's approach to improving the Southend Skills and Labour Market system. The following chapter describes the strategy based on the five key areas of focus.

# Ambition Southend:

## (A) Leadership and communication

### STRATEGIC OBJECTIVES:

#### 1) Convene a skills leadership group.

Convening effective leadership across the borough is particularly important to facilitate positive change in the local skills and labour market system.

The principal functions of a leadership group are to:

- ▶ Convene the borough's business, education and community leaders to champion skills.
- ▶ Agree a shared vision for skills across the borough.
- ▶ Encourage commitment from stakeholders (this could form the basis of a commitment or pledge tailored to different stakeholders).
- ▶ Create and monitor an implementation plan for this strategy, detailing the roles, responsibilities, actions and objectives of relevant stakeholders.

#### 2) Communicate the strategy and how to access support.

There is a need to ensure and establish clear information for individuals and employers on skills, opportunities and career pathways. To achieve this, effective communication between stakeholders and employers is essential.

A range of activities will contribute to positive change in this area, including:

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

- ▶ Offer tailored information for students, employers, parents, and education providers

### RATIONALE:

#### Improving the Southend skills and labour market system is a significant challenge that requires collaboration and communication.

Leadership and engagement needs to be owned across public and private sector partners. Business leaders and skills exemplars are well-placed to be champions for the agenda, and should be used to lobby for investment and change.

Enhancing communication at all levels will improve the efficiency of the system and facilitate positive change.

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

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 nine staff dominate the local economy. Marshaling these industries and employers to create a coherent and integrated approach to skills will require cogent leadership.



## The perception exists that the skills landscape is cluttered and uncoordinated.

The research and consultation process revealed a number of different skills initiatives operate locally often in an environment of constant change caused by political and funding dynamics.

There is scope for improving clarity, continuity, 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 also reported confusion amongst employers in terms of the new apprenticeship levy.



# Ambition Southend: (B) Life transitions

## STRATEGIC OBJECTIVES:

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

Develop an implementation plan that seeks to provide skills support at crucial points of life transition for local residents; shaping delivery to target specific key stages, including:

- ▶ Early years (0-4)
- ▶ Primary school age
- ▶ 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
- ▶ Transition to and from caring
- ▶ Overcoming adversity
- ▶ Joining/leaving armed forces
- ▶ Ex-offenders/Prison leavers
- ▶ Redundancy/career change
- ▶ Up-skilling of existing employees, especially those with low wage, low productivity positions
- ▶ Returning to work (at any stage or for any reason)
- ▶ Pre-retirement

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

### 2) Focus on deprived neighbourhoods and families

A focus on specific areas of known deprivation and poor educational attainment will contribute to community cohesion, reduce economic disparities and maximise the productivity and potential of the local workforce.

The wards with the highest levels of deprivation are located within the centre 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.

Several key projects that specifically target areas of deprivation, such as the A Better Start Southend programme, have begun to show positive results. Introducing a targeted approach to new projects and initiatives will yield further positive results in the future.

External funding, involving local collaborations, should be pursued to tackle these specific issues.

## RATIONALE:

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

The current approach taken by the Council and other stakeholders fits well with a life transitions approach, as many existing activities are targeted at these specific transitional stages.

Many consultees advised that whilst the transition from education to work was a key juncture for many that required specific

support, increasingly, due to the changing nature of careers, support was also required at many other points in our residents' lives.

Analysis and consultation shows that skills and labour market disadvantage is spatially concentrated in the borough. In addition, it was recognised that there are pockets of multi-generational unemployment in specific areas.

Consultees advised that common skills and labour force needs often presented in these areas, including:

- ▶ Work readiness
- ▶ Attitude and motivation
- ▶ Presentation and communication skills
- ▶ Self-reliance and problem solving
- ▶ Practical business and office IT skills
- ▶ Core Maths, English, and ICT skills

### **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.



# Ambition Southend: (C) Agility in provision

## STRATEGIC OBJECTIVES:

### 1) Build capacity for industry-led skills provision.

Stakeholders will work collectively to build the capacity of existing skills providers in the borough. Specifically, they will work to attract investment in the borough's training capacity (revenue investment) and training equipment, buildings and infrastructure (capital investment).

Crucially, opportunities will be pursued and supported on the basis of their ability to meet the needs of local industry.

Where possible, initiatives should be shaped to add flexibility and agility to the skills delivery system.

### 2) Develop transferable “millennial skills”: future-proofing skills and labour market provision.

Stakeholders will act to support the development of residents transferable “millennial skills”. Specifically:

- ▶ providers will be supported to maximise the inclusion of millennial skills within the constraints of education policy, and;
- ▶ employers will be supported to develop their corporate and training practices to enhance the millennial skills of the local workforce.

## RATIONALE:

### 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, digitalisation and technological advances. Currently, government funding is too rigid and does not enable providers to be agile in meeting these future requirements.

### The nature of work is changing, with a greater need for workers to consistently adapt to new roles, employers and sectors.

Residents today need a range of transferable, core skills to succeed in their lifetime careers. In particular: technical, communication, digital and entrepreneurial skills have been identified as being crucial in enabling long-term labour market engagement in the future.

### 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. Increasing the level of enterprise skills present in our local workforce will support sustained economic growth in the future.

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

Careers advice services, such as Connexions, are currently optional for schools.

Pressures on education budgets, combined with the national curriculum, can mean that careers support is low on the list of competing priorities for some schools.

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.

## Digital skills are a big opportunity

Digital skills are a significant opportunity for the borough. In combination with infrastructure developments, such as the Gigabit broadband network, strong digital skills provision can act as a significant attractor of investment and sustained economic growth in the future.



# Ambition Southend: (D) Experience of the workplace

## STRATEGIC OBJECTIVES:

### 1) Increase the quality and availability of work experience for residents.

Stakeholders will work collectively to:

- ▶ improve the quality of experiences of the workplace, and;
- ▶ increase the number of experiences of the workplace available.

Specifically, stakeholders will seek to guide employers on the best way to maximise the value of the work experience for both employer and the subject of the placement.

Further, stakeholders will encourage employers to increase the number of placements on offer to residents as well as acting to reduce the burden on providers of identifying and securing placements.

## RATIONALE:

### Evidence suggests that participating in a work experience placement has a positive impact.

Studies show that work experience can have a positive impact on employability skills, motivation and engagement in education, career-decision making and knowledge of the world of work.

Work experience can help inform subject and career choice for individuals, and also impart useful soft skills and an appreciation for the world of work.

For employers, placements can enable positive engagement with young people, give back to the local community, gain new or specific skills

for their business and to identify new potential employees.

### The quality of local work experience placements can vary significantly.

Consultees and students reported a wide variance in the quality of work experience placements available to residents. Whilst it was acknowledged that 'some work experience' is typically better than 'no work experience', ensuring that every resident has access to a fair and valid experience of the world of work is an important objective to achieve.

### Employers have consistently reported a lack of work readiness in young people.

Many local employers have cited 'lack of work readiness amongst young people' as a significant barrier to their business. Lack of work experience or engagement with employers at school-age can lead to a mismatch between an individual's and employers' expectation of work.

### Volunteering can provide valuable experience for workers.

Voluntary work within the local community is often overlooked as a source of training for our local workforce. Key skills can be developed through volunteering that will prove highly valuable to employers in an industry setting.

### Schools' ability to engage with employers has been reduced.

Employers and the needs of the local economy have become less of a focus for schools in

recent years. To a large extent this has been driven by educational policy and changes to school organisational structures. There are isolated examples of productive engagement between local schools and employers, but this is not consistent across the Borough.

### **Work experience could support recruitment into key local growth industries.**

Human health and social care, education, cultural and creative industries, specialist manufacturing and specialist construction are all growing local industries with significant future labour demand. Provision of quality local work experience opportunities can encourage a greater pool of future talent to fuel those industries locally.

### **Demand for work experience placements is set to rise.**

As part of Central Government's plans for new 'T-Level' vocational qualifications, there will be an increase in the quantity of required work experience that students must undertake to gain qualification. If supply is not increased, this will contribute to a critical shortfall in the availability of local work experience opportunities, making it harder for our residents to succeed in their chosen career.



# Ambition Southend:

## (E) Assets and networks

### STRATEGIC OBJECTIVES:

#### 1) Lever hard assets and infrastructure

Stakeholders will seek to encourage the use of hard assets to provide training and employment opportunities for residents.

The existing capital assets (buildings, equipment, etc.) of public and private sector stakeholders are significant. Many of these assets could be used to provide 'live' skills training and employment opportunities to local people.

This is particularly relevant to the construction sector but is also possible for any employer processes that use industry standard equipment to train staff.

#### 2) Lever soft assets and digital opportunities

Stakeholders will seek to encourage the use of soft assets, networks and lobbying to improve local skills and labour market outcomes.

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, advocacy and connections that could be used to improve the skills and labour market outcomes in the local economy.

### RATIONALE

#### Significant development projects will be delivered in the borough.

The Thames Estuary area has been identified as a key site for building and infrastructure

development over the coming 15 years. Where appropriate, opportunities from private and public development must be identified with a view to maximising the positive skills and employment outcomes for residents.

#### Continuing to develop a virtual academy for skills and employment.

Specifically related to the Better Queensway Project, initial work to develop a vehicle to support resident opportunities through job and skills brokerage for major regeneration projects, known as The Virtual Academy for Skills and Employment (VASE), has been undertaken.

The potential for this initiative will be further explored by the newly convened Skills leadership group. This will be specifically in regards to further developing delivery and exploring new industries to support.

#### Developing national and international networks.

The borough is developing new national and international links, via road, rail, air and digital connections. Many of these links may yield significant skills and employment opportunities for residents.

#### Support skills development in niche industries

Leigh-on-Sea is home to a unique and nationally important cockle fishing industry. Key industry skills are at risk of being lost if new workers are not identified and trained. Communicating the key potential of this industry could be key to its survival in this area.



## **The borough's heritage is also an asset that can be used to create opportunities for residents**

Key cultural and heritage projects, such as the iconic poppies installation at Barge Pier Shoeburyness or the proposed Thames Estuary Experience, can be valuable sources of training opportunities. In particular, projects such as these lend themselves to the development of customer service and tourism industry training that can support local employment and industry.

## **Untapped pools of mentoring support should be explored.**

Consultees observed that a range of latent mentoring resource present in the local retiree community was underemployed. Overseas projects that link young and old community members in tackling social issues, have showed that benefits are often realized by the mentee and mentor as well as creating greater community cohesion and wellbeing.



# A decision making framework

## Future decision making

This strategy must remain dynamic and resilient in the face of change. During the last ten years, the UK economy has experienced many unprecedented changes, and there is little evidence to say that the economic uncertainty and volatility is not set to continue for some time into the future.

Accordingly, it is important to consider how the priorities developed in this strategy can adapt to future market conditions and currently unforeseen changes.

Therefore, three key considerations are proposed to support future decision-making.

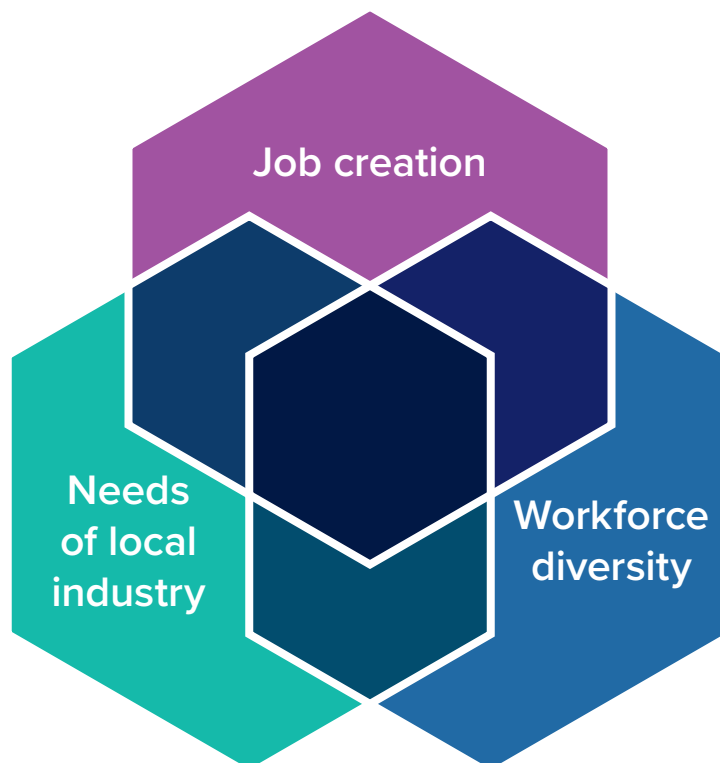
These are:

1. The contribution to the creation of new jobs
2. The contribution to meeting the requirements of local industry
3. The contribution to developing a diverse workforce

This framework will be used when unforeseen events require diversion from the key priorities identified within this strategy.

Examples of unforeseen events may include: unanticipated investment opportunities; development of new national policies; external funding opportunity announcements; future budget and funding constraints; dramatic shifts in the economy.

In these instances stakeholders will utilise the framework to assess the impact of opportunities/constraints and to steer activity, ensuring the greatest net benefit is realised for the local area.



# Next steps

Once this strategy is formally adopted, Southend-on-Sea Borough Council will seek to engage with employers, education and training providers and stakeholders to develop a 'Skills Strategy Implementation Plan' document that will include details of the specific activities, timescales, targets, costs, objectives and measures of success.

Through a skills leadership group, stakeholders will monitor the delivery of this strategy to ensure that each decision we make will maximise the benefit to our community.

The Skills Strategy is very much the beginning of a new approach that will provide a joined-up approach to skills and jobs.

The Council will continue to listen, learn and adapt in order to improve skills outcomes for our community in the years to come.

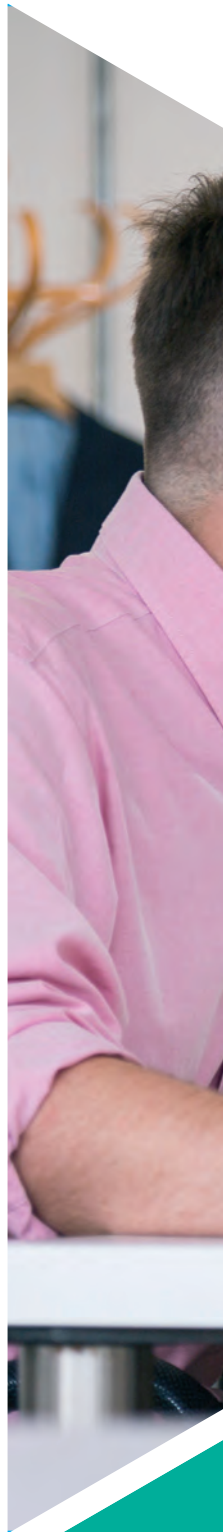
Our invitation is for you to be a part of this process and to work with us to: develop ideas, assess progress, make decisions and ensure that Southend achieves its full potential.




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](mailto:economicd@southend.gov.uk)

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of the Deputy Chief Executive (Place)  
to

**Cabinet**

on

**19<sup>th</sup> June 2018**

Report prepared by Adam Penn,  
Regulatory Services Manager.

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## **Gambling Act 2005 - Approval of draft Statement of Gambling Licensing Policy**

Place Scrutiny Committee  
Cabinet Member: Councillor Mark Flewitt

*A Part I Public Agenda Item*

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### **1. Purpose of Report**

- 1.1 To set out the legal obligations on the Council, acting as Licensing Authority, and the timetable for the review in respect of the Gambling Licensing policy.
- 1.2 To set out a draft revised Policy Statement, as the basis for formal consultation. (This is contained in **Appendix 1**).

### **2. Recommendation**

- 2.1 That Cabinet endorses the draft revised Policy document, enabling consultation to commence.**

### **3. Background**

- 3.1 The Council's current Statement of Policy under the Act was approved at cabinet on 14<sup>th</sup> March 2017 and at full Council on 20<sup>th</sup> April 2017. The revised policy came into force on 24<sup>th</sup> April 2017. It is valid for a maximum period of 3 years or until the next statutory renewal date, whichever is sooner.
- 3.2 The Act requires that the policy is kept under constant review and amended before the statutory period ends where significant change is identified. This was the case in 2016 /17 when the policy was last reviewed. The current statutory period ends in January 2019. As a result it is necessary to review the policy again even though it has only been in force for a little over a year.
- 3.3 Before determining the Policy for each three year period, the Licensing Authority must consult:
  - a) The Chief Officer of Police for the Licensing Authority's area;
  - b) One or more persons who the Licensing Authority considers to represent the interests of persons carrying on gambling business in the authority's area, and

- c) One or more persons who appears to the Licensing Authority to represent the interests of persons affected by the exercise of the authorities functions under the Act.
- 3.4 In determining its policy the Licensing Authority must have regard to the Gambling Commission publication 'Guidance to Licensing Authorities'.
- 3.5 The Gambling Commission published version 5 of their Guidance to Licensing Authorities (GLA) which took effect in January 2016. There were significant changes made in that version, most notably a requirement for "Local Area Risk Assessments" to be undertaken by gambling operators. At the same time changes were made to the Commission's Licensing Conditions and Codes of Practice (LCCP). These are conditions to which licence holders are required by the Act to adhere to.
- 3.6 In order to adopt these changes The Council carried out a 'mid-term' review of its Statement of Policy and published the revised policy last April.
- 3.7 Due to the policy being reviewed so recently there are only a few proposed amendments at this review.
- 3.8 The changes to the proposed statement of policy document include some general updates and the following matters:
1. A new section on underage test purchasing advising licensees that we carry out tests and outlining our expectations if they do their own tests (section 13.6);
  2. A paragraph advising licensees that their local area risk assessment should be available on site for inspection (14.13);
  3. Clearer guidance to applicants on the requirements of layout plans submitted with their application (14.27 & 25.2);
  4. A specific section on fixed odds betting terminals outlining expected minimum control measures and stating the Licensing Authority view on the emerging trend of fitting privacy screens in betting shops (21.5 & 21.6).
- 3.9 The Government have announced a proposed change to reduce the stakes on the Fixed Odds Betting Terminals (FOBTs) to £2.00. The current maximum stake of £100 will remain in place until the law is changed which requires the passing of secondary legislation through Parliament. Changes to the legislation will be reviewed once the new legislation has been passed.
- 3.10 The requirement to carry out local area risk assessments was added to the policy for the first time in April 2017. It is felt that at present the process has not fully bedded in and there is insufficient data at this stage to propose major changes. Therefore, the only change to the policy is to require existing operators to carry out assessments as well as licence applicants (14.18).
- 3.11 The legislation does not permit the limiting of the number of premises in a particular area.

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

4.1 Should the Council fail to review and subsequently approve a final Statement of Policy, it will be in breach of its statutory duty under Section 349 of The Gambling Act 2005.

4.2 It is not considered that another option exists.

## **5. Reason for Recommendation**

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

## **6. Corporate Implications**

### **6.1 Contribution to Council's Vision & Corporate Priorities**

A statement of licensing policy will be instrumental in the effective assessment of applications, and in helping to ensure proper conduct of approved premises. It is thus supportive of the Council's Vision. Further, the licensing objective of "preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime" is central to the Council's Critical Priority of creating a Safer and Prosperous Southend.

### **6.2 Financial Implications**

The annual licence fees form part of the overall budget for the Council; however fee levels do not form part of this policy. The Act requires that fees are set at a level which covers the cost of administering the system without making a profit with a statutory maximum fee for each type of licence.

The 2018/19 annual budget for this area of income is £46.5k (2017/18 actual = £42.1k).

### **6.3 Legal Implications**

Section 349 of the Gambling Act requires all licensing authorities to prepare and publish a statement of the principles that they propose to apply in exercising their functions under the Act during the three-year period to which the policy applies.

### **6.4 People Implications**

No people implications at this stage.

### **6.5 Property Implications**

No property implications at this stage.

### **6.6 Consultation**

Section 349 of the Gambling Act requires that all Licensing Authorities consult on a draft policy prior to approving a final policy. The list of persons to be

consulted when preparing this Licensing Authority's Statement of Policy is outlined at annex A in the policy.

The list of consultees is limited to the statutory requirement and those that the proposal will be likely to affect. This is because the changes are minimal and will almost exclusively only affect licence holders. As part of the process, the Licensing Committee and Public Health England will also be consulted.

#### **6.7 Equalities and Diversity Implications**

None. An equalities assessment will be carried out for the final policy. The consultation responses will feed into the assessment.

#### **6.8 Risk Assessment**

The main risk identified is that failure to review and subsequently adopt and publish a policy in time, would put the Council in breach of its statutory duty under the Act.

Further, any decisions made by The Licensing Committee (or officers by delegation) would be open to legal challenge caused by the lack of a valid policy.

#### **6.9 Value for Money**

The annual licence fees form part of the overall budget for the Council; however fee levels do not form part of this policy. The Act requires that fees are set at a level which covers the cost of administering the system without making a profit.

#### **6.10 Community Safety Implications**

The licensing objectives of the Act are designed for the protection of the community and the effect that the granting of a licence could have on it. The policy sets out the expectation of The Council as to how operators should promote these objectives. This includes the requirement that licensees carry out a local area risk assessment.

The Licensing Objectives are:

- preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime;
- ensuring that gambling is conducted in a fair and open way;
- protecting children and other vulnerable persons from being harmed or exploited by gambling.

#### **6.11 Environmental Impact**

There are no environmental impacts at this stage.

### **7. Background Papers**

7.1 Gambling Act 2005.

7.2 Gambling Commission Guidance to Local Authorities, September 2015,



5<sup>th</sup> Edition.

7.3 Gambling Commission's Licensing Conditions and Codes of Practice (LCCP).

**8. Appendices**

8.1 **Appendix 1:** Draft Statement of Gambling Licensing Policy.

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# GAMBLING LICENSING POLICY STATEMENT 2019–2022

Draft

Gambling Policy Document – Adopted 3<sup>rd</sup> January 2019

## Version History

| Version No: | Period to which policy applies: | Review date: |
|-------------|---------------------------------|--------------|
| 1           | 2007-09                         | 2009         |
| 2           | 2010-12                         | 2012         |
| 3           | 2013-16                         | 2015         |
| 4           | 2016-19                         | 2017         |
| 5           | 2017-19                         | 2018         |
| 6           | 2019-22                         | 2021         |

Draft V1

# SOUTHEND-ON-SEA BOROUGH COUNCIL GAMBLING LICENSING POLICY STATEMENT

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## **PART A**

### **1.0 INTRODUCTION**

**1.1** This Statement of Licensing Policy sets out the principles by which Southend-on-Sea Borough Council, as the Licensing Authority under the Gambling Act 2005 (referred to in this document as 'the Act'), intends to apply in discharging its functions to license premises for gambling under the Act as well as:-

- designating the body responsible for advising the Authority on the protection of children from harm;
- determining whether or not a person is an "Interested Party";
- exchanging information with the Gambling Commission and others; and
- inspecting premises and instituting court proceedings for offences committed under the Act.

### **2.0 THE LICENSING OBJECTIVES**

**2.1** In exercising most of its functions under the Act, Licensing Authorities must have regard to the Licensing Objectives as set out in Section 1 of the Act. The Licensing Objectives are:-

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

### **3.0 DESCRIPTION OF THE DISTRICT**

**3.1** The County of Essex comprises 12 District and 2 Unitary Authorities. Southend-on-Sea Borough Council is one of those Unitary Authorities. The number of premises licensed under the Act saw steady growth when the legislation came into force but started to stagnate in 2012 and decreased in 2013 and 2014. There has been little change since then although in 2016 there was some small growth in the Adult Gaming Centre sector. A map of the area is attached to this Policy document at Annex 'D'

### **4.0 RESPONSIBILITIES UNDER THE ACT**

**4.1** The Act introduced a licensing regime for gambling, to be conducted by the Gambling Commission and by Licensing Authorities, depending on the matter to be licensed.

**4.2** Southend-on-Sea Borough Council is the Licensing Authority for the area shown on the attached map, whose responsibilities must be discharged by the Licensing Committee created under Section 6 of the Licensing Act 2003.

**4.3** The Gambling Commission is responsible for issuing Operating and Personal Licences to persons and organisations who:-

- operate a casino;
- provide facilities for playing bingo or for pool betting;
- provide betting or act as intermediaries for betting.
- make gaming machines available for use in Adult Gaming Centres and Family Entertainment Centres;
- manufacture, supply, install, adapt, maintain or repair gaming machines;
- manufacture, supply, install or adapt gambling machine software; or
- promote a lottery.

**4.4** The Licensing Authority is responsible for licensing premises in which gambling takes place. All types of gambling are included, other than spread betting and the National Lottery. It is also responsible for issuing permits for premises with gaming machines and for receiving notices from operators wishing to use unlicensed premises for gambling on a temporary basis. The Licensing Authority has additional responsibility for the registration of certain types of exempt Small Society Lotteries.

**4.5** The Licensing Authority cannot become involved in the moral issues of gambling and must aim to permit the use of premises for gambling in so far as it thinks it :-

- a) in accordance with any relevant Code of Practice under Section 24 of the Act;
- b) in accordance with any relevant Guidance issued by the Gambling Commission under Section 25;
- c) reasonably consistent with the Licensing Objectives (Subject to paragraphs a) and b))and
- d) in accordance with the Licensing Authority's Statement of Licensing Policy (subject to paragraphs a) and c)).

Before the Licensing Authority can determine an application for a Premises Licence, an Operating and Personal Licence, or both, must have been obtained from the Gambling Commission.

## **5.0 STATEMENT OF LICENSING POLICY**

**5.1** The Licensing Authority is required by the Act to publish a Statement of Licensing Policy which contains the principles it proposes to apply when exercising its functions under the Act.

**5.2** This Policy must be reviewed and published every three years. The Policy must also be reviewed from 'time to time' and any proposed amendments and/or additions must be subject to fresh consultation. The 'new' Policy must then be published.

**5.3.** This Policy takes effect on **31<sup>st</sup> January 2019**, and replaces the policy previously in force.

## **6.0 CONSULTATION**

6.1 In producing this Policy, the Licensing Authority consulted widely before finalising and publishing it. In addition to the statutory consultees (listed below), the Council chose to consult with additional local groups and individuals. A full list of all groups and persons consulted is provided at Annex 'A'.

6.2 The Act requires that the following parties are consulted by the Licensing Authority:-

- The Chief Officer of Police for the Authority's area;
- One or more persons who appear to the Authority to represent the interests of persons carrying on gambling businesses in the Authority's area; and
- One or more persons who appear to the Authority to represent the interests of persons who are likely to be affected by the exercise of the Authority's functions under the Act.

6.3 The other groups and people consulted were:-

- Organisations, working with people who are problem gamblers,
- Responsible Authorities under the Act.
- Public Health

6.4 Consultation took place between ??? and ???

## 7.0 APPROVAL OF POLICY

7.1 This Policy was approved at a meeting of the full Council on ??? and was published via its website on ???. Copies are available on request.

7.2 It should be noted that this Policy does not override the right of any person to make an application, to make representations about an application, or to apply for a review of a licence, as each case will be considered on its own merit and according to the requirements of the Act.

## 8.0 DECLARATION

8.1 The Licensing Authority declares that it has had regard to the Licensing Objectives, formal Guidance issued to Licensing Authorities and any responses from those consulted during the consultation process, and will adopt the Principles of Better Regulation.

8.2 The Council recognises its responsibilities under equality legislation and will monitor the impact of these statutory duties through its various corporate schemes such as the Councils "Comprehensive Equality Policy".

## 9.0 RESPONSIBLE AUTHORITIES

9.1 A full list of the Responsible Authorities designated under the Act and their contact details are given in Annex 'B'. It should be noted that under the Act, the Licensing Authority itself is designated as a Responsible Authority.

9.2 The Licensing Authority is required to designate, in writing, a body that is competent to advise it about the protection of children from harm. In making this designation the following principles have been applied:-

- the competency of the body to advise the Licensing Authority;
- the need for the body to be responsible for an area covering the whole of the Licensing Authority's area; and



- the need for the body to be answerable to democratically elected persons rather than any particular interest group etc.

**9.3** In accordance with the Gambling Commission's Guidance to Local Authorities, the Licensing Authority designates Southend-on-Sea Borough Council's Department of Children and Learning.

## **10.0 INTERESTED PARTIES**

**10.1** Interested Parties can make representations about licensing applications or apply for a review of an existing licence. An Interested Party is defined in the Act as follows:-

*'... a person is an interested party in relation to a premises licence or in relation to an application for or in respect of a premises if, in the opinion of the Licensing Authority which issues the licence or to which the application is made, the person:-*

- a) lives sufficiently close to the premises to be likely to be affected by the authorised activities,*
- b) has business interests that might be affected by the authorised activities, or*
- c) represents persons who satisfy paragraphs (a) or (b).'*

**10.2** Interested parties can be people who are democratically elected such as councillors and Members of Parliament. Where appropriate this will include county, parish and town councillors.

Interested parties can also be trade associations, trade unions, residents' associations and tenants' associations. Providing that these people represent those living or having business interests in the area which might be affected, no specific evidence of authorisation is required.

Otherwise, the licensing authority will generally require a third party to produce some form of authorisation to speak on behalf of an interested party.

**10.3** Whether a person is an interested party will be determined on a case by case basis. The types of organisations which may be considered to have business interests will be given a wide interpretation.

**10.4** In determining if a person lives or has business interests sufficiently close to the premises that they are likely to be affected by the authorised activities, the Licensing Authority will consider the following factors:-

- The size of the premises;
- The nature of the premises;
- The distance of the premises from the location of the person making the representation;
- The potential impact of the premises (e.g. number of customers, routes likely to be taken by those visiting the establishment);
- The circumstances of the complaint. This does not mean the personal characteristics of the complainant but the interest of the complainant, which may be relevant to the distance from the premises;
- The catchment area of the premises (i.e. how far people travel to visit); and
- Whether the person making the representation has business interests in that catchment area that might be affected.

**10.5** The Licensing Authority will decide if a representation made in respect of an application is valid based on the following factors:

- It is not frivolous or vexatious.
- It raises issues that relate to Guidance issued by the Gambling Commission.
- It raises issues that relate to this policy.
- It relates to the Licensing Objectives.

## **11.0 EXCHANGE OF INFORMATION**

**11.1** In its exchange of information with parties listed in Schedule 6 of the Act, the Licensing Authority will have regard to:-

- the provisions of the Act, which include the provision that the Data Protection Act 1998 will not be contravened;
- the Guidance issued by the Gambling Commission;
- relevant Legislation and Regulations

**11.2** In accordance with Section 350 of the Gambling Act 2005, the Licensing Authority may exchange information with the following statutory bodies or individuals:

- A constable or police force
- An enforcement officer
- A licensing authority
- Her Majesty's Revenue and Customs
- The Gambling Appeal Tribunal
- The Secretary of State
- Scottish Ministers
- Any other person or body designated by the Secretary of State in accordance with the Act.

**11.3** The Licensing Authority may also exchange information provided by applicants with law enforcement agencies for purposes connected with the prevention and detection of crime, but we will only share any personal details for this purpose ~~unless~~ if required to do so by law.

## **12.0 PUBLIC REGISTER**

**12.1** The Licensing Authority is required to keep a public register and share information in it with the Gambling Commission and others. Regulations prescribe what information should be kept in the register. Copies of the register may be obtained on payment of a fee.

## **13.0 COMPLIANCE AND ENFORCEMENT**

**13.1** In exercising its functions with regard to the inspection of premises and to instituting criminal proceedings in respect of offences specified, the Licensing Authority will follow best practice. This requires that actions should be

- Proportionate – Intervention will only be when necessary. Remedies should be appropriate to the risk posed and costs identified and minimised.
- Accountable – The Authority must be able to justify decisions and be subject to public scrutiny.
- Consistent – Rules and standards must be joined up and implemented fairly.
- Transparent – Enforcement should be open and regulations kept simple and user friendly.

- Targeted – Enforcement should be focused on the problems and minimise side effects.

**13.2** The Licensing Authority will endeavour to avoid duplication with other regulatory regimes, so far as is possible, and adopt a risk based inspection programme. All enforcement action is taken having regard to the Regulatory Services Enforcement policy.

**13.3** The main enforcement and compliance role of the Licensing Authority in terms of the Act, is to ensure compliance with the Premises Licence and other permissions which it authorises. The Gambling Commission is the enforcement body for Operating and Personal Licences. Concerns about the manufacture, supply or repair of gaming machines are not dealt with by the Licensing Authority but will be notified to the Gambling Commission.

**13.4** The Licensing Authority will keep itself informed of developments as regard to the Department for Business, Energy & Industrial Strategy in its consideration of the regulatory functions of Local Authorities, and will have regard to best practice.

**13.5** Where appropriate, complaints will be investigated in accordance with the stepped approach outlined in the Regulatory Services Enforcement Policy. A copy of this document is available on the Council website. In the first instance we encourage complaints to be raised directly with the licensee or business concerned.

**13.6** As part of its ongoing inspection regime, The Licensing Authority may carry out test purchasing to ascertain if a licensee has robust policies in place to prevent underage gambling. Licence holders will always be advised of the outcome of the test. Where operators carry out their own test purchasing, The Licensing Authority expect to be advised of the results. Should the results show a failure then the Licensing Authority will, in the first instance, work with the operator to review and improve their policies and procedures.

**13.7** Where there is a Primary Authority Scheme in place, the Licensing Authority will seek guidance from the Primary Authority before taking any enforcement action on matters covered by that scheme. At the time of the publication of this policy there were four Primary Authority arrangements with host local authorities:

- Coral - London Borough of Newham
- Ladbrokes - Milton Keynes
- Paddy Power - Reading
- William Hill - City of Westminster

## **PART B PREMISES LICENCES**

### **14.0 GENERAL PRINCIPLES**

**14.1** Premises Licences are subject to the permissions/restrictions set out in the Act as well as the specific mandatory and default conditions detailed in Regulations issued by the Secretary of State. The Licensing Authority is able to exclude default conditions and also attach others, where it is thought appropriate.

**14.2** In accordance with section 150 of the Act, premises licences can authorise the provision of facilities on:

- casino premises

- bingo premises
- betting premises, including tracks and premises used by betting intermediaries
- adult gaming centre premises (for category B3, B4, C and D machines)
- family entertainment centre premises (for category C and D machines) (note that, separate to this category, the licensing authority may issue a family entertainment centre gaming machine permit, which authorises the use of category D machines only).

**14.3** Each case will be decided on its merits, and will depend upon the type of gambling that is proposed, as well as taking into account how the applicant proposes that the Licensing Objective concerns can be overcome.

**14.4** The Licensing Authority is required by the Act, in making decisions about Premises Licences, to permit the use of premises for gambling so far as it thinks it:-

- a) in accordance with any relevant Code of Practice under Section 24 of the Act;
- b) in accordance with any relevant Guidance issued by the Gambling Commission under Section 25;
- c) reasonably consistent with the Licensing Objectives (Subject to paragraphs a) and b))and
- d) in accordance with the Licensing Authority's Statement of Licensing Policy (subject to paragraphs a) and c)).

**14.5 Definition of Premises**

In the Act 'premises' is defined as including 'any place'. It is for the Licensing Authority (having due regard for the Gambling Commission Guidance) to determine on the merits of each application whether different parts of a building can be regarded properly as separate premises.

The Licensing Authority will pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed).

**14.6 Demand**

Demand is a commercial consideration and is not an issue for the Licensing Authority.

**14.7 Location**

Location will only be a material consideration in the context of the Licensing Objectives.

**14.8** The Act is clear that demand issues (e.g. the likely demand or need for gambling facilities in an area) cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. The Licensing Authority will pay particular attention to the objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder.

**14.9** In order for location to be considered, the Licensing Authority will need to be satisfied that there is sufficient evidence that the particular location of the premises would be harmful to the licensing objectives. From 6<sup>th</sup> April 2016, it is a requirement of the Gambling Commission's Licence Conditions and Codes of Practice (LCCP), under section 10, that licensees assess the local risks to the licensing objectives posed by the provision of gambling facilities at their premises and have policies, procedures and control measures to mitigate those risks. In making risk assessments, licensees must take into account relevant matters identified in this policy.

**14.10** The LCCP also states that licensees must review (and update as necessary) their local risk assessments:

- a) to take account of significant changes in local circumstance, including those identified in this policy;
- b) when there are significant changes at a licensee's premises that may affect their mitigation of local risks;
- c) when applying for a variation of a premises licence; and
- d) in any case, undertake a local risk assessment when applying for a new premises licence.

**14.11** The Licensing Authority expects the local risk assessment to consider as a minimum:

- whether the premises is in an area of deprivation
- whether the premises is in an area subject to high levels of crime and/or disorder
- the ethnic profile of residents in the area, and how game rules, self-exclusion leaflets etc. are communicated to those groups
- the demographics of the area in relation to vulnerable groups
- the location of services for children such as schools, playgrounds, toy shops, leisure centres and other areas where children will gather

**14.12** In every case the local risk assessment should show how vulnerable people, including people with gambling dependencies, are protected.

**14.13** Other matters that the assessment may include:

- The training of staff in brief intervention when customers show signs of excessive gambling, the ability of staff to offer brief intervention and how the manning of premises affects this.
- Details as to the location and coverage of working CCTV cameras, and how the system will be monitored.
- The layout of the premises so that staff have an unobstructed view of persons using the premises.
- The number of staff that will be available on the premises at any one time. If at any time that number is one, confirm the supervisory and monitoring arrangements when that person is absent from the licensed area or distracted from supervising the premises and observing those persons using the premises.
- Arrangements for monitoring and dealing with under age persons and vulnerable persons, which may include dedicated and trained personnel, leaflets, posters, self-exclusion schemes, window displays and advertisements not to entice passers-by etc.
- The provision of signage and documents relating to games rules, gambling care providers and other relevant information be provided in both English and the other prominent first language for that locality.
- Where the application is for a betting premises licence, other than in respect of a track, the location and extent of any part of the premises which will be used to provide betting machines.

The Licensing Authority expects all licensed premises' to have their local area risk assessment available on site for inspection by an authorised officer at all times when they are trading.

**14.14** Such information may be used to inform the decision the council makes about whether to grant a licence, to grant a licence with special conditions or to refuse an application.

**14.15** This policy does not preclude any application being made and each application will be decided on its merits, with the onus being upon the applicant to show how the concerns can be overcome.

**14.16 Local Area Profile**

Each locality has its own character and challenges. In order to assist applicants, where there is an issue in a local area which impacts on how the applicant should complete their risk assessment, the Licensing Authority has published a local area profile (LAP). The LAP is published as a separate document to this policy and does not form part of it. The LAP

may be reviewed by the Licensing Authority at any time. Such a review would not constitute a review of this policy.

**14.17** The LAP should be given careful consideration when making an application. Applicants may be asked to attend a meeting with licensing officers to discuss the LAP and assessment, appropriate measures to mitigate risk in the area and how they might be relevant to their application. The local area profile will be presented to any subsequent licensing sub-committee when they determine an application that has received representations. The LAP should not be taken as the definitive overview of a particular area and applicants are encouraged to use their own local knowledge in addition to the content of the LAP to inform their local risk assessments.

**14.18** The Licensing Authority recognises that it cannot insist on applicants using the local area profiles when completing their risk assessments. However, an applicant who decides to disregard the LAP should be alert to the risk that they may face additional representations and the expense of a hearing as a result. A template of a suggested local risk assessment form for is included at **Annex D**. Applicants **and licence holders** may use this template or create their own.

#### **14.19 Duplication with other Regulatory Regimes**

Duplication with other statutory/regulatory regimes will be avoided where possible. The Licensing Authority will not consider whether a licence application is likely to be granted Planning Permission or Building Control consent.

#### **14.20 The Licensing Objectives**

Premises Licences granted must be reasonably consistent with the three Licensing Objectives. With regard to these Objectives, the following will be considered:-

- **Preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime –**

The Licensing Authority is aware that there is a distinction between disorder and nuisance and that the prevention of nuisance is not a Licensing Objective under the Act.

Whilst the Licensing Authority is aware that the Gambling Commission takes a leading role in preventing gambling from being a source of crime, it will pay attention to the proposed location of gambling premises in terms of this Licensing Objective.

Where an area has known high levels of organised crime, the Licensing Authority will consider carefully whether gambling premises are suitable to be located there and the need for conditions, such as the provision of Door Supervisors.

- **Ensuring that gambling is conducted in a fair and open way –**

The Gambling Commission does not generally expect Licensing Authorities to be concerned with ensuring that gambling is conducted in a fair and open way. However, the Licensing Authority will familiarise itself with operator licence conditions and will communicate any concerns to the Gambling Commission about misleading advertising or any absence of required game rules or other matters as set out in the Gambling Commission's Licence Conditions and Code of Practice.

- **Protecting children and other vulnerable persons from being harmed or exploited by gambling –**

In practice, the Objective of protecting children from being harmed or exploited by gambling often means preventing them from taking part in, or being in close proximity to, gambling.

There is no definition of the term 'vulnerable person' in the Act, but this could include people who are gambling beyond their means and people who may not be

able to make informed or balanced decisions about gambling due to a mental impairment, or substance misuse of alcohol or drugs.

The Licensing Authority will consider very carefully whether applications for Premises Licences in respect of gambling premises located close to schools, centres for gambling addicts, or residential areas where there may be a high concentration of families with children, should be granted, and will fully scrutinise the control measures outlined in an operator's local area risk assessment in this regard.

The Licensing Authority will consider whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances / machines, segregation of areas etc.

#### **14.21 Conditions & Plans**

The Licensing Authority is aware that the mandatory and default conditions imposed by the Gambling Commission will normally be sufficient to regulate gambling premises. In exceptional cases where there are specific risks or problems associated with a particular locality, specific premises or class of premises the Authority may consider attaching individual conditions related to the Licensing Objectives.

Any conditions attached to Licences will be proportionate and will be:-

- relevant to the need to make the proposed premises suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

In addition, the Licensing Authority will examine how applicants propose to address the Licensing Objectives. In considering applications the Licensing Authority will particularly take into account the following, if deemed appropriate:-

- Proof of age schemes;
- Closed Circuit Television;
- Door Supervisors;
- Supervision of entrances/machine areas;
- Physical separation of areas;
- Location of entrances;
- Notices and signage;
- Specific opening hours; and
- With particular regard to vulnerable persons, measures such as the use of self-barring schemes, provision of information, leaflets, helpline numbers for organisations such as GamCare;

#### **14.22** It is recognised that there are conditions which the Licensing Authority cannot attach to Premises Licences. These are:-

- any conditions on the Premises Licence which make it impossible to comply with an Operating Licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Act specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated);
- conditions in relation to stakes, fees, and the winning of prizes.

#### **14.23 Credit**

Credit facilities are prohibited from being provided in casinos and bingo licensed premises. Cash machines (ATM's) may be installed in such premises but the Licensing Authority may apply conditions as to where they are sited.

#### **14.24 Betting Machines [See Annex C for definition]**

In relation to Casinos, Betting Premises and Tracks, the Licensing Authority can restrict the number of betting machines, their nature and the circumstances in which they are made available by attaching a licence condition to a Betting Premises Licence or to a Casino Premises Licence (*where betting is permitted in the Casino*).

**14.25** When considering whether to impose a condition to restrict the number of betting machines in particular premises, the Licensing Authority, among other things, shall take into account:-

- the size of the premises;
- the number of counter positions available for person to person transactions; and
- the ability of staff to monitor the use of the machines by children and young persons or by vulnerable persons.

**14.26** In deciding whether to impose conditions to limit the number of betting machines, each application will be considered on its own merit and account will be taken of Codes of Practice or Guidance issued under the Act.

**14.27** In all applications where a plan is required to be submitted, The Licensing Authority expectation is that, it will be in a scale of 1:100 unless otherwise agreed in writing and that, as a minimum, it will show the following (as appropriate to the type of application):

- The extent of the proposed licensed area
- All entry and exit points (including fire exits)
- CCTV camera positions
- Positions of betting terminals, high pay out machines (including fixed odds betting terminals) and ATM's
- Any fixed or permanent structures including counters
- Privacy screens (see also section 21 of this policy)
- All unlicensed areas under the control of the licensee including any 'sterile area's' and toilet and kitchen facilities be they for staff or public use.

### **15.0 PROVISIONAL STATEMENTS**

**15.1** An application for a provisional statement may be made in respect of premises which the applicant

- expects to be constructed
- expects to be altered
- expects to acquire a right to occupy.

The applicant should refer to the Act and the detailed information provided in the Guidance

### **16.0 REVIEWS**

**16.1** Applications for a Review of a Premises Licence may be made by Responsible Authorities and Interested Parties.

**16.2** It is for the Licensing Authority to decide whether the review is to be carried out. This decision will generally be on the basis of whether the request for the review is relevant to the matters listed below:-

- Whether the grounds for the request raises issues relevant to the principles to be applied by the Licensing Authority and set out within the Licensing Authority Statement of Policy;
- Whether the grounds for the request are frivolous or vexatious.



- Whether the grounds for the request would certainly not cause the Licensing Authority to alter/revoke/suspend the Premises Licence;
- Whether the grounds for the request are substantially the same as previous representations or requests for a review.
- In accordance with any relevant codes of practice issued by the Gambling Commission.
- In accordance with any relevant guidance issued by the Gambling Commission.
- Reasonably consistent with the Licensing Objectives.

**16.3** In accordance with the Guidance. The Licensing Authority can also initiate a review of a Licence on the basis of any reason which it thinks is appropriate

## **17.0 ADULT GAMING CENTRES**

**17.1** An Adult Gaming Centre is defined in Annex 'C'. Entry to these premises is age restricted.

**17.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

## **18.0 LICENSED FAMILY ENTERTAINMENT CENTRES**

**18.1** A Licensed Family Entertainment Centre is defined in Annex 'C'. Entry to these premises is not generally age restricted although entry to certain areas may be restricted, dependent on the category of machines available for use.

**18.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

## **19.0 CASINOS**

**19.1** A casino is defined in Annex 'C'. Entry to these premises is age restricted

**19.2** The Licensing Authority is empowered to pass a resolution not to issue new licences for casinos in its area. No such resolution has been made.

**19.3** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.

### **19.4 Betting Machines**

Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 ~~14.13~~, above.

**19.5** In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act.

### **19.6 Credit**

Credit facilities are prohibited in casinos, however, this does not prevent the installation of cash dispensers (ATMs) on the premises, although the Licensing Authority may attach conditions as to the siting of such machines.

## **20.0 BINGO PREMISES**

**20.1** Bingo is defined in Annex 'C'. Entry to these premises is not generally age restricted although entry to certain areas may be restricted, dependent on the category of machines available for use.

- 20.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 20.3 Credit**  
Credit facilities are prohibited in premises licensed for Bingo, however, this does not prevent the installation of cash dispensers (ATMs) on the premises, although the Licensing Authority may attach conditions as to the siting of such machines.
- 21.0 BETTING PREMISES**
- 21.1** Betting is defined in Annex 'C'. Entry to these premises is age restricted.
- 21.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 21.3 Betting Machines**  
Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 above.
- 21.4** In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act.
- 21.5 Fixed Odds Betting Terminals (FOBT's)**  
In respect to nationally expressed concerns that exist in relation to the potentially adverse impact FOBT's may have on vulnerable groups of adults, The Licensing Authority will give due consideration to the need to apply conditions to betting shop premises licences including, but not limited to, setting out minimum staffing levels to ensure sufficient staff are on the premises to enable staff to comprehensively promote responsible gambling, adequately protect players, particularly in relation to players who are deemed to be vulnerable and to prevent under 18 year olds accessing gambling facilities.
- 21.6** The Licensing Authority expects FOBT's to be positioned in such a way that they can be appropriately monitored by staff particularly where those staff are positioned at a counter away from the machines. In general the Authority is of the view that 'privacy screens' will hamper this and will expect the local area risk assessment to take this into account where applicants intend to construct such screens. Particular attention should be paid to the Gambling Commission's Social Responsibility Codes in this regard, especially code 9.11.1. Where an existing licensee adds 'privacy screens' a variation application will be required
- 22.0 TRACKS**
- 22.1** A Track is defined in Annex 'C'. Entry to these premises may be age restricted. Please refer to the Gambling Commission Guidance.
- 22.2** The Licensing Authority will take account of any conditions applied to an Operating Licence in respect of such premises.
- 22.3 Betting Machines**  
Conditions may be imposed, in accordance with paragraphs 14.24, 14.25 and 14.26 above.
- 22.4** In deciding whether to impose conditions to limit the number of betting machines, each application will be on its own merits and account will be taken of Codes of Practice or Guidance issued under the Act
- 23.0 TRAVELLING FAIRS**
- 23.1** The facilities for gambling (being category D machines and/or equal chance prize gaming without a permit) must amount to no more than an ancillary amusement at the fair. The Licensing Authority will determine whether this requirement is being met.

## **PART C PERMITS**

**24.0** The Act introduced a range of permits for gambling which are granted by Licensing Authorities. Permits are required when premises provide a gambling facility but either the stakes and prizes are very low or gambling is not the main function of the premises. The permits regulate gambling and the use of gaming machines in a specific premises. With the exception of limiting machine numbers on Licensed Premises Gaming Machine permits, the Licensing Authority may only grant or reject an application for a permit. No conditions may be added.

### **25.0 UNLICENSED FAMILY ENTERTAINMENT CENTRE GAMING MACHINE PERMITS**

**25.1** Where a premises does not hold a Premises Licence but wishes to provide Gaming machines, it may apply to the Licensing Authority for a Permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use.

**25.2** The Licensing Authority requires the applicant to submit a scale plan of the premises showing the areas which the permit will cover together with any other areas under the control of the licensee. Generally, this will be at a scale of 1:100 but other scales may be submitted with prior agreement from the Licensing Authority. Full details can be found in section 14.27

**25.3** The Licensing Authority will expect the applicant to show that there are written policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The suitability of such policies and procedures will be considered on their merits, however, they may include:-

- A basic Disclosure & Barring Service check or equivalent criminal record check for the applicant and the person(s) having the day to day control of the premises;
- Proof of age schemes;
- How the applicant proposes to ensure that children will be protected from harm whilst on the premises;
- Training covering how staff would deal with:-
  - unsupervised, very young children being on the premises,
  - children causing perceived problems on/around the premises, or
  - suspected truant children

In addition applicants should be able to demonstrate a full understanding of maximum stakes and prizes (and that staff are suitably trained in this respect)

### **26.0 (ALCOHOL) LICENSED PREMISES GAMING MACHINE PERMITS**

**26.1** There is provision in the Act for premises licensed to sell alcohol for consumption on the premises to automatically have two gaming machines, of Categories C and/or D via a notification to the Licensing Authority.

- 26.2** Gaming machines can only be located on licensed premises that have a bar for serving customers.
- 26.3** Premises restricted to selling alcohol only with food, will not be able to have gaming machines or apply for a Permit.
- 26.4** Where an application for more than two gaming machines is received, the Licensing Authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the Authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only machines. Measures will cover such issues as:-

- Adult machines being in sight of the bar;
- Adult machines being in sight of staff who will monitor that the machines are not being used by those under 18;
- Appropriate notices and signage; and
- As regards the protection of vulnerable persons, the Licensing Authority will consider measures such as the use of self-barring schemes, provision of information, leaflets/help line numbers for organisations such as GamCare.
- Relevant codes of practice issued by the Gambling Commission

The Licensing Authority can decide to grant an application with a smaller number of machines and/or a different category of machines than that applied for but conditions other than these cannot be attached.

## **27.0 PRIZE GAMING PERMITS[See Annex C for definition]**

**27.1** The Licensing Authority will expect the applicant to show that there are written policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The suitability of such policies and procedures will be considered on their merits, however, they may include:-

- A basic Disclosure & Barring Service check or equivalent criminal record check for the applicant and the person having the day to day control of the premises.
- Proof of age schemes
- How the applicant proposes to ensure that children will be protected from harm whilst on the premises.
- Training covering how staff would deal with:-
  - ❑ unsupervised, very young children being on the premises,
  - ❑ children causing perceived problems on/around the premises, and
  - ❑ suspected truant children

In addition applicants should be able to demonstrate a full understanding of maximum stakes and prizes (and that staff are suitably trained in this respect)

In making its decision on an application for a Permit, the Licensing Authority does not need to have regard to the Licensing Objectives but must have regard to any Gambling Commission guidance.

## **28.0 CLUB GAMING AND CLUB MACHINE PERMITS**

**28.1** Members' Clubs and Miners' Welfare Institutes may apply for a Club Gaming Permit and/or a Club Gaming Machine Permit, but are restricted by category and number of machines and to equal chance gaming and games of chance.

- 28.2** Commercial clubs may apply for a club machine permit, subject to restrictions
- 28.3** The gambling provided under the authority of a club gaming permit must also meet the following conditions:
- (a) in respect of gaming machines:
- no child or young person may use a category B or C machine on the premises
- that the holder must comply with any relevant provision of a code of practice about the location and operation of gaming machines.
- (b) the public, children and young persons must be excluded from any area of the premises where the gaming is taking place.
- 28.4** Section 273 of the Act sets out the conditions that will apply to the club machine permit, including that in respect of gaming machines no child or young person uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

## **PART D OCCASIONAL AND TEMPORARY PERMISSIONS**

### **29.0 TEMPORARY USE NOTICES (TUN)**

- 29.1** A 'TUN' is defined in Annex 'C'.
- 29.2** A TUN may only be granted to a person or company holding an Operating Licence relevant to the temporary use of the premises. Regulations issued by the Secretary of State prescribe the activities to be covered. At present a Temporary Use Notice can only be issued for equal chance gaming.
- 29.3** For the purposes of a TUN, a set of premises is the subject of a TUN if any part of the premises is the subject of the Notice. This prevents one large premises from having a TUN in effect for more than 21 days per year by giving a Notice in respect of different parts.
- 29.4** The definition of a "set of premises" will be a question of fact in the particular circumstances of each Notice that is given. In considering whether a place falls within the definition of "a set of premises", the Licensing Authority will consider, amongst other things, the ownership/occupation and control of the premises.
- 29.5** The Licensing Authority will object to Notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises.

### **30.0 OCCASIONAL USE NOTICES**

- 30.1** Occasional Use Notices (OUN) are defined in Annex 'C'.
- 30.2** The Licensing Authority has very little discretion as regards these Notices, aside from ensuring that a statutory limit of 8 days in a calendar year is not exceeded.
- 30.3** The Licensing Authority will, however, consider the definition of a track and whether the applicant is permitted to avail him/herself of the Notice.

### **31.0 SMALL SOCIETY LOTTERIES**

31.1 The definition of a Small Society Lottery is contained in Annex 'C' and these require registration with the Licensing Authority.

### **32.0 APPENDICES**

32.1 Appendices have been attached to this Statement providing further information and guidance and they are intended only to assist readers and should not be interpreted as legal advice or as constituent of the Licensing Authority's policy. Readers of this document are strongly advised to seek their own legal advice if they are unsure of the requirements of the Act, or the guidance or regulations issued under the Act.

### **33.0 DELEGATION OF POWERS**

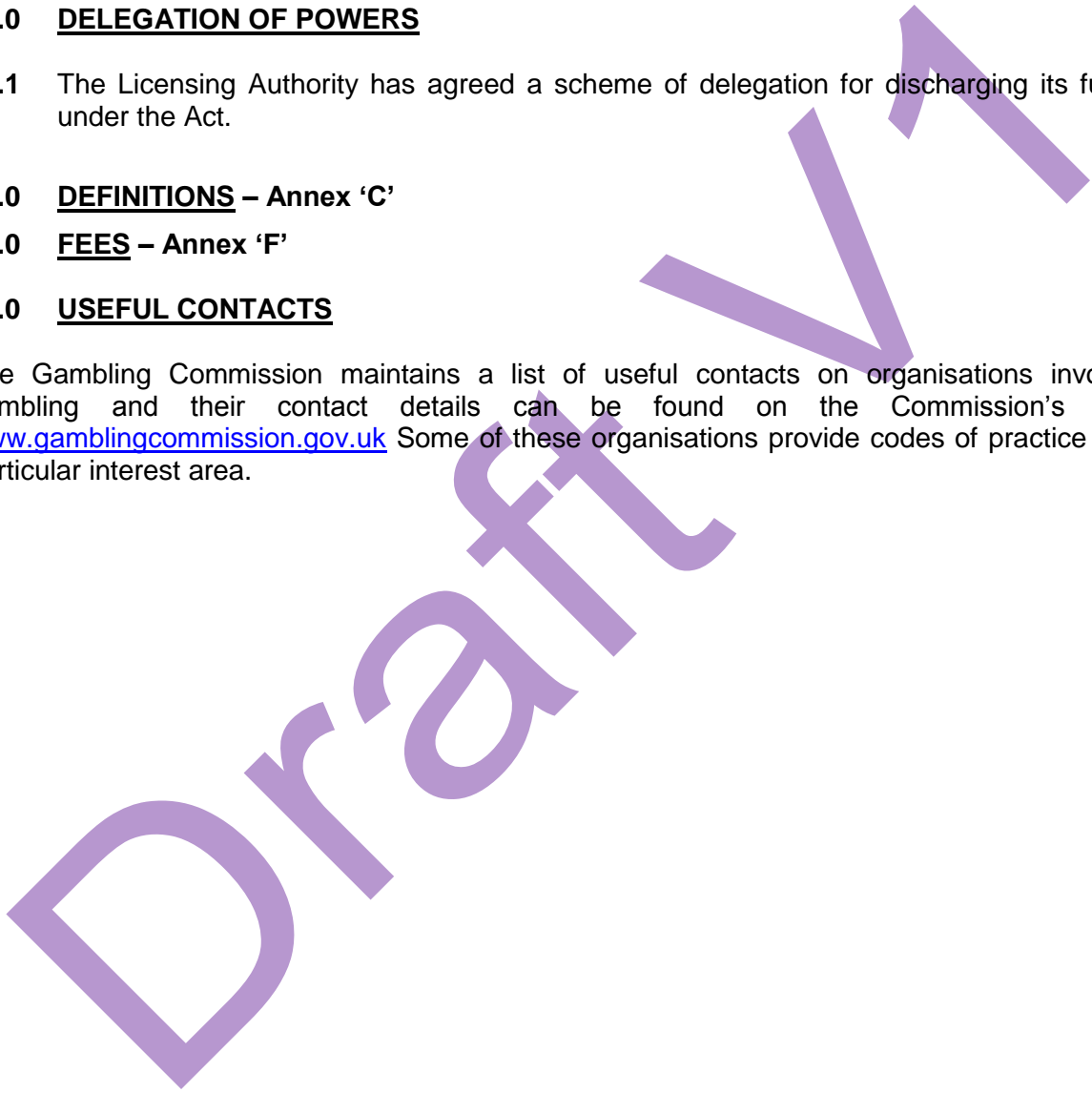
33.1 The Licensing Authority has agreed a scheme of delegation for discharging its functions under the Act.

### **34.0 DEFINITIONS – Annex 'C'**

### **35.0 FEES – Annex 'F'**

### **36.0 USEFUL CONTACTS**

The Gambling Commission maintains a list of useful contacts on organisations involved in gambling and their contact details can be found on the Commission's website [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk) Some of these organisations provide codes of practice on their particular interest area.



## ANNEX 'A'

### List of Consultees

The draft policy was placed on the Council Website and in accordance with the Act the following organisations and individuals were consulted as part of the formal consultation exercise on the Statement of Gambling Licensing Policy.

- All responsible Authorities for the Gambling Act (as specified in Annexe 2).
- Holders of Premises Licences and Permits under the Gambling Act 2005
- Gamblers Anonymous,
- The Licensing Committee
- Public Health

In addition to those specifically consulted, no requests were received for copies of the draft Policy Document.

**(note the consultation list is deliberately light as this policy was previously reviewed in 2017. Accordingly there a few changes. The Act prescribes a statutory three yearly review and this version is in compliance with that requirement.)**

In addition to those specifically consulted, no requests were received for copies of the draft Policy Document, although the web page where it was located received ??? 'hits'

## ANNEX 'B'

### Contact Details for the Licensing Authority and Responsible Authorities

#### The Licensing Authority is:

The Licensing Authority  
Public Protection Division (Floor 13)  
Southend-on-Sea Borough Council  
Civic Centre  
Victoria Avenue  
Southend-on-Sea, SS2 6ZG

Telephone: 01702 215005

Email: [licact2003@southend.gov.uk](mailto:licact2003@southend.gov.uk)

#### The Responsible Authorities are:

- a) The Chief Officer of Police  
Essex Police Licensing Unit  
PO Box 12306  
Police Station  
Newland Street,  
Witham, CM8 2AS

Telephone: 101 ext 452035

E:mail [licensing.applications@essex.pnn.police.uk](mailto:licensing.applications@essex.pnn.police.uk)

Guidance from Essex Police on their expectations for licence applications can be found on their website at: [www.essex.police.uk/licensing](http://www.essex.police.uk/licensing)

- b) The Fire and Rescue Authority  
Essex County Fire and Rescue Service  
Southend Service Delivery Point  
Sutton Road (Rear of Fire Station)  
Southend-on-Sea, SS2 5PX

Telephone 01376 576740

- c) The Local Planning Authority  
The Development Control Section  
Southend-on-Sea Borough Council  
Civic Centre  
Victoria Avenue  
Southend-on-Sea. SS2 6ZG

Telephone: 01702 215327

- d) The Local Authority with functions related to prevention of risk of pollution of the environment:-

The Environmental Protection Team  
Public Protection Division (Floor 13)  
Southend-on-Sea Borough Council  
Civic Centre, Victoria Avenue  
Southend-on-Sea SS2 6ZG

Telephone: 01702 215005

Email: [environmentalprotection@southend.gov.uk](mailto:environmentalprotection@southend.gov.uk)



- e) The body designated by the Licensing Authority as being competent to advise on the Authority about protection of children from harm.

The Department of Children & Learning  
(Child Protection Advisor)  
PO Box 59  
Southend-on-Sea Borough Council  
Queensway House  
Essex Street  
Southend-on-Sea, SS2 5TB

Telephone: 01702 534417

- f) The Gambling Commission  
Victoria Square House  
Victoria Square  
Birmingham  
B2 4BP

Telephone: 0121 230 6500

- g) Her Majesty's Revenue and Customs  
National Registration Unit  
Betting & Gaming  
Cotton House  
& Cochrane Street  
Glasgow  
G1 1HY

Telephone: 03000 516023

Email: [NRUBetting&Gaming@HMRC.gsi.gov.uk](mailto:NRUBetting&Gaming@HMRC.gsi.gov.uk)

In relation to vessels only, the Navigation Authority having functions in relation to any place where the vessel is or is likely to be while activities are carried on in reliance on a premises licence. For this purpose, correspondence should be sent to:

Surveyor-in-Charge  
Maritime & Coast Guard Agency  
Marine Office  
Central Court  
1B Knoll Rise  
Orpington, BR6 0JA

Telephone: 01689 890400

**Any further enquiries or assistance can be obtained from the Licensing Authority on the email address or telephone number given above. These addresses were correct at the time of going to press but are subject to change without notice. Any change made will not form part of a review of the Council's Statement of Licensing Policy**

## ANNEX 'C'

### DEFINITIONS

**Please note, definitions listed below are for guidance only and do not form part of the Council's Statement of Licensing Policy or will necessarily appear within it.**

| Term                               | Description   |
|------------------------------------|---|
| ATM                                | Auto teller machine or cash machine.  |
| Adult Gaming Centre                | Premises in respect of which an Adult Gaming Centre Premises Licence has effect.  |
| Authorised Local Authority Officer | A Licensing Authority Officer who is an authorised person for a purpose relating to premises in that Authority's area.  |
| Betting                            | In this Act "betting" means making or accepting a bet on—<br>(a) the outcome of a race, competition or other event or process,<br>(b) the likelihood of anything occurring or not occurring, or<br>(c) whether anything is or is not true.  |
| Betting Machines                   | A machine designed or adapted for use to bet on future real events [not a gaming machine].  |
| Bingo                              | Bingo is not given a statutory definition in the Act other than that it means any version of the game irrespective of by what name it is described. It is to have its ordinary and natural meaning. Two types of bingo are commonly understood: <ul style="list-style-type: none"><li>• cash bingo, where the stakes paid make up the cash prizes that are won</li><li>• prize bingo, where various forms of prizes are won, not directly related to the stakes paid.</li></ul> |
| Casino                             | An arrangement whereby people are given an opportunity to participate in one or more casino games.  |
| Casino Resolution                  | Resolution not to issue Casino Premises Licences.   |
| Child                              | Individual who is less than 16 years old.   |
| Club Gaming Machine Permit         | Permit to enable the premises to provide gaming machines [3 machines of Categories B,C or D.]   |
| Conditions                         | Conditions to be attached to licences by way of:-   |

|                                   |   |
|-----------------------------------|---|
|                                   | <ul style="list-style-type: none"> <li>❑ Automatic provision</li> <li>❑ Regulations provided by Secretary of State</li> <li>❑ Conditions provided by Gambling Commission</li> <li>❑ Conditions provided by Licensing Authority</li> </ul> <p>Conditions may be general in nature [either attached to all licences or all licences of a particular nature] or may be specific to a particular licence.</p> |
| Crane grab machine                | A non-money prize machine in respect of which every prize which can be won consists of an individual physical object (such as a stuffed toy) won by a person's success in manipulating a device forming part of the machine so as to separate, and keep separate, one or more physical objects from a group of such objects.  |
| Default Conditions                | Conditions, prescribed in regulations, that will apply unless the Licensing Authority decides to exclude them. This may apply to all Premises Licences, to a class of Premises Licence or Licences for specified circumstances.   |
| Delegated Powers                  | Decisions delegated either to a Licensing Committee, Sub-Committee or Licensing Officers.   |
| Disorder                          | No set interpretation. However, likely to be connected to the way gambling is being conducted. In the case of Gambling Premises' Licences, disorder is intended to mean activity that is more serious and disruptive than mere nuisance.  |
| Equal Chance Gaming               | Games that do not involve playing or staking against a bank and where the chances are equally favourable to all participants.   |
| Exempt Lotteries                  | <p>Lotteries specified in the Gambling Act as permitted to be run without a licence from the Gambling Commission. There are four types:</p> <ul style="list-style-type: none"> <li>• Small Society Lottery [required to register with Licensing Authorities.</li> <li>• Incidental Non Commercial Lotteries.</li> <li>• Private Lotteries.</li> <li>• Customer Lotteries.</li> </ul>                      |
| Family Entertainment Centre (FEC) | <p>There are two types of FEC:-</p> <p>A licensed FEC (ie one with a Premises Licence) has no limit on the number of category C or D machines permitted</p> <p>An unlicensed FEC (ie one with a Permit) has no limit on the number of category D machines permitted</p>   |

|                                      |  |
|--------------------------------------|--|
| Fixed Odds Betting Terminals (FOBTs) | FOBTs are a type of gaming machine which generally appear in licensed bookmakers. (Betting Shops) FOBTs have 'touch-screen' displays and look similar to quiz machines familiar in pubs and clubs. They normally offer a number of games, roulette being the most popular.   |
| Gaming & game of chance              | In the Act "gaming" means playing a game of chance for a prize.<br>and "game of chance"—<br>(a) includes—<br>(i) a game that involves both an element of chance and an element of skill,<br>(ii) a game that involves an element of chance that can be eliminated by superlative skill, and<br>(iii) a game that is presented as involving an element of chance, but<br>(b) does not include a sport |
| Gaming Machine                       | Machine covering all types of gambling activity, including betting on virtual events, but not including home computers even though users can access online gambling websites.  |
| Guidance to Licensing Authorities    | Guidance issued periodically by the Gambling Commission  |
| Incidental Non Commercial Lottery    | A lottery promoted wholly for purposes other than private game, and which are incidental to non commercial events [commonly charity fundraising events, lottery held at a school fete or at a social event such as a dinner dance]   |
| Lottery                              | An arrangement which satisfies the statutory description of either a simple lottery or a complex lottery in Section 14 of the Act.   |
| Members' Club                        | A club, as defined by the Licensing Act 2003, that must:-<br><ul style="list-style-type: none"> <li>❑ Have at least 25 members;</li> <li>❑ Be established and conducted 'wholly or mainly' for purposes other than gaming;</li> <li>❑ Be permanent in nature;</li> <li>❑ Not be established to make commercial profit;</li> <li>❑ Be controlled by its members equally.</li> </ul>                   |
| Money prize machine                  | A machine in respect of which every prize which can be won as a result of using the machine is a money prize.  |
| Non-money prize machine              | A machine in respect of which every prize which can be   |

|                             |   |
|-----------------------------|---|
|                             | <p>won as a result of using the machine is a non-money prize. The winner of the prize is determined by:</p> <p>(i) the position in which the coin or token comes to rest after it has been inserted into the machine, together with the position of other coins or tokens which have previously been inserted into the machine to pay a charge for use, or</p> <p>(ii) if the insertion of a single coin to pay the charge for use enables the person using the machine to release one or more tokens within the machine, the position in which such tokens come to rest after being released, together with the position of other tokens which have previously been so released.</p> |
| Occasional Use Notice (OUN) | Betting may be permitted on a 'track' by an OUN without the need for a full Premises Licence.   |
| Odds                        | The ratio to which a bet will be paid if the bet wins. e.g. 3-1 means for every £1 bet, a person would receive £3 of winnings.  |
| Off Course Betting          | Betting that takes place other than at a track, i.e. at a licensed betting shop.  |
| Off Course Betting - Tracks | Betting that takes place in a self-contained betting premises with the track premises providing facilities for off course betting, i.e. on other events, not just those taking place on the track. Normally operates only on race days.   |
| On Course Betting - Tracks  | Betting that takes place on a track while races are taking place.   |
| Operating Licence           | Licence to permit individuals and companies to provide facilities for certain types of gambling. It may authorise remote or non remote gambling.  |
| Permits                     | Authorisation to provide a gambling facility where the stakes and prizes are very low or gambling is not the main function of the premises.   |
| Personal Licence            | Formal authorisation to individuals who control facilities for gambling or are able to influence the outcome of gambling. Cannot be held by companies.  |
| Pool Betting - Tracks       | For the purposes of the Gambling Act, pool betting is made on terms that all or part of the winnings: 1) Shall be determined by reference to the aggregate of the stakes paid or agreed to be paid by the persons betting 2) Shall be divided among the winners or 3) Shall or may be something other than money. For the purposes of the Gambling Act, pool betting is horse-race pool betting if it relates to horse-racing in Britain.   |
|                             |   |

|                                      |  |
|--------------------------------------|--|
| Private Lotteries                    | <p>There are three types of Private Lotteries:</p> <ul style="list-style-type: none"> <li>❑ Private Society Lotteries - tickets may only be sold to members of the Society or persons who are on the premises of the Society;</li> <li>❑ Work Lotteries - the promoters and purchasers of tickets must all work on a single set of work premises;</li> <li>❑ Residents' Lotteries - promoted by, and tickets may only be sold to, people who live at the same set of premises.</li> </ul>  |
| Prize Gaming                         | <p>Where the nature and size of the prize is not determined by the number of people playing or the amount paid for or raised by the gaming. The prizes will be determined by the operator before play commences.</p>   |
| Prize Gaming Permit                  | <p>A permit to authorise the provision of facilities for gaming with prizes on specific premises.</p>  |
| Regulations or Statutory instruments | <p>Regulations are a form of law, often referred to as delegated or secondary legislation. They have the same binding legal effect as Acts and usually state rules that apply generally, rather than to specific persons or things. However, regulations are not made by Parliament. Rather, they are made by persons or bodies to whom Parliament has delegated the authority to make them, such as a minister or an administrative agency.</p>   |
| Representations                      | <p>In the context of the Gambling Act representations are either positive statements of support or negative objections which are made in relation to a licensing application. Representations must be made in time, e.g. during a designated notice period.</p>  |
| Responsible Authorities              | <p>Public Bodies that must be notified of all applications and who are entitled to make representations in relation to Premises Licences, as follows:-</p> <ul style="list-style-type: none"> <li>❑ The Licensing Authority in whose area the premises is partly or wholly situated</li> <li>❑ The Gambling Commission</li> <li>❑ The Chief Officer of Police</li> <li>❑ Fire and Rescue Service</li> <li>❑ The Planning Authority for the local authority area</li> <li>❑ Environmental Health Service for the local authority area</li> <li>❑ The Body competent to advise on the protection of children from harm</li> <li>❑ HM Revenue and Customs</li> <li>❑ Authority in relation to vulnerable adults</li> <li>❑ Vessels only - the Navigation Authority whose</li> </ul> |

|   |  |
|---|--|
|   | <p>statutory functions are in relation to waters where the vessel is usually moored or berthed, i.e. the Environment Agency, British Waterways Board, the Maritime and Coastguard Agency</p> <p>Full details of Responsible Authorities for the Borough are contained in Appendix 'B' to this Policy.</p>  |
| Skill machine / Skill with prizes machine | The Act does not cover machines that give prizes as a result of the application of pure skill by players. A skill with prizes machine is one on which the winning of a prize is determined only by the player's skill – any element of chance imparted by the action of the machine would cause it to be a gaming machine. An example of a skill game would be trivia game machines, popular in pubs and clubs, which require the player to answer general knowledge questions to win cash prizes. |
| Small Society Lottery                     | A lottery promoted on behalf of a non commercial society, i.e. lotteries intended to raise funds for good causes.  |
| Society                                   | The society, or any separate branch of such a society, on whose behalf a lottery is to be promoted.  |
| Stake                                     | The amount pledged when taking part in gambling activity as either a bet, or deposit to the bank or house (where the house could be a gaming machine).   |
| Table gaming                              | Card games played in casinos.  |
| Temporary Use Notice (TUN)                | To allow the use of a premises for gambling where there is no Premises Licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling.   |
| Tote [or Totalisator]                     | "Tote" is short for Totaliser, a system introduced to Britain in 1929 to offer pool betting on racecourses.  |
| Track                                     | Sites where races or other sporting events take place, e.g. horse racing, dog racing or any other premises on any part of which a race or other sporting event takes place or is intended to take place.   |
| Vehicles                                  | Defined as trains, aircraft, sea planes and amphibious vehicles other than hovercraft. No form of commercial betting and gaming is permitted.  |
| Vulnerable Persons                        | <p>No set definition, but likely to mean group to include people who:-</p> <ul style="list-style-type: none"> <li>□ gamble more than they want to</li> <li>□ gamble beyond their means</li> </ul> <p>who may not be able to make informed or balanced decisions about gambling due to a mental impairment,</p>   |

|              |   |
|--------------|---|
|              | alcohol or drugs  |
| Young Person | An individual who is not a child but who is less than 18 years old. |

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**ANNEX 'D'**



**ANNEX 'E'**

**Local Area Risk Assessment Example Template**

| 1: Local Area |              |   |                  |
|---------------|--------------|---|------------------|
| No            | Local Risks: | Licensing objective(s) at risk:<br>(CD, FO or CV) | Control Measures |
| 1.1           |              |   | Systems          |
|               |              |   |                  |
|               |              |   | Design           |
|               |              |   |                  |
| 1.2           |              |   | Physical         |
|               |              |   |                  |
|               |              |   | Systems          |
|               |              |   |                  |
| 1.3           |              |   | Design           |
|               |              |   |                  |
|               |              |   | Physical         |
|               |              |   |                  |

| 2: Gambling Operation |              |   |                  |
|-----------------------|--------------|---|------------------|
| No                    | Local Risks: | Licensing objective(s) at risk:<br>(CD, FO or CV) | Control Measures |
| 2.1                   |              |   | Systems          |
|                       |              |   | Design           |
|                       |              |   | Physical         |
| 2.2                   |              |   | Systems          |
|                       |              |   | Design           |
|                       |              |   | Physical         |
| 3.3                   |              |   | Systems          |
|                       |              |   | Design           |
|                       |              |   | Physical         |

| 3: Internal and External Premises Design |              |   |                  |
|--|--------------|---|------------------|
| No                                       | Local Risks: | Licensing objective(s) at risk:<br>(CD, FO or CV) | Control Measures |
| 3.1                                      |              |   | Systems          |
|  |              |   | Design           |
|  |              |   | Physical         |
| 3.2                                      |              |   | Systems          |
|  |              |   | Design           |
|  |              |   | Physical         |
| 3.3                                      |              |   | Systems          |
|  |              |   | Design           |
|  |              |   | Physical         |

| Actions following assessment:            |                    |             |                |
|--|--------------------|-------------|----------------|
| 1: Local Area                            |                    |             |                |
| Action                                   | Person/Dept tasked | Date tasked | Date completed |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |
| 2: Gambling Operation                    |                    |             |                |
| Action                                   | Person/Dept tasked | Date tasked | Date completed |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |
| 3: Internal and External Premises Design |                    |             |                |
| Action                                   | Person/Dept tasked | Date tasked | Date completed |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |
|  |                    |             |                |

|         |  |       |  |
|---------|--|-------|--|
| Signed: |  | Date: |  |
|---------|--|-------|--|

|             |  |
|-------------|--|
| Print Name: |  |
|-------------|--|

Notes: **In addition to the requirement for existing licence holders to have a local area risk assessment**, this risk assessment must be completed for all new premises or when the premises licence is varied. The assessment must also be reviewed when there are any significant changes to either the local circumstances and/or the premises. see section 14 of this policy)

Risks: Area of consideration that may impact on one or more of the licensing objectives  
 Local Risks: These are the identified factors that may pose a risk to the licensing objectives by virtue of the provision of gambling facilities at the premises

Licensing Objectives: these are the three licensing objectives under the Gambling Act 2005 to which the risk factors have been identified as potentially impacting. For ease of reference within this assessment the objectives have been given codes that should be used to replace the full objective. These codes are CD for the Crime and Disorder objective, FO for the Fair and Open objective and CV for the protection of children and the vulnerable.

Control Measures: These are measures that the operator can put in place to mitigate the risk to the licensing objectives from the risk factors. These control measures are split into three categories, systems, design and physical.

The fact that there are three subsections in each section of the template should not be taken to suggest that you should limit your assessment to three risks for each section. The above template is an example only. You are at liberty to use your own design.

## ANNEX 'F'

Non statutory fees are reviewed by the Licensing Authority on an annual basis in accordance with the Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. Details of current fees can be obtained by contacting

The Licensing Authority  
Public Protection Division (Floor 13)  
Department for Place  
Southend-on-Sea Borough Council  
Civic Centre  
Victoria Avenue  
Southend-on-Sea  
Essex SS2 6ZG

Telephone: 01702 215005

Email: [licact2003@southend.gov.uk](mailto:licact2003@southend.gov.uk)

or alternatively by viewing the Council's Website [www.southend.gov.uk](http://www.southend.gov.uk)

Draft

# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Deputy Chief Executive (Place)

to  
**Cabinet**  
on  
19 June 2018

Report prepared by: Paul Jenkinson, Parks Technical Officer

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## Southend Central Area Wheeled Sports Facility

Place Scrutiny Committee – Cabinet Member: James Courtenay

### Part 1 (Public Agenda Item)

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#### 1. Purpose of Report

- 1.1 To make Members aware of the results of the consultation on the sites for a wheeled sports facility in the central area of the town.
- 1.2 To seek approval to allocate a minimum of 500m<sup>2</sup> of the former Warrior Square Swim Centre site for the installation of a wheeled sports facility.
- 1.3 To seek approval to tender and deliver the project.

#### 2. Recommendations

- 2.1 **Members review the results of the consultation, Appendix 1, and confirm that they agree to use of the most popular location, an area of former Warrior Square Swim Centre site, for a wheeled sports facility.**
- 2.2 **Members agree to allocate a minimum of 500m<sup>2</sup> of the former Warrior Square Swim Centre site for the installation of a wheeled sports facility.**
- 2.3 **Members acknowledge that the creation of a wheeled sports facility in this location will reduce the amount of space available for future development.**
- 2.4 **Members agree that works progress to submit the planning application and to tender and appoint a contractor to construct a wheeled sports facility.**
- 2.5 **Members note that the full £250k capital budget may need to be re-profiled in to 2018/19 if the delivery programme is ahead of schedule.**

### **3. Background**

- 3.1 The desire for a wheeled sports facility in the central area of the town was highlighted by Cabinet Members. The Council has subsequently allocated funding in the Capital Programme subject to agreement on an appropriate site.
- 3.2 Members were provided with an options appraisal of the limited sites where such a facility could take place. Officers were asked to consult with users of such a facility on their preferred location.
- 3.3 During January and February 2018 a consultation was undertaken to seek views on possible location for such a facility. The results of this consultation can be found in Appendix 1.
- 3.4 To facilitate a new wheeled sports facility on the former Warrior Square Swim Centre site an area of 500m<sup>2</sup> or greater needs to be allocated for this project.
- 3.5 The results of the consultation have shown that a number of potential users are interested in the design of the facility. Therefore, the appointed contractor will be required to consult on the design as well as ensuring it meets the appropriate BS/EN standards and offers a facility for differing skills and abilities.
- 3.6 The creation of a wheeled sports facility in this location will limit future development of the site.

### **4. Other Options**

- 4.1 End the project and not install a wheeled sports facility in a town centre location.
- 4.2 Install the wheeled sports facility at the second choice location.
- 4.3 Look for a location outside of the central area, to build the wheeled sports facility.

### **5. Reasons for Recommendations**

- 5.1 Development of the wheeled sports facility on the former Warrior Square Swim Centre site would offer the required town centre location.
- 5.2 From the consultation, the development of the wheeled sports facility on the former Warrior Square Swim Centre site is preferred by potential users.
- 5.3 Ending the project and not developing a wheeled sports facility could result in reputational loss to the Council.
- 5.4 The second choice location does not offer such flexibility with regard to the design of the facility.
- 5.5 Building the facility outside of the central area will not meet the needs of the potential users interested in this project.

### **6. Corporate Implications**



## 6.1 Contribution to Council's Vision & Corporate Priorities

6.1.1 Healthier Southend: Providing well-managed parks and recreational facilities within the town helps to encourage participation in healthy outdoor activity.

6.1.2 Active and well used spaces help reduce crime.

6.1.3 Clean Southend: Well-maintained facilities and community activities give a better image of the town.

6.1.4 Prosperous Southend: An attractive townscape can assist in encouraging investment within the town.

6.1.5 Excellent: A well-maintained townscape enables the Council and community groups to enter regional and national awards.

6.1.6 Minimising our environmental impact: The fit-out of the building will take into account climate change and the local environment

## 6.2 Financial Implications

6.2.1 A budget for the construction of a wheeled sports facility of £250k (2018/19 - £25k and 2019/20 - £225k) is in the approved Capital Programme. This investment will attract financing changes of circa £18k per annum. The associated annual revenue costs of operating the facility and any future maintenance costs will be contained within the existing Capital and Revenue budgets of the Place Department.

6.2.2 If the tendering and delivery program allows the full £250K budget may need re-profiling in the capital programme to 2018/19.

6.2.3 With the use of part of the proposed site as a wheeled sports facility this will restrict the future development opportunities for the whole area and the area used for the wheeled sports facility covering an area of at least 500m<sup>2</sup>

## 6.3 Legal Implications

6.3.1 No legal implications have been identified at this time.

## 6.4 People Implications

6.4.1 No people implications have been identified at this time.

## 6.5 Property Implications

6.5.1 Future development of the former Warrior Square Swim Centre site will be impacted upon.

6.5.2 The type of development within the remainder of the site may be restricted by being located next to a wheeled sports facility.

## 6.6 Consultation

6.6.1 Consultation has been undertaken, see Appendix 1

6.6.2 Potential users will have an opportunity to comment on the design of the facility once a contractor has been appointed.

## 6.7 Equalities and Diversity Implications

6.7.1 Tender for the design of the facility will include the need to offer a facility that can be used by people of different ages and abilities.

## 6.8 Risk Assessment

| <b>Risk</b>  | <b>Mitigation</b>  |
|--|--|
| No Location for the facility agreed.   | None identified at this time.  |
| New facility not in a location that meets the need of users.   | Consultation has been undertaken and the results used to identify best location.                       |
| Facility not meeting the needs of users.   | Consultation during the design and tender stage.   |
| Local residents not wanting the facility in the location identified.                                     | Consultation has taken place providing an opportunity for residents to comment.                        |
| Recreational loss by not delivering on a project already in the public domain if a site cannot be found. | Media releases issued by the Council detailing why the facility is not feasible in a central location. |
| Planning consent not granted   | Seek pre planning application advice.  |

## 6.9 Value for Money

6.9.1 All works will be procured in line with Council policies and procedures

6.10 Community Safety Implications

6.10.1 No community safety implications have been identified at this time However, this will be reviewed once a design for the facility has been produced.

6.11 Environmental Impact

6.11.1 Loss of grass will have an impact on the local environment. However, this site was previously a swimming pool.

## **7. Background Papers**

7.1 Southend Central Area Wheeled Sports Facility Options Appraisal.

## **8. Appendices**

8.1 **Appendix 1:** Southend Central Area Wheeled Sports Consultation Results

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### Wheeled Sports Consultation – Analysis Report

A six week consultation/ campaign was launched on the 10<sup>th</sup> January 2018 until 23<sup>rd</sup> February 2018, which included an online forum where you could see the locations and place comments on them.

There were 15 slides in all with three locations, each slide identified the site using a map and various images of the location as it is now and we asked for comments on the suitability of the location, the respondent's interest in the location and which location was the preferred one.

The three locations identified are

- **Location A – Warrior Square Swimming Centre Site/East of High Street**
- **Location B – London Road North Car Park situated south west of Victoria Gateway**
- **Location C – Plaza Side of Civic Centre**

The same five questions were asked on all three of the above locations

- **Question 1:** Please describe your interest in this location (e.g. potential user, resident who lives close, business near to the location or other interest)?
- **Question 2:** Please rank this location in order of preference, 1 being most preferred and 3 being the least?
- **Question 3:** Please give reason for this ranking?
- **Question 4:** If built here how often would you use the facility?
- **Question 5:** General comments about location?

Five images were provided for each location below

Location A



Location B



Location C

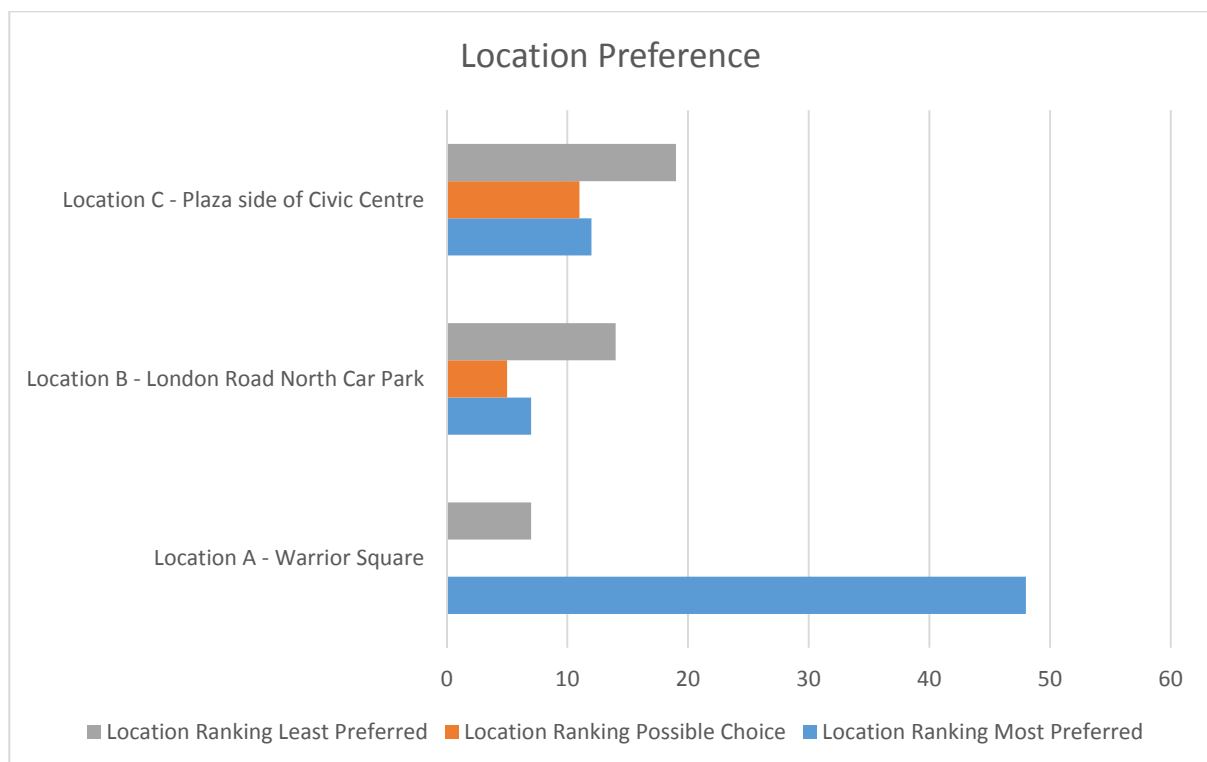


## The results

A total of 771 people accessed the campaign and 207 responded to the consultation using the online comment facility.

### Location Preference

Of the three locations Location A - Warrior Square Swimming Centre Site/East of High Street was the most popular choice, with Location C - Plaza Side of Civic Centre being second choice out of the three. However, it was also the least preferred due to its surroundings. Location B – London Road North Car Park situated south west of Victoria Gateway was deemed the smallest and too close to a busy junction.



# Southend-on-Sea Borough Council

Agenda  
Item No.

**Report of Deputy Chief Executive for  
People  
to  
Cabinet  
on  
19<sup>th</sup> June 2018**

Report prepared by: Ruth Baker  
Head of Children's Service Transformation

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**Joint targeted area inspection (JTAI) of the multi-agency response to child sexual exploitation, children associated with gangs and at risk of exploitation and children missing from home, care or education in Southend-on-Sea**

**People Scrutiny Committee**

**Cabinet Member: Councillor Helen Boyd  
Part 1 (Public Agenda Item)**

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**1. Purpose of Report**

- 1.1 To provide Cabinet with background summary of the Joint Targeted Area Inspection findings and to advise of the action being taken in relation to the findings.

**2. Recommendations**

- 2.1 That Cabinet notes the report.
- 2.2 That progress against the action plan is reported to Cabinet for assurance in the Journey of the Child Annual report.

**3. Background**

- 3.1 Between 19 and 23 March 2018, Ofsted, the Care Quality Commission (CQC), HMI Constabulary and Fire & Rescue services (HMICFRS) and HMI Probation (HMIP) undertook a joint inspection of the multi-agency response to child sexual exploitation, children at risk from gangs and exploitation and children missing from home, care and education. The JTAI was a joint inspection of children's services, Essex Police, the National Probation Service, the Community Rehabilitation Company, Youth Offending Services and Health providers. 16 inspectors inspected services over the course of 3 full days spread over 4 days with formal feedback on the fifth day. The inspectors were from Ofsted, HMICFRS, HMIP and CQC. Ofsted were the lead inspection agency.

The inspection included a 'deep dive' focus on the response to children and young people experiencing these vulnerabilities.

- 3.2 The joint targeted area inspection (JTAI) included an evaluation MASH+. In this JTAI, the evaluation of MASH+ focused on children presenting with the type of vulnerabilities which were the focus of the deep dive.
- 3.3 The inspection team also considered the effectiveness of the multi-agency leadership and management of this work, including the role played by the LSCB (LSCB).
- 3.4 The formal letter from the inspection was published on 9<sup>th</sup> May.
- 3.5 The inspectors' feedback reflected our view of the progress we have made against our improvement plan and the areas of challenge that we have identified.
- 3.6 There were no areas for immediate action identified by the inspection team.
- 3.7 During the inspection the inspectors identified no children who were unsafe.
- 3.8 The letter identifies a number of areas of strong practice including our response to children at risk of both criminal and sexual exploitation, the relationships between practitioners and young people, management oversight and decision making, the tenacity of practitioners, the Council's commitment to improving outcomes for children including the investment made in the services, the development of the adolescent intervention and prevention team, our use of performance information and our strategies relating to workforce development, recruitment and retention. In total the letter identifies 27 areas of strength across the partnership.
- 3.9 The letter identified 29 areas for improvement across the partnership. Of these 9 relate specifically to Council children's services. The areas for improvement identified were all, bar one very minor area, areas we had advised Ofsted were areas of focus for us.
- 3.10 Action is being taken on the areas for development and it is note that two of the areas are relatively easy to address as they relate to minutes of meetings being shared and the structure of a type of meeting.
- 3.11 We will be developing an action plan to address the identified areas for development. This will be completed in conjunction with our partner agencies so that we have a single plan across the children's system. The timescale for the completion of the plan is August however, as detailed above, improvement activity is already planned and being undertaken.
- 3.12 The Deputy Chief Executive, as DCS, will provide Ofsted with a written statement of proposed multi-agency response to the findings in the letter by 18<sup>th</sup> August 2018.
- 3.13 Progress against this plan will then be monitored by Childrens Services Improvement Board, by individual agencies, the LSCB and the Community Safety Partnership.



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

- 4.1 We are required to submit to Ofsted, the statutory regulator, a written proposal of our multi-agency response to the findings of the inspection. We therefore have no other option than to comply with this requirement.

#### **5. Reasons for Recommendations**

- 5.1 Safeguarding children is a statutory duty of the Council and elected members need to be assured that progress is being made against the action plan in order to discharge this duty. This is the reason for the recommendation for the progress against the action plan to be brought back to cabinet in February 2019.

#### **6. Corporate Implications**

- 6.1 Contribution to Council's Vision & Corporate Priorities

- 6.2 Financial Implications

There are no financial implications identified at this time, however, this may change once the multi-agency response to the findings is agreed. At that point full consideration of an additional resources required will be undertaken and Members updated accordingly.

- 6.3 Legal Implications

None

- 6.4 People Implications

None

- 6.5 Property Implications

None

- 6.6 Consultation

We will use the opportunity of the development of the action plan to consult with young people who are currently using the services which were inspected.

- 6.7 Equalities and Diversity Implications

One of the areas for improvement related to diversity and this will form part of our multi-agency response and action plan.

- 6.8 Risk Assessment

None

6.9 Value for Money

None

6.10 Community Safety Implications

The multi-agency response and progress against the action plan will be taken to the Community Safety Partnership as there are findings which relate to community safety.

6.11 Environmental Impact

None

**7. Background Papers**

None

**8. Appendices**

Southend-on-Sea Joint Targeted Inspection Report.



Care Quality  
Commission



9 May 2018

Simon Leftley, Deputy Chief Executive (People) & Statutory Director of Children's Services, Southend-on-Sea Borough Council

Margaret Hathaway, Interim Accountable Officer, NHS Southend CCG, NHS Castle Point & Rochford CCG

Tricia D'Orsi, Chief Nurse, NHS Southend CCG, NHS Castle Point & Rochford CCG

Roger Hirst, Police, Fire and Crime Commissioner

Stephen Kavanagh, Chief Constable of Essex Police

Carol Compton, Head of Youth Offending Service, Southend-on-Sea Borough Council

Alex Osler, CRC Director, Essex Community Rehabilitation Company

Steve Johnson Proctor, Divisional Director, National Probation Service

Liz Chidgey, Independent Chair of Southend-on-Sea LSCB

Dear local partnership,

**Joint targeted area inspection of the multi-agency response to child sexual exploitation, children associated with gangs and at risk of exploitation and children missing from home, care or education in Southend-on-Sea**

Between 19 and 23 March 2018, Ofsted, the Care Quality Commission (CQC), HMI Constabulary and Fire & Rescue services (HMICFRS) and HMI Probation (HMIP) undertook a joint inspection of the multi-agency response to these related areas of risk to children and young people in Southend-on-Sea.<sup>1</sup> This inspection included a 'deep dive' focus on the response to children and young people experiencing these vulnerabilities.

This letter to all the service leaders in the area outlines our findings about the effectiveness of partnership working and of the work of individual agencies in Southend-on-Sea.

The joint targeted area inspection (JTAI) included an evaluation of the multi-agency 'front door', which receives referrals when children may be in need or at risk of significant harm. In this JTAI, the evaluation of the multi-agency 'front door' focused on children at risk of sexual or criminal exploitation, those associated with gangs and those missing from home, care or education. Also included was a 'deep dive' focus on this vulnerable group of children and young people. Inspectors also considered the effectiveness of the multi-agency leadership and management of this work, including the role played by the local safeguarding children board (LSCB).

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<sup>1</sup> This joint inspection was conducted under section 20 of the Children Act 2004.



Care Quality  
Commission



Partner agencies in Southend-on-Sea have a shared commitment to tackling risk to children and young people from sexual and criminal exploitation, gangs and going missing from home, care or school. Inspectors met with staff across agencies, who are tenacious in their efforts to engage with, and make a positive difference for, vulnerable children and young people.

When agencies have worked collaboratively to tackle risks to specific groups of children, they have used the learning from these focused areas of work well to improve wider services. Strong working relationships between professionals have been a key element when interventions have been successful. However, the contribution that health agencies could make has not been fully realised. There is limited emphasis on their role within the child sexual exploitation action plan and they are not consistently involved in operational meetings to assess risk and to plan interventions for vulnerable children.

To date, the LSCB has not sufficiently fulfilled its role as a 'critical friend' to partner agencies in their work to safeguard children, nor has it exercised sufficient challenge and leadership in relation to how well they are protecting children from the risk of sexual exploitation. The independent chair is aware of these weaknesses and has put in place measures to address them, but these have not yet had a significant impact.

The co-location within the new multi-agency safeguarding hub (MASH+) of health, police and local authority professionals has helped to improve initial decision-making for children. The MASH+ has also been successfully integrated with an existing strong early help offer.

The partnership has a shared commitment to continuous improvement and inspectors found a number of examples of effective practice. Further work by the partnership will be required for this to be consistently achieved for all vulnerable children in Southend-on-Sea.

## Key Strengths

- Work in Southend-on-Sea to tackle child sexual and criminal exploitation, gangs and the risks arising from going missing from home, care or school is underpinned by strong working relationships and a shared commitment and drive for continuous improvement. This is reflected in how agencies have used national best practice and local learning to enhance the quality and impact of services. When agencies, particularly the police and local authority, have worked together to tackle the risks for a specific group of children and young people, learning from this joint working has acted as a catalyst to enhance the quality and effectiveness of wider services, for example through building on the success of the adolescent intervention team. This team, originally created to work with a specific group of



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young people, has been expanded with additional staffing and made available to all vulnerable young people for whom there are relevant concerns.

- Leaders and managers have created a culture across the partnership in which staff feel supported in working flexibly, collaboratively and 'going the extra mile' by continuing to work with young people even when they may not at first want to engage with the services they are offered. This tenacity is making a real difference for some highly vulnerable children.
- Collectively and individually, agencies have put in place a broad range of awareness raising, education and prevention work with children, families and professionals. This includes: work done by child exploitation and online protection 'ambassadors' with over 1600 teachers and schoolchildren; former gang members providing awareness-raising training with professionals about how to recognise early signs of gang affiliation; and work by a well-established network of 'champions' helping to tackle child sexual exploitation by ensuring that this work continues to have a high profile and by supporting and advising their colleagues to intervene successfully.
- The coordinator for children who go missing and child sexual exploitation practice leads enhance the effectiveness of both individual practitioners and key operational and strategic meetings through providing expert guidance and knowledge of best practice. They act as focal points for information and intelligence. The profile of and leadership provided by the named GP, both within and beyond health agencies, support greater awareness, confidence and the ability of staff to intervene effectively with vulnerable children.
- The partnership has put in place a framework of meetings and procedures that have the capacity to support effective sharing and analysis of data and intelligence. Within this framework, data and intelligence have been used well to support planning for individual, and some groups of, children as well as to target disruption activity. Pre-tasking and pre-multi-agency child sexual exploitation (MACE) meetings use a helpful breadth of information and intelligence to identify which children could most benefit from consideration at MACE. These meetings are generally well attended by a broad range of relevant professionals.
- The quality and timeliness of decision-making has been enhanced by the new MASH+, co-locating health, police and local authority professionals. Decisions are well matched to risk and need for almost all children. Staff working in the MASH+ value the benefits that co-location provides for swifter and more joined-up decision-making. In particular, strategy discussions are now almost always attended by a health representative alongside the police and local authority, and this is supporting better-informed decision-making. This was an area for development noted at the local authority's last inspection in 2016.



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- An existing strong early help offer has also been further enhanced through co-location with MASH+. This supports swift and appropriate decisions for those children referred to MASH+ who may best benefit from an early help response and for those referred for early help whose level of need may warrant a statutory social work assessment. Young people's drug and alcohol services play a particularly effective role within the early help offer. This shared early help offer is further bolstered through the co-location of the 'volunteering matters' project.
- The commissioning and provider landscape is complex in Southend-on-Sea. The new Public Health and Integrated Commissioning Quality and Governance Group is aimed at strengthening quality and service delivery across universal, targeted and specialist health services. This partnership of local authority and CCG commissioners seeks to make best use of local resources, although it is at too early a stage to have had a significant impact to date.
- Well-focused work by the local authority has achieved improvements in key aspects of safeguarding services for children. These include the timeliness with which assessments are completed and the frequency with which children are seen. Strong system-leadership by the deputy chief executive has been a significant factor in engaging partner agencies in the creation of MASH+ and in the continuing development of a strong early help offer.
- A whole-council approach and the additional scrutiny and impetus provided by an improvement board has helped the local authority make progress and maintain its focus on areas of practice that are not consistently good, such as the quality of assessments and plans. Good corporate and political commitment to enhancing services to children is evident in the significant investment involved in putting in place a new electronic case recording system.
- A well-thought-out approach to performance management supports frontline managers with accurate reports of performance in their teams, helps middle managers to understand and drive up performance and gives senior managers a clear line of sight to strengths and weaknesses in quality and performance. Investment in additional management capacity has strengthened decision-making. While not all oversight is of a consistently high standard, managers generally provide appropriate case direction and avoid delays in most children's cases.
- The local authority has a considered and well-targeted approach to workforce development. Training priorities such as assessment and decision-making, or, more recently, the work to support restorative approaches, are linked to identified organisational priorities and areas for development. Training is used well to enhance the quality of practice and improve outcomes for children.
- Successful recruitment in the last year has enabled the local authority to reduce its reliance on agency staff and reduce staff turnover. At the time of the inspection, there was only one social work vacancy. This has helped reduce social



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workers' average caseloads and means that they are now able to visit children more frequently than a year ago. This in turn means that children are more likely to build relationships of trust with their workers that make a difference to their lives.

- The use of child sexual exploitation risk assessments is well embedded within social work teams. These assessments are completed for most children who could benefit from them. Most are updated when children's circumstances change, giving an up-to-date picture of risk to inform safety planning for the child.
- Children with complex needs and those at risk of child sexual exploitation, going missing and wider child exploitation benefit from intensive and targeted support from workers with specialist expertise. Work is reflected in children's records, and professionals generally know them and their families well.
- The local authority has a good understanding of patterns of attendance in schools within the borough. Data management and analysis relating to attendance and persistent absence is strong, informing actions undertaken each half term, and each week for children looked after. A dedicated working group focuses on direct work with specific children and settings. Exclusions, reduced timetables and persistent absentees are scrutinised closely and, when problems are identified, support and challenge to specific schools or settings are effective.
- The local authority maintains a record of children who are electively home educated (EHE). Any families known to local authority children's services who choose to home educate their children are visited swiftly to assess how well children are safeguarded. Staff use the fair access panel to ensure that places can be accessed in mainstream schools if this is appropriate. The authority has proactively provided training in the primary and secondary curriculum for parents of EHE children and has also liaised with both Ofsted and the Department for Education about possible unregistered schools in the borough.
- Essex Police's commitment to protecting children from harm is clear. Through well-focused intelligence work and strong leadership, the police have successfully engaged partner agencies and secured sufficient resources to identify and enhance the safety of some of the most vulnerable children in Southend-on-Sea. The force's 'plan on a page' sets out clear priorities and a drive to protect children from sexual and criminal exploitation, gangs and the risks arising from going missing. Training has a strong emphasis on the sexual and wider criminal exploitation of children. All frontline officers have been provided with a vulnerability guide to assist in the identification of children at risk.
- The force has an open approach to improving their responses to the sexual and criminal exploitation of children. A 'health check' conducted by the national working group has highlighted the Southend-on-Sea community policing team



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hub approach to supporting vulnerable young people as a model of good practice. There is positive partnership outreach and disruption work between the team and the street engagement service. Rolling out an operation targeting people involved in drug-related crime (Operation Raptor) has strengthened the ability of agencies to combat the exploitation of vulnerable children, particularly through 'county-lines' drug running and by gangs. Inspectors saw examples of good practice by officers, including detailed and child-focused referrals through the national referral mechanism (NRM). Learning from national best practice, good use is being made of civil orders, such as community protection notices and child abduction warning notices (CAWNS), to safeguard vulnerable children.

- In the last 18 months, the police have been instrumental in raising awareness of modern slavery and human trafficking. Training a significant number of frontline professionals has led to the identification of more children who are criminally exploited and trafficked, with 20 referrals of children to the national referral mechanism in the past year. Relevant investigations reflect a shift from treating children as criminals to recognising their vulnerabilities and the wider context that may be leading to their offending behaviour, such as coercion or criminal exploitation by others. This shift in focus has also led to the force's missing person policy being amended, so that children who are regularly going missing are considered for referral to the NRM because of the potential for trafficking.
- The youth offending service (YOS), national probation service (NPS) and community rehabilitation company (CRC) staff have a good understanding of child sexual and criminal exploitation, gangs and the risks arising from going missing from home, care or school. This is supported by strong management oversight and supervision and is underpinned by the effective range of awareness raising and education across the partnership. Inspectors saw a significant amount of diversion work being successfully undertaken through the YOS triage programme and relatively low levels of young people subject to statutory supervision.
- Within NPS, case managers have a good understanding of escalation procedures, and inspectors saw examples of appropriate and informed professional challenge by probation officers when the MASH+ had not initially accepted referrals about children for whom there were safeguarding concerns. A good level of information-sharing in the early stages of the multi-agency public protection arrangements (MAPPA) process is helping to ensure robust risk management planning at the pre-release stage when there are child protection concerns.
- Health commissioners and providers take an active part, alongside other statutory agencies, in shaping local arrangements for protecting children and young people at risk of exploitation or abuse. A number of health partners are well engaged in work to implement the recently revised child sexual exploitation action plan, while others contribute to the various local child exploitation joint working forums.





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- Effective information sharing and handover of care between different health practitioners, teams and services is crucial as children move through childhood and towards adulthood. This challenge is understood well by local leaders, who are making good progress in some key areas to ensure local health practitioners are alert to and better recognise risks to children and young people. The introduction of the Child Protection Information System in the emergency department at Southend University Hospital (SUH) and the 'flagging' of children at risk of sexual exploitation on information systems are important developments in raising the profile of children who are or may be vulnerable to harm or poor health outcomes. This means that relevant practitioners are aware of risks to young people's sexual health and can take prompt action to ensure that they are appropriately recognised, addressed and monitored.
- The emotional well-being and mental health service (EWMHS) has effective systems for referral to children's social care. The quality of referrals is steadily improving. EWMHS works well alongside the early help team, providing consultation advice, contributing to joint assessments and ensuring that children with increasing needs and behaviours of concern can promptly access services. The EWMHS adds value to the work of other teams such as the YOS and the young people's drug and alcohol team. This has led to improvements in the timeliness of access to specialist help for children with complex needs. EWMHS practitioners have been trained in evidence-based approaches to supporting children exposed to harm through sexual or criminal exploitation.
- The Safeguarding Children Forum and regular safeguarding newsletters produced by the clinical commissioning group (CCG) help reinforce expected standards of practice, and keep GPs informed about changes to local multi-agency arrangements and priorities. Learning events facilitated by the named GP, supported by safeguarding leads in other agencies, are highly rated. Inspectors observed one such event, which was effective in raising awareness about the experiences, care pathways and services available to children exposed to sexual abuse and exploitation. The development of health safeguarding champions in some services (including GPs and EWMHS) is having a positive impact on building the confidence and competence of the local workforce.
- Although areas for further improvement remain, local health agencies have taken action to address all recommendations for improvement identified in the CQC's previous inspection reports and have provided assurance to their trust boards and the LSCB that actions have been completed. For example, the co-location of health practitioners within the MASH+ provides prompt feedback and updates to case-holding health professionals about the outcomes of referrals. This has supported an improved standard of practice and levels of involvement in safeguarding children work since the last CQC inspection.



### **Case study: effective practice**

Strong partnership working and a timely response tailored to the individual needs of a child have ensured that he is safer from harm. Risk, not only to him but also to the wider public, has been tackled effectively. He has built a relationship of trust with key professionals, providing a platform for further progress.

A 14-year-old has repeatedly gone missing. He has suffered from criminal exploitation and is at risk of sexual exploitation. A 'team around the teen', made up of four key professionals from his school, the police and the local authority, has created a tight network around him. This team of professionals has responded flexibly and creatively to reduce emerging risks before he suffers further harm. A recent example of this is when he was believed to be in possession of a knife. He had already been charged on a previous occasion with carrying a knife. When it was discovered that he was concealing a knife in his bedroom, it was recovered by the police officer known to the child during a well-co-ordinated joint visit with the adolescent intervention team worker.

### **Areas for improvement**

- The current child sexual exploitation action plan, strategy and guidance documents are clear, up to date and contain specific actions, but are still very new and at too early a stage to have had a significant impact. It is not clear how local information, audit and scrutiny have underpinned the strategy, and some elements of the local approach are not as advanced as they could be. For example, work with local taxi drivers remains at an early stage of development. The focus on the contribution of health agencies is not strong enough. The strong working relationships that have underpinned much of the progress that has been made in developing and improving services for vulnerable children have not consistently been matched by an equally strong strategic drive and organisation. For example, Essex police produce an annual thematic assessment on a range of topics, with the current 2018/19 child sexual abuse and exploitation document providing not only national and county level information, but also the local Southend-on-Sea context. However, it was accepted by the partnership that the inclusion of broader partnership data would have benefited the report and assisted in the development, commissioning and targeting of services across the wider partnership.
- The implementation of MASH+ from December 2017. Not all partners are clear about the recent changes to systems and processes at the front door and not all partners have a sufficient understanding of the role of MASH+. Joint working between health practitioners and other agencies is not consistently strong,



particularly outside of the MASH+, where health engagement is continuing to improve. This has limited the speed and quality of information sharing for a few children. This lack of consistency and clarity about role and process and information sharing and engagement limits the collective ability of agencies to intervene as early and as effectively as they could with some children. Although the creation of MASH+ has led to an improvement in how well children's histories are recorded and taken into consideration in initial decision-making, inspectors saw some cases in which decision-making for individual children was too focused on the immediate presenting concern that led to the referral, and not enough weight was placed on longer-standing chronic concerns. Although inspectors saw no situations in which this has left children at immediate risk of significant harm, they did see examples of it leading to delay for some children in receiving the right level of services to match their needs.

- Decision-making in child protection strategy meetings is not consistently shared with the agencies in attendance. In a number of children's cases seen by inspectors, decisions about whether or not to commence a child protection investigation or to hold a child protection conference were taken by the local authority after meetings. Without a shared ownership of decisions, actions arising from these meetings are less well communicated and their completion is more difficult to monitor. Significant improvements achieved in the attendance of all relevant services, particularly health professionals, at strategy meetings convened by MASH+ are not as consistently achieved at strategy discussions held later in the process of intervention with children and their families. This has the potential to limit the range of information available and the quality of decision-making.
- When children missing from home and care are found, most are offered a return home interview. In some examples, well-focused and recorded return home interviews were used to help make sure that children and young people were receiving the services that best matched their individual needs. For example, learning from one interview led to a child's case being escalated from early help to a statutory social work service, while for another young person it identified peer groups, associates and patterns of behaviour that are helping professionals identify possible triggers for future episodes of going missing. However, while the majority of children and young people who have been missing from home or care are given the opportunity of a return home interview, the quality of information gathered and recorded is not consistently good. Further understanding and development of child-focused approaches are needed to ensure that individual children and young people's needs and voices are effectively sought and used to inform future planning to keep them safe.
- The diversity of children's identities and needs is not always understood and worked with to a consistently high standard. A lack of consistency in this area risks undermining the effectiveness of intervention. For example, some children with complex needs and educational histories who would benefit from having education, health and care plans (EHCP) do not currently have them.



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- The conduct of MACE meetings lacks sufficient structure and rigour in considering the risks to individual children. This is also mirrored in the minutes of meetings, which are not consistently clear and sometimes lack relevant details, such as children's ages, while agreed actions often lack specificity and are not always well matched to presenting need. This does not support the tracking of action completion or monitoring of risk as effectively as it could. While a broad range of agencies generally attend, attendance is not always consistent for some key attendees, such as education and health professionals. Stronger connectivity is needed between the sexual health, maternity and EWMHS and the MACE processes to improve the depth of information available from these agencies to support best decision-making for vulnerable children and young people.
- Minutes and plans arising from multi-agency meetings, such as child protection strategy meetings and case conferences, child in need meetings and MACE meetings are not always sent to attendees in a timely manner and, in many cases, are not received at all. As a result, children, their families and the professionals who support them may not be clear about what is expected. This may limit the effectiveness of intervention.
- Although child sexual exploitation risk assessments are well embedded within the local authority, they are not always well used in other agencies. Inspectors found variable levels of confidence and competence in the use of the assessment tool to analyse risk, inform referrals or to escalate or reduce concerns for individual children or young people. Reporting on the use of CSE risk assessment tools within sexual health services is not yet in place to support the monitoring of trends.
- MAPPA meetings are generally only attended by police and NPS and therefore lack the benefit derived from a full multi-agency approach. Local authority staff only attend when there is a specific person already known to them being discussed, and other partners are often absent. This attendance gap has the potential to reduce the breadth of information and intelligence informing planning and decision-making.
- The LSCB has not sufficiently fulfilled its role as a 'critical friend' to partner agencies. Work by the board to assess how well agencies are tackling child sexual exploitation and associated vulnerabilities is under-developed. For example, the LSCB has not carried out any multi-agency audits to assess how well Southend-on-Sea children are being protected from sexual exploitation and it does not have a multi-agency dataset to measure performance in this area. This limits its ability to provide challenge and to drive improvement. The independent chair of the LSCB has recognised these shortcomings and, since taking up her role in early 2017, has worked to put in place structures to improve the functioning of the board. She meets regularly with senior leaders from the local authority and partner agencies and has instigated some positive challenge from the board.



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However, these positive changes in the structure and functioning of the board are too recent for the board to add significant value to the work of partner agencies.

- The local authority has worked hard to improve the quality of assessments and plans, and while inspectors have seen the impact of this good work in a number of high-quality assessments and plans, this is not consistently the case. Some assessments lack a sufficiently sharp analysis of children's risks and needs and are not always updated when children's circumstances change over time, while many plans, whether they are for early help, child in need or child protection, lack clarity. Plans are often rather generic, lacking clear identification of risks and the actions needed to tackle them, and do not always sufficiently distinguish between the individual needs of brothers and sisters within larger families. This limits their effectiveness as a tool to monitor and drive progress for vulnerable children and young people.
- Although qualitative information from audits, peer reviews and other sources are used successfully by the local authority, such as in the development of the MASH+ and in monitoring the impact of improvement actions, there remains room for further improvement. Information from audits is not aligned closely enough with and included in performance documents. This would enhance the understanding of their quality and impact of practice, while the audits themselves lack a sufficiently sharp focus on identifying specific areas for individual or service improvement. In addition, the quality and impact of practice could be further enhanced through making better use of children's feedback.
- While the supervision received by social workers from their managers is regular, it is too often focused only on process and action completion. Supervision records lack sufficient focus on the lived experience of children and on giving workers the opportunity to reflect on the progress that children are making. This means that social workers do not always receive the clarity of guidance required to ensure that work with children is progressed as quickly and as well as it might be.
- The decision to use the HOLMES (Home Office large major enquiry system) to manage a recent operation to protect children from criminal and sexual exploitation and to disrupt the actions of perpetrators came as a result of difficulties in managing an operation with similar characteristics in the past. However, the information gathered was not routinely transferred to the main police computer systems and was therefore largely inaccessible to frontline officers who cannot access HOLMES. Although mitigated to some degree by the use of markers on the police national computer, which alert officers to a potential risk, this does not provide officers and staff with the detail needed to fully inform their decision-making.
- Greatest value is not currently being achieved from the community safety hub's very positive work in engaging children and young people and disrupting perpetrator activity. Officers do not receive training about statutory processes



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before they attend partnership meetings such as child protection conferences. This limits their understanding of the procedures and processes involved and thus the potential effectiveness of their contributions. At present, the team does not have a broader investigative capability. This limits the benefit drawn from the team's particular role, for example the potential to map locations and numbers of young people and persons of interest to help target services.

- Current structures in Essex Police mean that it can be difficult to direct resources when intelligence received at a force level requires action at a local level. This may limit the timeliness of some interventions with vulnerable children. The force has recognised these limitations and has begun a review.
- Senior leaders in Essex Police have worked hard to improve responses to the sexual and criminal exploitation of children and young people, to gangs and to children who go missing. However, although current meeting structures provide a generally good level of strategic oversight, higher-level meetings could benefit from an overview and qualitative assessment of tactical delivery to provide reassurance that the strategic drive of the organisation to effectively safeguard vulnerable children is being translated into effective delivery at the frontline. A recent bid to introduce a dedicated audit team may provide a suitable framework for such a development.
- The force's approach to children detained in custody, who are often vulnerable and have complex needs, is not consistent. A recent review by a continuous improvement team found that requests recorded by custody staff to submit a notification to the local authority's children's services were not being actioned. This inspection found that this continues to be an area for development. Opportunities to provide intervention for children and young people are not consistently being taken at this early opportunity.
- The quality and timeliness of notifications that are submitted by frontline officers and staff to the local authority are inconsistent. The decision for these notifications to be submitted directly, without the need for supervisory oversight, was intended to ensure that they were submitted as quickly as possible. However, the current process has gaps in both compliance and quality. This means that some children may be left in need or at risk of harm without those agencies who could intervene having been informed. Although there are safety nets in place that significantly reduce the chances of vulnerable children being missed by agencies, such as the daily 'vulnerability meeting' in MASH+, it is clear that the notification system is not working as well or as consistently as is needed.
- Information from multi-agency meetings and panels is not always recorded on police systems in a timely and consistent fashion. This means that multi-agency decisions are not always visible to frontline officers and so their ability to respond effectively to safeguard children is limited.



- The lack of a current NPS office or formalised reporting facilities in Southend-on-Sea means that there are inconsistencies in the management of offenders and presents challenges to successful multi-agency working.
- While it is positive that a number of health organisations use a shared electronic recording system, with some health practitioners having read-only access to each other's records, key gaps remain in information governance and information-sharing protocols to enable MASH+ practitioners to have timely access to relevant information held by other health partners, including sexual health services, EWMHS and GPs.
- Joint protocols for information sharing and joint working between the EWMHS and school nursing service are not yet in place. This limits the ability to share information that could support better early identification of changes in young people's emotional health and well-being, including risks of going missing or vulnerability to exploitation or gang involvement.
- Case auditing and quality assurance of practice in health is not sufficiently strong to support ongoing learning and review and to help benchmark areas where targeted development work is still required. Although there are some good examples of learning and development activity, learning from national best practice has not been maximised.
- Supervision practice is inconsistent across health agencies. Inspectors also found that stronger management oversight is required in a number of areas to ensure that safeguarding referrals are of a consistently acceptable standard, for example with regard to referrals from the SUH emergency department and those completed by GPs. Coverage of level three training within the SUH emergency department and midwifery services continues to be an area for improvement to ensure that NHS trust targets are fully met.
- The knowledge of frontline health practitioners of criminal exploitation and gangs overall is relatively limited. Although SUH has recognised growing risk in this area, it still need to progress its intention to develop a joint pathway for the management and care of children involved with or harmed by gangs.
- Southend-on-Sea has a relatively high number of teenage parents and comparatively high use of emergency contraception and abortions. The child sexual exploitation action plan does not currently contain specific actions that are linked to supporting wider learning from information in this area.
- Children and young people accessing health services do not always benefit from a thorough assessment or analysis of their health needs. Records are often descriptive, lacking analysis of the impact of concerns and vulnerabilities on the child or young person. This limits the opportunity for children and young people

to have their needs fully understood or have the right services involved to appropriately meet their needs and to improve their outcomes.

- NPS court officers use a targeted approach to requesting child safeguarding information relevant to adults appearing before the courts. These are responded to swiftly by MASH+. This allows for appropriate information to inform pre-sentence reports and informs safe sentencing in these individual cases. However, not checking on safeguarding information in all cases means that safeguarding concerns about which court officers were unaware could be missed and so not inform recommendations and sentencing. This is a missed opportunity, particularly in the light of the creation of MASH+ as an enhanced multi-agency 'front door'.

### **Case study: areas for improvement**

A previous lack of sufficiently joined-up working between agencies, weak planning and reactive practice has meant that a vulnerable teenager did not receive the right help and support when needed and agencies had not succeeded in ensuring that she is significantly safer.

The child was supported under a child-in-need plan following concerns about her poor mental health, risks of sexual exploitation and conflict between her parents. A recommendation to convene a child protection case conference was not acted on for several months. During this time, the child had stopped attending school, with little planning for an alternative education provision and no assessment of learning needs. Agencies' practice has been reactive rather than proactive. Not all key professionals have been included in the child's plan and not all of her needs have been addressed. It has taken several months for a multi-agency plan to be formulated, and parenting assessments have not been started. While one key professional has forged a good relationship with the child, much is still unknown about her life and new concerns around exploitation continue to emerge. Although more recent planning and interventions reflect a clearer focus and greater urgency, they have not yet significantly improved the child's safety.

### **Next steps**

The director of children's services should prepare a written statement of proposed action responding to the findings outlined in this letter. This should be a multi-agency response involving NPS, CRC, the clinical commissioning groups and health



providers in Southend-on-Sea and Essex police. The response should set out the actions for the partnership and, where appropriate, individual agencies<sup>2</sup>.

The director of children's services should send the written statement of action to [ProtectionOfChildren@ofsted.gov.uk](mailto:ProtectionOfChildren@ofsted.gov.uk) by 18 August 2018. This statement will inform the lines of enquiry at any future joint or single agency activity by the inspectorates.

Yours sincerely

| <b>Ofsted</b>  | <b>Care Quality Commission</b>  |
|--|---|
| <br>Yvette Stanley<br>National Director, Social Care            | <br>Ursula Gallagher<br>Deputy Chief Inspector  |
| <b>HMI Constabulary</b>  | <b>HMI Probation</b>  |
| <br>Wendy Williams<br>Her Majesty's Inspector of Constabulary | <br>Helen Mercer<br>Assistant Chief Inspector |

<sup>2</sup> The Children Act 2004 (Joint Area Reviews) Regulations 2015 [www.legislation.gov.uk/uksi/2015/1792/contents/made](http://www.legislation.gov.uk/uksi/2015/1792/contents/made) enable Ofsted's chief inspector to determine which agency should make the written statement and which other agencies should cooperate in its writing.

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# Southend-on-Sea Borough Council

## Report of the Deputy Chief Executive (People) to Cabinet on 19<sup>th</sup> June 2018

Agenda  
Item No.

Report prepared by: June Edwards, School Development  
Manager

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### Consultation on St Mary's Prittlewell Cof E Primary School Permanent Expansion following a period of Temporary Expansion People Scrutiny Committee Cabinet Member: Councillor Helen Boyd A Part 1 Public Agenda item.

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#### 1. Purpose of Report

To gain Cabinet agreement to go out to formal consultation to change the currently temporary expansion of pupil admission numbers at St Mary's Prittlewell CofE Primary School to a permanent arrangement.

#### 2. Recommendation

That Cabinet approves a formal consultation process to gauge stake holder and public opinion on making the current temporary expansion at St Mary's Prittlewell Church of England Primary School permanent by setting their admission number at 90 per year group.

#### 3. Background

In 2004/05 the registered births for Southend Borough were 1914. From 2005/06 this started to increase significantly year on year peaking in 2010/11 at 2289. Forecasts of demand for places indicated a shortage of reception places in Southend primary schools from September 2010.

A program of expansion was agreed and available reception places were increased from 2005 places in September 2009 up to 2315 places in September 2017. These 310 places were created across ten schools on a permanent basis and two schools as temporary bulges. Whilst the birth rate has now stabilised, demand in the central north/south corridor of Southend has remained.

In September 2013 as part of the early Primary Expansion Plan it was agreed that St Mary's would expand on a temporary basis from 60 per year group to 90 per year group starting from the reception class and incrementing yearly for two years. Accommodation was funded to allow this expansion.

In September 2015 as part of the second phase of the Primary Expansion Plan it was agreed that St Mary's would further expand, along with six other primary schools, from 90 per year group up to 120 per year group for four years starting

from the reception class and incrementing yearly for four years. Accommodation was funded for this expansion by re-opening the old school site at East Street.

The central north/south corridor of Southend has also seen a significant level of new housing being created, particularly down Victoria Avenue as the older office blocks are converted to flats and these properties are now slowly starting to be occupied. The ECKO brown field site is also near completion and pupils are now resident on this estate. There are also increasing numbers of smaller shops being converted to self-contained flats, especially in the central area of the town, thus adding to the housing stock and increasing the potential source of pupils, especially in the early primary year groups.

Although St Mary's was expected to return to their original admission number of 60 from September 2019 the school governing body have requested to set their admission number at a higher admission number on a permanent basis. The DfE states that once a school has been expanded across all year groups it is considered a permanent expansion and must be formally set as such.

Following discussions with the school it was agreed that setting the admission number at 120 was not rational as demand for places could not be demonstrated and that the school would also have a shortage of accommodation if all year groups were full at 120.

Setting the permanent admission number at 90 would allow the school to stay in their current accommodation format of Reception and Year One being taught mainly in the East Street Annex and Years Two to Six being taught on the Boston Avenue site. The governing body have agreed this.

School pupil numbers and their forecast pupil numbers for the next four years show that setting the admission number at 90 would give the school stability for the future and provide a surplus of vacant places for in year admissions where required. The school's previous admission numbers and forecast future numbers are show on the next page:

| <b>Year of Admission</b> | <b>R</b> | <b>Yr1</b> | <b>Yr2</b> | <b>Yr3</b> | <b>Yr4</b> | <b>Yr5</b> | <b>Yr6</b> | <b>TOTAL</b> |
|--------------------------|----------|------------|------------|------------|------------|------------|------------|--------------|
| <b>13/14</b>             | 89       | 60         | 58         | 60         | 60         | 60         | 58         | 445          |
| <b>14/15</b>             | 88       | 90         | 60         | 58         | 59         | 55         | 59         | 469          |
| <b>15/16</b>             | 102      | 90         | 91         | 59         | 58         | 57         | 59         | 516          |
| <b>16/17</b>             | 96       | 103        | 85         | 89         | 60         | 60         | 60         | 553          |
| <b>17/18</b>             | 88       | 97         | 103        | 90         | 91         | 59         | 64         | 592          |
| <b>18/19</b>             | 80       | 88         | 97         | 103        | 90         | 91         | 59         | 608          |
| <b>19/20</b>             | 72       | 80         | 88         | 97         | 103        | 90         | 91         | 621          |
| <b>20/21</b>             | 90       | 72         | 80         | 88         | 97         | 103        | 90         | 620          |

|       |    |    |    |    |    |    |     |     |
|-------|----|----|----|----|----|----|-----|-----|
| 21/22 | 60 | 90 | 72 | 80 | 88 | 97 | 103 | 590 |
|-------|----|----|----|----|----|----|-----|-----|

Consideration is also required to ensure that any permanent expansion does not undermine the quality of education provided or the financial viability of other 'good' and 'outstanding' schools in the local area. Neither does it create additional places in a local planning area where there is already surplus capacity in schools rated as 'good' or 'outstanding'. Previous admission and forecast numbers for the central north/south corridor can be found in **Appendix 1**.

The Dept for Education requires all Local Authorities to carry a surplus of places to allow parent choice and to meet in year demand as new residents move into the area. Southend aims for 5% evenly spread across the borough and not just concentrated in only a few schools. Setting St Marys at 90 instead of returning them to 60 would assist with this aim.

The central north/south corridor sees a pupil mobility rate (the percentage of whole school population that join and leave a school other than at reception, year three and year six) of 9%. This mobility requires a surplus of places to ensure parent demand can be met as they move in or out of Southend Schools.

#### Consultation Process:

If the consultation is agreed, all stakeholders including parents and local residents will be notified of the intention to publish a statutory notice to allow an open and fair consultation to gauge their views on the proposal. This notification will be by the most appropriate method for the recipient including individual letter, e-mail and school website.

The formal notice stage will run for a minimum of four weeks during the 2018 Autumn School term. Once completed the results will be brought back to Cabinet for discussion and formal decision on the proposal in January 2019.

## 4. Other Options

The school could return to an admission number of 60 or increase to a higher admission number of 120. The later would require capital investment to increase the school's accommodation.

## 5. Reasons for Recommendation

Returning to 60 could leave a shortage of places in the north/south corridor once all the current new housing developments are completed. Forecasts indicate that agreeing to 90 will allow Southend Local Authority to meet its surplus margin of 5% to give parental choice across a wider selection of schools.

## 6. Corporate Implications

### 6.1 Contribution to Council's Vision & Corporate Priorities

Supports the Council's statutory duty to provide sufficient school places to residents that request one.

## 6.2 Financial Implications

No cost will be incurred by setting an admission number of 90. The higher number of 120 would require capital investment to increase the schools accommodation.

## 6.3 Legal Implications

A statutory process as prescribed by the Dept for Education states that all permanent changes to a schools pupil numbers that have involved expansion of their accommodation must be followed.

## 6.4 People Implications

Setting the admission number at 90 will give greater parental choice of a school place across the central area of the town.

## 6.5 Property Implications

None

## 6.6 Consultation

Discussions between the Local Authority and the School's Governing Body, that also includes representation from the Diocese of Chelmsford, have taken place to agree the proposed permanent admission number of 90, not 120, for the reasons stated above.

## 6.7 Equalities and Diversity Implications

St Mary's is the only Church of England School within the borough. The school takes applications from all who apply and will accept any pupil as long as they have a space available and the application sits within their published admission criteria. By setting the future admission number at 90, instead of returning the admission number to 60, parents looking for a place at a Church of England school will have a greater possibility of gaining one. The school is accessible to all disabilities.

## 6.8 Risk Assessment

Stakeholder disapproval – open meetings with Stakeholders to explain reasons for consultation.

Risk of future insufficient places in Central Area if not agreed – critical watch of pupil numbers in the area to ensure demand can be matched with places available.

## 6.9 Value for Money

The consultation will be mostly electronic contact with stakeholders thus minimising cost.

## 6.10 Community Safety Implications

No implications.

## 6.11 Environmental Impact

No impact.

## 7. Background Papers

- Making 'prescribed alterations' to maintained schools – Statutory guidance for proposers and decision-makers.
- <https://www.gov.uk/government/publications/school-organisation-maintained-schools>
- Report to Cabinet 2<sup>nd</sup> November 2010 – Provision of School Places
- Report to Cabinet 7<sup>th</sup> January 2014 – Provision of Primary Places
- Report to Cabinet 11<sup>th</sup> November 2014 – Outcome of Consultation on the Permanent Expansion of Primary Places in Southend

## 8. Appendices

Appendix 1 – Central North / South Corridor primary forecasts

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| Figures Based on January 2018 ASC            |                               |              |                               |              |                               |              |                               |              |                               |              |   |   |              |   |              |   |              |   |              |     |            |
|--|-------------------------------|--------------|-------------------------------|--------------|-------------------------------|--------------|-------------------------------|--------------|-------------------------------|--------------|---|---|--------------|---|--------------|---|--------------|---|--------------|-----|------------|
| BIRTH YEAR<br>ADMISSIONS                     | Cluster Births in 2008/09 NOR |              | Cluster Births in 2009/10 NOR |              | Cluster Births in 2010/11 NOR |              | Cluster Births in 2011/12 NOR |              | Cluster Births in 2012/13 NOR |              | Last 5 year<br>average<br>Cluster<br>Factor | Cluster Births in 2013/14<br>Forecast Pupil Numbers |              | Cluster Births in 2014/15<br>Forecast Pupil Numbers |              | Cluster Births in 2015/16<br>Forecast Pupil Numbers |              | Cluster Births in 2016/17<br>Forecast Pupil Numbers |              | PAN |            |
|  |                               |              |                               |              |                               |              |                               |              |                               |              |   |   |              |   |              |   |              |   |              |     |            |
| Barons Court                                 |                               | 30           |                               | 32           |                               | 35           |                               | 35           |                               | 35           |   |   | 35           |   | 35           |   | 35           |   | 35           |     | 35         |
| Earls Hall                                   |                               | 90           |                               | 90           |                               | 90           |                               | 90           |                               | 90           |   |   | 90           |   | 90           |   | 90           |   | 90           |     | 90         |
| Milton Hall                                  |                               | 89           |                               | 89           |                               | 90           |                               | 85           |                               | 86           |   |   | 90           |   | 90           |   | 90           |   | 75           |     | 90         |
| St Helen's                                   |                               | 30           |                               | 30           |                               | 56           |                               | 51           |                               | 60           |   |   | 60           |   | 60           |   | 60           |   | 50           |     | 60         |
| St Mary's                                    |                               | 89           |                               | 88           |                               | 102          |                               | 96           |                               | 88           |   |   | 80           |   | 72           |   | 90           |   | 70           |     | 120        |
| Westborough                                  |                               | 91           |                               | 87           |                               | 60           |                               | 59           |                               | 53           |   |   | 60           |   | 60           |   | 60           |   | 60           |     | 60         |
| <b>WEST GROUP TOTAL</b>                      | <b>528</b>                    | <b>419</b>   | <b>504</b>                    | <b>416</b>   | <b>544</b>                    | <b>433</b>   | <b>516</b>                    | <b>416</b>   | <b>501</b>                    | <b>412</b>   |   | <b>521</b>  | <b>415</b>   | <b>515</b>  | <b>407</b>   | <b>539</b>  | <b>425</b>   | <b>471</b>  | <b>380</b>   |     | <b>455</b> |
| <b>Cluster Factor - Births to Admissions</b> |                               | <b>79.4%</b> |                               | <b>82.5%</b> |                               | <b>79.6%</b> |                               | <b>80.6%</b> |                               | <b>82.2%</b> | <b>80.9%</b>                                |   | <b>79.7%</b> |   | <b>79.0%</b> |   | <b>78.8%</b> |   | <b>80.7%</b> |     |            |
| Bournemouth Park                             |                               | 78           |                               | 63           |                               | 73           |                               | 68           |                               | 84           |   |   | 60           |   | 64           |   | 73           |   | 71           |     | 90         |
| Hamstel                                      |                               | 149          |                               | 151          |                               | 150          |                               | 148          |                               | 150          |   |   | 150          |   | 150          |   | 150          |   | 150          |     | 150        |
| Porters Grange                               |                               | 57           |                               | 65           |                               | 57           |                               | 34           |                               | 47           |   |   | 50           |   | 34           |   | 50           |   | 60           |     | 60         |
| Sacred Heart                                 |                               | 30           |                               | 30           |                               | 46           |                               | 60           |                               | 60           |   |   | 60           |   | 60           |   | 60           |   | 60           |     | 60         |
| Temple Sutton                                |                               | 118          |                               | 119          |                               | 83           |                               | 100          |                               | 86           |   |   | 111          |   | 90           |   | 90           |   | 90           |     | 120        |
| Thorpe                                       |                               | 120          |                               | 149          |                               | 150          |                               | 133          |                               | 147          |   |   | 150          |   | 120          |   | 120          |   | 120          |     | 150        |
| <b>EAST GROUP TOTAL</b>                      | <b>633</b>                    | <b>552</b>   | <b>676</b>                    | <b>577</b>   | <b>679</b>                    | <b>559</b>   | <b>669</b>                    | <b>543</b>   | <b>678</b>                    | <b>574</b>   |   | <b>676</b>  | <b>581</b>   | <b>602</b>  | <b>518</b>   | <b>631</b>  | <b>543</b>   | <b>641</b>  | <b>551</b>   |     | <b>630</b> |
| <b>Cluster Factor - Births to Admissions</b> |                               | <b>87.2%</b> |                               | <b>85.4%</b> |                               | <b>82.3%</b> |                               | <b>81.2%</b> |                               | <b>84.7%</b> | <b>84.1%</b>                                |   | <b>85.9%</b> |   | <b>86.0%</b> |   | <b>86.1%</b> |   | <b>86.0%</b> |     |            |

PAN - published admission number

NOR - number on role

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# Southend-on-Sea Borough Council

Agenda  
Item No.

**Report of Deputy Chief Executive (People)  
to  
Cabinet  
on  
19<sup>th</sup> June 2018**

Report prepared by: Krishna Ramkhelawon, Interim  
Director of Public Health

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## **The 2017 Annual Report of the Director of Public Health**

**People Scrutiny Committee  
Cabinet Member: Councillor Lesley Salter**

### ***A Part 1 Public Agenda Item***

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#### **1. Purpose of Report**

1.1 To present the 2017 Annual Report of the Director of Public Health.

#### **2. Recommendation**

2.1 That Cabinet considers and notes the content and recommendations of the 2017 Annual Report of the Director of Public Health.

#### **3.0 Background**

3.1 The Health and Social Care Act 2012 requires the Director of Public Health to prepare an annual report on the health of the local population. This is an independent report which the local authority is required to publish. The report is an opportunity to focus attention on particular issues that impact on the health and wellbeing of the local population, highlight any concerns and make recommendations for further action.

#### **4.0 The 2017 Annual Report of the Director of Public Health**

4.1 There is increasing scientific evidence that good quality work is beneficial for physical and mental health and well-being. For most people their work is a key determinant of their identity, self-esteem and standing within the community. In addition to the provision of income, work provides a means of social interaction and fulfilment.

4.2 There is extensive evidence that there are strong links between unemployment and poorer physical and mental health and mortality, with re-employment generally leading to improved health. It is recognised that poor quality, insecure, and low-paid work can be as harmful to health as unemployment, and both can lead to health inequalities.

- 4.3 People will be required to work for longer in the future. This will require action to improve health earlier in the working life will help to maintain health into later life and maintain overall productivity
- 4.4 There are a number of implications of the current occupational landscape in Southend that can impact on health and wellbeing. It is well recognised that people in routine and manual work have a higher prevalence of poor lifestyle behaviours, such as smoking, which can contribute to poor health outcomes.
- 4.5 74% of adults are in employment, on average spending a third of their waking hours in the workplace. During the working day there is scope for employers to influence employee health behaviours and promote a culture of good health and wellbeing, and to provide a supportive environment to enable those with health problems to continue working

## **5.0 Other Options**

There are no other options presented as it is a statutory duty of the Director of Public Health to prepare an Annual Public Health Report.

## **6.0 Reason for Recommendations**

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

## **7.0 Corporate Implications**

- 7.1 Contribution to Council's Vision & Corporate Priorities

The Council has a statutory duty to protect the health of the local population. The 2017 Annual Public Health Report highlights the key issues for people in Southend and actions being taken to address them.

- 7.2 Financial Implications

At this stage any financial implications arising from this report are unquantified and, as further work is undertaken, any resource implications will be identified and dealt with through the Public Health budget and other existing budgets as necessary.

- 7.3 Legal Implications

There are no legal implications arising directly from this report.

- 7.4 People Implications

There are Directorate performance indicators relating to the Public Health Responsibility Deal

- 7.5 Property Implications

None.

## 7.6 Consultation

There will not be any formal consultation on the Annual Public Health Report, although it will go through the relevant governance route within the Council as well as to the Southend Health & Wellbeing Board.

## 7.7 Equalities and Diversity Implications

The Annual Public Health Report provides evidence that population health needs are assessed and considered.

## 7.8 Risk Assessment

A risk assessment will be undertaken of individual initiatives introduced to tackle the key issues highlighted in the report.

## 7.9 Value for Money

No implications.

## 7.10 Environmental Impact

None.

## **8.0 Background Documents**

8.1 Background documents are listed in the Annual Public Health Report.

## **9.0 Appendices**

9.1 The 2017 Annual Report of the Director of Public Health for Southend.

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**ANNUAL REPORT  
OF THE  
DIRECTOR OF PUBLIC HEALTH  
2017**

**Health and Work**



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## **Acknowledgements**

I am indebted to many people who have supported and contributed to my report. These include: Margaret Gray, Ian Diley, Mellanie Vance, Zoe Amner, Tom Dowler, Marion Gibbon, Angela Squires, Simon D Ford and Lee Watson.



## Foreword

The Director of Public Health has a statutory duty to produce an independent report on the health of the local population. The aim is to highlight the key issues facing local people, looking at patterns of poor health and wellbeing, and providing recommendations on how opportunities to improve health should be achieved.

The link between work and good health is reciprocal. Good health is an important enabler for us to engage in work successfully and there is good evidence that fulfilling working lives can be an important factor in good health, be it remunerated or voluntary work. The council has an important role to play in supporting organisations and individuals to build healthy working environments and to strengthen health and resilience in our communities to maximise fulfilling engagement in work.

This year, my annual public health report examines work and health in our borough. It focuses upon how we can work with our communities to build healthy work environments and maximise the benefits to health that work can bring.

As with my previous annual reports for 2015 and 2016, this review presents headline data and examines their importance for the population of Southend-on-Sea. More detailed information about the health and wellbeing of our population can be found in the borough's Joint Strategic Needs Assessment sections on the Council website (available at <http://southend.gov.uk>).

I hope you find my report of interest. As always, I would welcome your feedback and comments, and any suggestions you may have.

Dr Andrea Atherton, Director of Public Health

## Overview – Work and Health

This year my independent annual report focuses on the topic of work and health. There is increasing scientific evidence that good quality work is beneficial for physical and mental health and well-being (1, 2, 3). For most people their work is a key determinant of their identity, self-esteem and standing within the community. In addition to the provision of income, work provides a means of social interaction and fulfilment (4).

With its positive impact on the health and wellbeing of employees, ultimately good work affects the productivity and profitability of businesses and contributes to economic growth.

There is extensive evidence that there are strong links between unemployment and poorer physical and mental health and mortality, with re-employment generally leading to improved health (2).

Currently 61.5% of the local population is of working age (defined as 16-64 years). Nationally there has been an overall increase in the proportion of men and women between 50 and state pension age who participate in the labour market, and by 2020 it is estimated that a third of British workers will be over the age of 50 years (5). This will also be reflected in local workforce statistics.

The employment culture of today has shifted from people remaining in a lifelong job in a variety of sectors and industries, to one with workers frequently switching positions and increasingly employed in desk based roles. There has also been a growth in flexible or part-time working, from 4% to 25% of total employment (6). Both the number of self-employed workers and the share of all employment accounted for by self-employment have also risen steadily over the past 15 years (7).

Alongside this shift in working patterns, there has also been a significant increase in the number of people commuting longer distances to get to work. For people living in East of England the average commute time to and from work is 60 minutes (8). Work and commuting can therefore occupy a substantial proportion of waking hours in the day and limit the opportunity to undertake health promoting behaviours, including the healthy food preparation and physical activity.

Despite the benefits of work, some work itself can be damaging to health. It is important to support employers to ensure the work environment is safe in relation to prevention of accidents and takes account of the health risks posed by workplace stress.

I previously described in my 2015 annual public health report how the workplace can be used as a setting to promote and deliver health and wellbeing initiatives to employees. The Southend Public Health Responsibility Deal was designed to support local small and medium sized businesses to improve the health of their customers and employees. There is a range of support available to Southend

businesses to enable them to commit to at least one of the following workplace health pledges:

### Pledges for Workplace Health

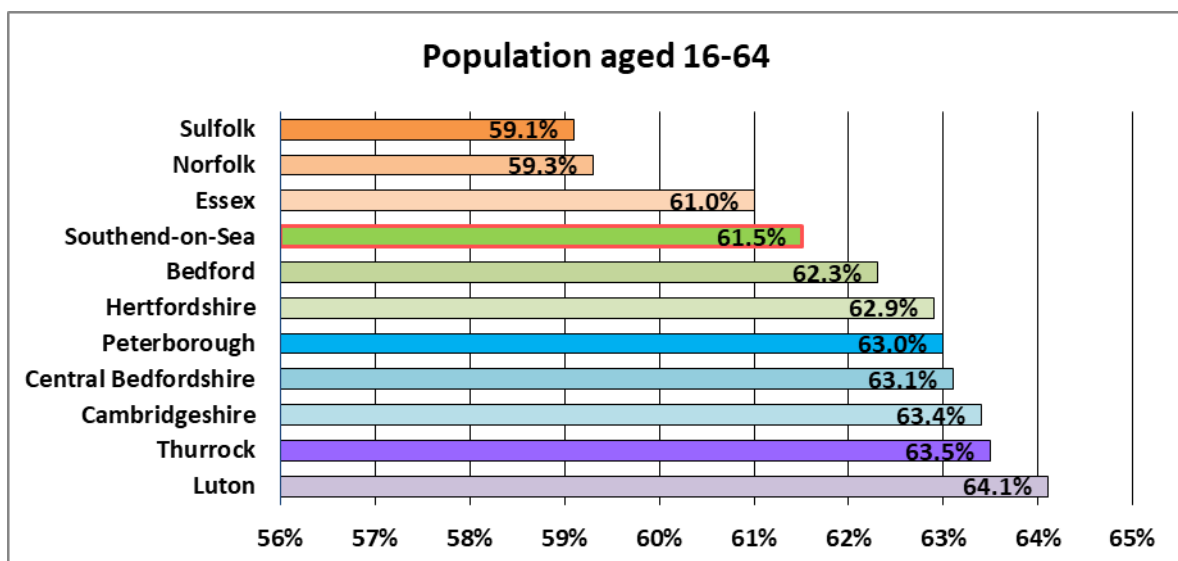
- Complete a workplace health needs assessment to shape future workplace health improvement activity
- Support Staff Attendance
- Support staff to give up smoking and support a smoke free
- Support your staff to live physically active lifestyles
- Sign up to be a Change4Life local supporter. Utilise Change4Life resources to support the national campaign

## The Working Age Population

### Who are the working age population?

This report includes men and women aged 16 – 64 years to define the working age population (1). In 2016, the total population in Southend was an estimated 179,800 of which 110,700 people (61.6%) were of working age (2).

**Figure 1 The Working Age Population (Age 16-64 years) by Upper Tier Authority in East of England (% of total population in 2016)**



Source: Nomis (2)

Figure 1 highlights that Southend has the fourth lowest proportion of their local population within the 16-64 working age group in the East of England region. This reflects the older age profile of Southend.

### Future changes in the workforce

In order to plan for the future we need to understand how the workforce in Southend is expected to change over time.

The local population is set to grow by 15.9% between 2018 and 2038, to over 212,600 (3). Within this increase, the demographic composition of Southend is changing, with a growing number of older people. Currently 1 in 5 residents are aged 65+ (34,487 people), and this will increase so that by 2038, 1 in 4 Southend residents will be aged 65+ (3, 4).

Between 2018 and 2038, the proportion of the population who are of working age is expected to fall from 61% to 57%, whilst the proportion of people who are aged 65+ is expected to increase from 19% to 25% (3).

These demographic changes will lead to a change in the ratio of working to non-working people. In 2018, there are expected to be 158 people of working age for every 100 children and older people and this is set to change to 131 people of working age for every 100 children and older people by 2038 (3)

This makes it more important than ever to help more people in Southend to stay healthy, stay in good jobs and work productively for longer.

People are living longer, and in 2017, a 65-year-old can now expect to live for another 22.8 years, or 33.6% of their adult life. This is 9 years longer than a 65 year old was expected to live in 1948 when the state pension was first introduced (5).

As we live longer, we will need to work longer to fund our retirement. Over the course of 2019 and 2020 both the women's and men's state pension age will rise from 65 to 66, with an intention of rising to 68 between 203-39 (6).

There are now more people aged over 50 in employment than ever before (7) Nationally labour market participation is currently over 75% among those between 50 and state pension age, and over 12% for those beyond (8). However, whilst people are working for longer than they used to, one in five men and one in twelve women still leave work in the five years before they reach state pension age. A chronic health condition is a contributory factor in nearly half of men between the ages of 55 and state pension age who are no longer working (7). In addition to health issues, caring responsibilities and workplace factors also contribute to an earlier than planned exit from the labour market.

Unplanned early labour market exit can be harmful to overall well-being, particularly where there is less social interaction in retirement and difficulties in maintain living standards.

In addition to the personal financial impacts, early labour market exit also has an impact on the public purse, since £7 billion is paid each year in out-of-work benefits to people between the age of 50 years and state pension age (7).

Evidence suggests that employers who fail to retain their older workers are losing important skills from their workforce, and the premature loss of older workers can lead to loss of output and higher recruitment costs for employers. There is no systematic evidence that older workers are less productive than younger workers

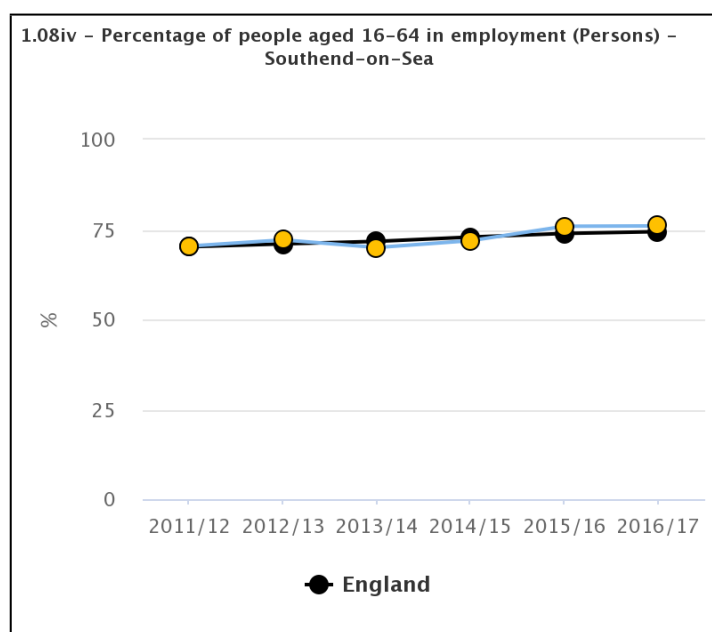
**Focus for Action**

People will be required to work for longer in the future. Action to improve health earlier in the working life will help to maintain health into later life and maintain overall productivity.

## Who is working in Southend?

A high proportion of the Southend working age population are in employment. Since 2011/12, employment levels in Southend have generally been on an upward trajectory, with 76% of 16-64 year olds in employment in 2016/17. This compares to 74.4% across England (1).

**Figure 1** Percentage of Southend residents aged 16-64years in employment (2011/12 – 2016/17) compared to England



Source: Public Health Outcomes Framework (1)

In 2016/17, 82.4% of men of working age in were in employment compared to 69.6% of women of working age, with women accounting for 46% of the overall working age population in employment.

## Unemployment

Unemployment rates in Southend have been steadily reducing from 7.7% in 2011 down to 5% of the working age population in 2016. However, not everyone in Southend who would like a job in Southend can find one.

Unemployment is associated with an increased risk of mortality and morbidity, including cardiovascular disease, poor mental health, suicide and health-damaging behaviours (2). The length of time a person is unemployed also impacts on health, for example individuals unemployed for more than six months have lower wellbeing than those unemployed for less time (3).

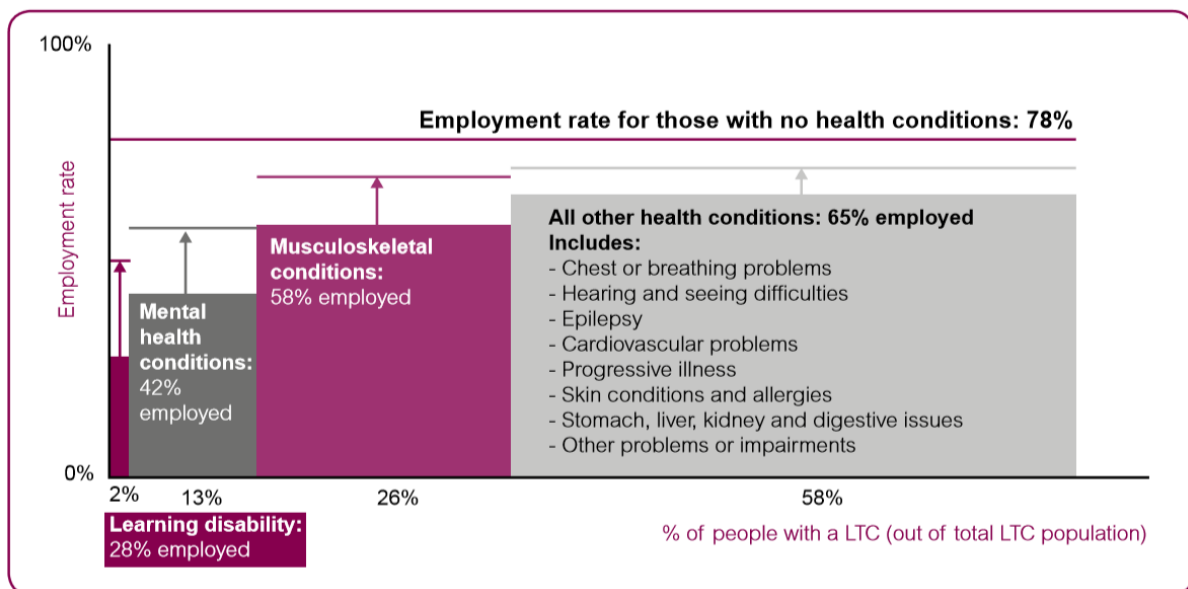
## An inclusive workforce

It is recognised that gaining meaningful employment can pose a challenge for people of working age with health conditions, and those with learning disabilities. In

particular, people affected by mental ill health often face barriers in securing employment (4).

Figure 2 shows the employment rate and gap for people with key conditions and the potential for halving that gap.

**Figure 2 Employment rate and gap for people of working age in England with health conditions and those with learning disabilities compared to those with no health conditions (2014)**



**Source:** DWP Health and Work Core Statistics July 2014, Labour Force Survey Q2 2014

There are a number of Government operated schemes that help support employment among people with health problems, these include:

**Fit for Work** is a Government-funded initiative to support people in work with health conditions and help with sickness absence. It is designed to prevent people losing their job as a result of sickness.

**Access to Work** is a specialist employment support programme that aims to help people with a disability or long term physical or mental health condition to start or stay in work. It provides both practical advice and financial support.

**New Enterprise Allowance** is a scheme that provides a grant and support to individuals to set up their own business if they are receiving certain benefits.

In recognition of the fact that one in ten disabled people in work fall out of work each year, compared to one in twenty non-disabled people, a national strategy has recently been published to deliver the pledge “to see one million more disabled people in work over the next ten years” (6). This outlines key actions in three settings:

- **Welfare** – employment and financial support
- **Workplace** – supporting employers to create healthy, inclusive workplaces
- **Healthcare** - supporting employment through health and high quality for all

In addition the recently published review. *Thriving at Work*, details how investing in supporting mental health at work is good for business and productivity. The most important recommendation is that all employers, regardless of size or industry, should adopt 6 'mental health core standards' that lay basic foundations for an approach to workplace mental health (7).

The core standards are:

- Produce, implement, and communicate a 'mental health at work' plan
- Develop mental health awareness among employees
- Encourage open conversations about mental health and the support available when employees are struggling, and offer suitable workplace adjustments to those that require them
- Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development.
- Promote effective people management through line managers and supervisors, ensuring appropriate training for managers
- Routinely monitor employee mental health and wellbeing

It also details how large employers and the public sector can 'lead the way' and develop these standards further through a set of 'mental health enhanced standards'.

### **Focus for Action**

Developing inclusive workplaces to ensure people living with disability, those with learning difficulties and those with mental health problems are encouraged and supported to thrive at work.



## Where are people employed in Southend?

### Self-employed

Self-employment in the UK is currently higher than at any point over the past 40 years, and the rise in total employment since 2008 has predominantly been among the self-employed (1).

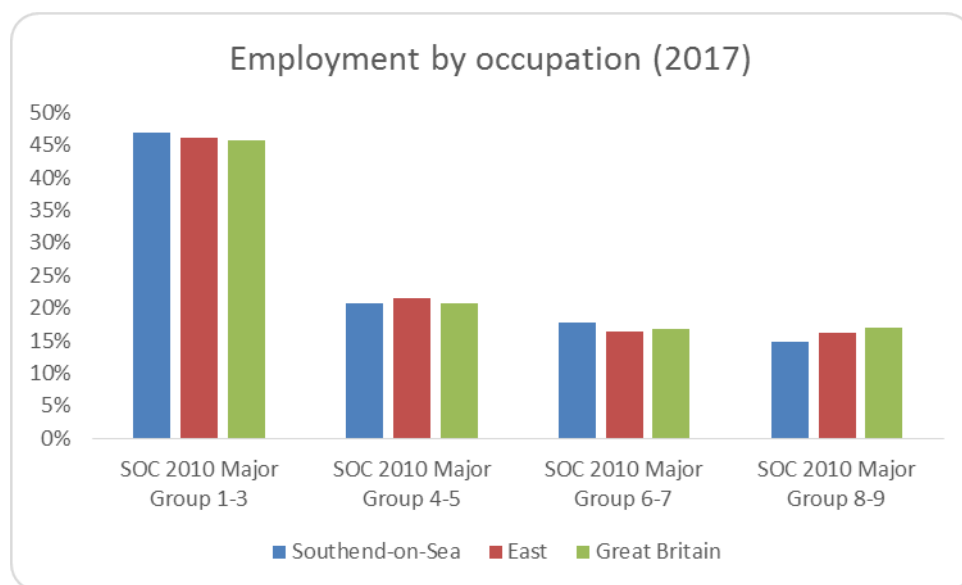
Older workers aged 50 to 64 are more likely to be in self-employment than other age groups, particularly those who continue to work beyond the age of 65 years (2).

In Southend 10.3% of people aged 16 to 64 are self-employed, which is similar to the national average (3). Men make up 69% of the self-employed in Southend.

### Employment by Occupation Type

Figure 1 shows employment by occupation in Southend, as defined by the Standard Occupational Classification (4). This classification uses broad occupational categories which are similar in terms of the qualifications, training, skills and experience commonly associated with the competent performance of work tasks<sup>1</sup>.

**Figure 1 Employment by Occupation in Southend (July 2016- June 2017)**



Compared with East of England and nationally, the current working population in Southend has a slightly higher proportion of people working in senior managerial and

<sup>1</sup> Major Group 1-3: Managers, directors, and senior officials; professional occupations; associate professional and technical,

Major Group 4-5: Administrative and secretarial; skilled trades occupations,

Major Group 6-7: Caring, leisure, and other service occupations; sales and customer service occupations,

Major Group 8-9: Process plant and machine operatives; elementary occupations

professional roles, and a lower proportion of people in skilled trade occupations and administrative and secretarial roles.

The public sector is the largest employer in Southend, accounting for 18.2% of employee jobs. The next largest category is wholesale and retail trade at 15.2%, followed by education at 10.6%. Accommodation and food services at 9.1%, are a major part of the visitor economy, along with the retail sector.

There are a number of implications of the current occupational landscape in Southend that can impact on health and wellbeing. It is well recognised that people in routine and manual work have a higher prevalence of poor lifestyle behaviours, such as smoking, which can contribute to poor health outcomes. Employment sectors also vary in the degree of opportunity they present for employees to move from unskilled low pay jobs to an occupation commanding a bigger salary.

### **Business types**

Southend's enterprise base is heavily based on micro businesses (0 to 9 employees). Table 1 shows that of the 6355 enterprises in Southend in 2015, 91.3% had 0-9 employees. There are only 5 enterprises in Southend with more than 1,000 employees.

**Table 1 Size of enterprises in Southend (2017)**

| Size of business by employees | Numbers | Percentage |
|-------------------------------|---------|------------|
| Micro (0-9)                   | 6355    | 91.3       |
| Small (10-49)                 | 510     | 7.3        |
| Medium (50-249)               | 75      | 1.1        |
| Large 250+                    | 25      | 0.4        |
| Total                         | 6960    | -          |

Source: Inter Departmental Business Register (ONS)

Southend's industrial structure is fairly uneven and distinct compared to the industrial structure of the country as a whole.

Key points to note are:

- There is a higher concentration of employees in the public administration; education and health sector as well as arts, entertainment and other services
- There is a very low concentration of employees in the transport and storage and information & communication sectors compared to the national industrial structure

It is also noteworthy that nearly 39.4% of employee jobs in Southend are part-time, above England, and that the last census data indicated that about 1 in 3 employees commute to a workplace outside of Southend.

**Focus for Action**

As the proportion of micro businesses in Southend-on-Sea is very high, this brings challenges for delivering workplace-based health interventions for large numbers of our working population. We will continue to offer support to businesses through the public health responsibility deal alongside our community-based initiatives and our wider health promotion communication.

## Skills and education

Appropriate training and qualifications are significant factors in gaining well-enumeraated employment and increasing income across the life-course. People who have a high level of education are less likely to be unemployed than people without that experience, are more likely to work full-time, are more likely to describe their jobs as fulfilling, and are less likely to experience economic hardship (1). There is robust evidence that sustained economic hardship leads to poorer health and well-being (2).

Opportunities should be provided for career development to be a lifelong endeavour, where people can access pathways and possibilities throughout their working lives (3). Access to such education can improve an individual's ability to maximise their personal and professional potential in their current work situation and open up possibilities for new employment positions.

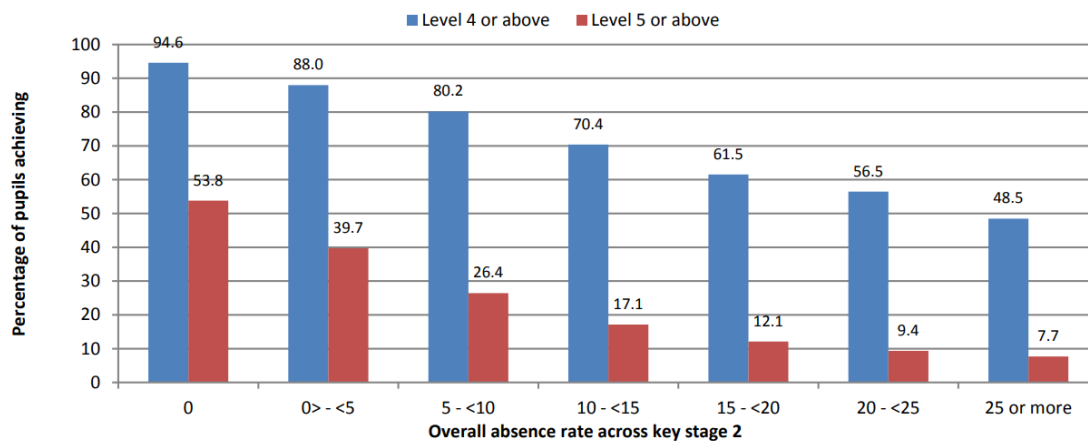
### Education and qualifications in Southend-on-Sea

In Southend-on-Sea, 92.1% of the population have at least one recognised educational qualification. This figure is slightly lower than the regional (92.8%) and national average (92.3%). There is, however, a significant difference between the proportion of people in Southend-on-Sea with a qualification of NVQ2 and above (5 GCSEs grade C or above, or equivalent). While in Southend 70.4% of the eligible population achieve this qualification level, the figure is 73.3% regionally, and 74.7% nationally. This trend continues at NVQ4 or above (HND, Degree, or Higher Degree) with 30.7% of Southend's population being educated to this level, compared to 34.7% regionally and 38.6% nationally (4).

The proportion of 16 to 17 year olds not in education, employment, or training (NEET) is a challenge for Southend-on-Sea. The most recent available data (2016) suggests that 9% of our relevant population are classified as NEET. This is the highest figure across the East of England region and is a statistically significant difference to the national average (6%) (5).

However, for the Early Years Key Stage of education, the picture is bright for Southend. 74.1% of children achieve a good level of development at the end of reception year in school readiness assessments, which is the second highest figure in the region and significantly above the national average (5). Further, school absence is also significantly better than the national average and is the joint lowest in the region (4.3% of half days missed). There is strong evidence that low attendance at school is associated with poorer levels of educational attainment for children. Department of Education research has demonstrated that each extra day of school missed was associated with a lower attainment outcome (Fig 1) (6).

**Fig 1** Percentage of pupils in state-funded mainstream schools achieving states levels at the end of KS2 in 2013/14 academic year by overall absence rate across KS2.



|                                 |       |         |         |          |          |          |            |
|---------------------------------|-------|---------|---------|----------|----------|----------|------------|
| Overall absence rate across KS2 | 0     | 0> - <5 | 5 - <10 | 10 - <15 | 15 - <20 | 20 - <25 | 25 or more |
| Number of pupils                | 2,150 | 342,330 | 110,620 | 20,735   | 4,470    | 1,215    | 730        |

**Source:** Department of Education. 2016. The link between absence and attainment at KS2 and KS4: 2013/14 academic year.

### Focus for Action

There is then a key task to ensure that the good start our children are getting in school translates into a high level of educational attainment and an ambition to partake in lifelong learning and career development.

## Health issues in the working age population

It is estimated that between 130 and 140 million working days are lost to sickness or injury in the UK each year (1). This equates to just over 4 days of absence per worker. While this has a significant impact on productivity and employee wellbeing, the trend has been for a general decrease in this figure since 2003.

For the most recent available data (2016), minor illnesses such as coughs and colds were the most frequently cited cause of sickness absence and were the reason for around a quarter (24.8%) of all such absence. The second most frequent cause were musculo-skeletal complaints (22.4%) with 11.5% of total days lost caused by mental ill health (1).

The population groups most affected by work sickness absence in 2016 were women, older workers, people with long-term health conditions, smokers, public sector workers, and those working in organisations of 500 or more employees (1). In addition, ill health in the working age population is concentrated among manual workers and the least wealthy.

Annual Population Survey data from the Office for National Statistics suggest that 1.6% of working hours are lost to sickness absence in the East of England region each year. This is below the national UK rate of 1.9% (1).

The other side of the coin to absenteeism is sickness presence (or presenteeism). This is the practice of working while sick and can be the result of good intentions by staff or by direct or indirect pressure on staff from organisations or businesses to avoid absence. It is difficult to quantify the extent of presenteeism in the Southend or UK workforce but a Europe-wide survey of working conditions in 2010 found that on average UK respondents had worked while sick on five days in the preceding year (2). When workers are present in the workplace but unable to perform their duties properly, it impacts upon an organisation's productivity and potentially lengthens the employee's period of illness.

For many people within our population, long-term sickness is a barrier to employment. Where people are economically inactive (not employed or active seeking employment), long-term sickness is the second most frequent cause for men aged 16-64 and the third most frequent for women (3).

For Southend-on-Sea, in 2017 there were 5,700 people who were economically inactive due to long-term sickness. This equates to over a quarter of the economically inactive population of the borough (26%) and 5.1% of the overall borough population (4). The proportion of the population economically inactive due to long term sickness is markedly higher than for the East of England (3.6%) and higher than for Great Britain as a whole (4.8%).

The Public Health Outcomes Framework for England provides us with a tool to monitor the gap in the employment rate between people with long-term conditions and the general population (5). In 2016/17, there was a 28.8 percentage point gap in the employment rate between the two groups. The current employment rate in Southend-on-Sea is 80% so this means that the chances of being in employment are around one and a half times greater if a person does not have a long-term health condition. However for Southend's population, this gap is smaller than it is both regionally and nationally.

We also routinely monitor the gap in employment rate between people with a learning disability or in contact with secondary mental health services, and the overall employment rate. In 2016/17, the gap for people with a learning disability in Southend was 66 percentage points and for people in contact with mental health services it was 70 percentage points. This suggests that the general Southend working age population are nearly six times more likely to be in employment than people with a learning disability, and ten times more likely than people in contact with mental health services (5).

For people in employment, poor mental health is a major issue for the employee and their employers. Thriving at Work, a recent independent review commissioned by the Government, found that 300,000 people with a long-term mental health problem lose their jobs each year, and around 15% of people at work have symptoms of an existing mental illness (6).

In addition, it is recognised that poor quality, insecure, and low-paid work can be as harmful to health as unemployment, and both can lead to health inequalities. The Marmot Review of Health Inequalities focused on the need to "create fair employment and good work for all" (7). Further, some ill-health is directly work related. This can include sudden injuries, such as a trip or fall or from lifting and handling, 'slow' injuries, such as the development of repetitive strain injury (RSI) or the ill health effects of stress at work.

#### Promoting good health and wellbeing at work

The workplace is a setting where many people spend the largest proportion of their time and therefore it can play a key role in contributing to employee health and in turn the health and productivity of their organisation, families, local community and society.

74% of adults are in employment, on average spending a third of their waking hours in the workplace. During the working day there is scope for employers to influence employee health behaviours and promote a culture of good health and wellbeing, and to provide a supportive environment to enable those with health problems to continue working.

The World Health Organisation suggests that the benefits of the workplace as a setting for improving health are widespread for both the organisation and the employee:

| <b>To the organisation</b>                  | <b>To the employee</b>                 |
|---|--|
| a well- managed health and safety programme | a safe and healthy work environment    |
| a positive and caring image                 | enhanced self-esteem                   |
| improved staff morale                       | reduced stress                         |
| reduced staff turnover                      | improved morale                        |
| reduced absenteeism                         | increased job satisfaction             |
| increased productivity                      | increased skills for health protection |
| reduced health care/insurance costs         | improved health                        |
| reduced risk of fines and litigation        | Improved sense of wellbeing            |

Source: WHO

Southend health and care organisations are developing integrated locality working which will help improve understanding of the health and care needs of particular groups of adults of working age within the population, and the interventions needed to support them.

### **Prevention in the workplace – local programmes**

There are a multitude of evidence-based programmes of activity that can be offered from the workplace to help improve employee health:

- NHS Health Checks
- Mindful Employer
- Mental Health First Aid
- Investors in People
- Public Health Responsibility Deal
- Active Working
- Active Travel
- Stop Smoking Support
- NHS Health Trainers
- Health and Safety Policy and programmes



### **Focus for Action**

For the area of work and health, the key challenges for public health services in Southend and across England, are to work with employers to develop workplaces that encourage health-positive behaviours, and to work with partners within our local authority and in organisations and businesses across the borough to tackle the employment gap for people with long-term health issues. Employment is a key determinant of population health and barriers to employment are a significant source of health inequalities.

### **Recommendations**

- 1: Continue to promote positive lifestyle behaviours such as not smoking, regular physical activity, being a healthy weight, sensible drinking, and good mental wellbeing through community and workplace activities and resources.
- 2: Continue to promote Making Every Contact Count (MECC) training in brief interventions to increase awareness and access to appropriate support services
- 3: Promote the importance of workplace health in the ill-health prevention strand of locality service design modelling.
- 4: Encourage local workplaces to sign up to the National and /or Southend Public Health Responsibility Deal and put into place effective actions to support employees and customers to make healthier choices
- 5: Support workplaces in producing and implementing inclusive policies on recruitment and retention of people living with a disability, mental health problem or long-term condition
- 6: Encourage local employers to use Business in the Community / Public Health England workplace toolkits to improve prevention and management of MSK and mental health issues in the workplace

## Summary health profile



Health Profile  
2017.pdf

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive  
to  
Cabinet  
on  
19 June 2018

Report prepared by: Joe Chesterton  
Director of Finance and Resources

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## Annual Treasury Management Report – 2017/18

Policy and Resources Scrutiny Committee

Cabinet Member: Councillor John Lamb

*A Part 1 Public Agenda Item*

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### 1. Purpose of Report

- 1.1 The Annual Treasury Management Report covers the treasury activity for the period from April 2017 to March 2018, and reviews performance against the Prudential Indicators for 2017/18.

### 2. Recommendation

That Cabinet;

- 2.1 Approves the Annual Treasury Management Report for 2017/18 and the outturn Prudential Indicators for 2017/18.
- 2.2 Notes that the financing of 2017/18 capital expenditure of £60.996m has been funded in accordance with the schedule set out in Table 1 of section 4.
- 2.3 Notes that Capital Financing and Treasury Management were carried out in accordance with statutory requirements, good practice and in compliance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Prudential Code during 2017/18.
- 2.4 Notes the following in respect of the return on investment and borrowing;
- The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.
  - £2.05m of interest was earned during the whole of 2017/18 at an average rate of 2.49%. This is 2.27% over the benchmark of the average 7 day LIBID (London Interbank Bid Rate) and 2.14% over the average bank base rate.

- The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m, General Fund (GF): £150.8m) throughout 2017/18.
- The level of financing for 'invest to save' schemes increased from £7.90m to £8.74m by the end of 2017/18.

### **3. Background**

3.1 The CIPFA Prudential Code requires the Council to set Prudential Indicators for its capital expenditure and treasury management activities and to report on them after the end of the financial year.

3.2 This Council has adopted the 'CIPFA Code of Practice for Treasury Management in the Public Sector' and operates its treasury management service in compliance with this Code. The Code requires the reporting of treasury management activities to:

- Review actual activity for the preceding year (this report); and
- Forecast the likely activity for the forthcoming year (in the Treasury Management and Prudential Indicators Report in February).

3.3 The Prudential Code is the key element in the system of capital finance that was introduced from 1<sup>st</sup> April 2004 as set out in the Local Government Act 2003. The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability.

3.4 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators and to update these annually as part of setting the Council's budget.

### **4. Prudential Indicators**

4.1 Appendix A provides a schedule of the prudential indicators.

4.2 Capital Expenditure

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



Table 1: Capital Expenditure and Financing

|  | <b>2017/18<br/>Revised<br/>Budget<br/>£000s</b> | <b>2017/18<br/>Actual<br/>£000s</b> | <b>2017/18<br/>Variance<br/>£000s</b> |
|--|---|-------------------------------------|---------------------------------------|
| Total Capital Expenditure                    | <b>64,324</b>                                   | <b>60,996</b>                       | <b>(3,328)</b>                        |
| Financed by:                                 |   |                                     |                                       |
| Borrowing - internal                         | 17,879  | 20,332                              | 2,453                                 |
| Invest to Save Financing                     | 15,716  | 15,471                              | (245)                                 |
| Capital Receipts                             | 610   | 736                                 | 126                                   |
| Capital Grants Utilised                      | 18,183  | 12,541                              | (5,642)                               |
| Major Repairs Reserve                        | 5,980   | 4,540                               | (1,440)                               |
| Other Revenue/ Capital Reserve Contributions | 5,031   | 5,254                               | 223                                   |
| Other Contributions                          | 925   | 2,122                               | 1,197                                 |
| Total Financing                              | <b>64,324</b>                                   | <b>60,996</b>                       | <b>(3,328)</b>                        |

Under self-financing, there is currently an absolute cap on the amount that the Housing Revenue Account (HRA) can borrow, be it actual external borrowing or notional internal borrowing. For Southend that cap is £102.159m. As at 31 March 2018 actual borrowing by the HRA was £98.740m, comprising £77.049m external borrowing and £21.691m internal borrowing. This means that there is now only £3.419m “headroom” for new borrowing to finance capital spend within the HRA.

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

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

#### 4.3 Capital Financing Requirement (CFR)

The Council’s underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council’s debt position and represents capital expenditure up to the end of 2017/18 which has not yet been charged to revenue. The process of charging the capital expenditure to revenue is a statutory requirement and is done by means of the Minimum Revenue Provision (MRP). The Council’s CFR is shown in table 2 and is a key prudential indicator.

Table 2: Capital Financing Requirement (CFR)

|   | <b>31st March<br/>2018<br/>Revised<br/>Budget<br/>£000s</b> | <b>31st March<br/>2018<br/>Actual<br/>£000s</b> |
|---|---|---|
| Balance 1st April 2017  | 304,559   | 304,559   |
| Plus: capital expenditure financed by borrowing (internal and invest to save financing) | 23,140  | 36,271  |
| Plus: fixed assets subject to finance leases  | 92  | 2,937   |
| Less: Minimum Revenue Provision   | (254)   | (580)   |
| Balance 31st March 2018   | 327,537   | 343,187   |

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

#### 4.4 Treasury Position on Borrowing and Investments

The overall treasury position at 31 March 2018 compared with the previous year is set out in the table below.

Table 3: Treasury Position

|  | 31 March 2018<br>Revised Budget | 31 March 2018<br>Actual |                     |
|--|---------------------------------|-------------------------|---------------------|
|  | Principal<br>£000s              | Principal<br>£000s      | Average<br>Rate (%) |
| Total Debt# (excluding ECC transferred debt) | 256,857                         | 249,994                 | 4.41                |
| Total Investments (including schools cash)   | 85,995                          | 69,427                  | 2.49                |
| Net Borrowing                                | 170,862                         | 180,567                 |                     |

# This includes PWLB borrowing of £227.816m with the balance being invest to save financing, short term borrowing for cash flow purposes and finance leases (as these are credit arrangements).

In order to ensure that borrowing levels are prudent over the medium term, the Council's external borrowing, net of investments, must only be for a capital purpose. Net borrowing should not therefore, except in the short term, exceed the CFR for 2017/18 plus the expected changes to the CFR over 2018/19 and 2019/20. The table below shows that the Council has complied with this requirement.

Table 4: CFR compared to Net Borrowing Position

|  | 31 March 2018<br>Revised Budget<br>£000s | 31 March 2018<br>Actual<br>£000s |
|--|--|----------------------------------|
| Net borrowing position                                   | 170,862                                  | 180,567                          |
| Estimated Capital Financing Requirement at 31 March 2020 |  | 392,909                          |

#### 4.5 Authorised Limit, Operational Boundary and Ratio of Financing Costs

In addition to ensuring that the net borrowing position is lower than the CFR, the Council is required to set gross borrowing limits. These are detailed below with the actual positions during the year.

Table 5: Borrowing limits

|   | 2017/18<br>(£000s) |
|---|--------------------|
| Authorised Limit                                      | 295,000            |
| Operational Boundary                                  | 285,000            |
| Maximum gross borrowing position during the year      | 253,557            |
| Financing costs as a proportion of net revenue stream | 5.42%              |

The Authorised Limit is the "Affordable Borrowing Limit" required by the Local Government Act 2003. This is the outer boundary of the Council's borrowing based on a realistic assessment of the risks. The table above demonstrates that during 2017/18 the Council has maintained gross borrowing within its Authorised Limit.

The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached. The Council has maintained borrowing within the boundary throughout 2017/18.

The indicator “financing costs as a proportion of net revenue stream” identifies the cost of capital (borrowing costs net of investment income) as a proportion of the Council’s total budget. For the General Fund the actual figure in 2017/18 was 5.42%.

#### 4.6 Incremental impact of capital investment decisions

This indicator identifies the budgetary requirements arising from the proposed changes to the capital programme and calculates the impact on the Band D council tax that would result. The actual figure in 2017/18 was +£2.15 and results from the required financing of the approved capital programme.

#### 4.7 Maturity structure of fixed rate borrowing (against maximum position)

The table below shows the upper limits for which the Council delegates its length of borrowing decisions to the Director of Finance and Resources/Section 151 Officer in 2017/18 and the actual maturity structure of the fixed rate borrowing as at 31<sup>st</sup> March 2018.

Table 6: Maturity Structure of Fixed Rate Borrowing

|                                | Upper limit % | Outstanding fixed rate debt maturity at 31 <sup>st</sup> March 2018 % |
|--------------------------------|---------------|---|
| Under 12 months                | 20            | 0   |
| 12 months and within 24 months | 30            | 3   |
| 24 months and within 5 years   | 40            | 1   |
| 5 years and within 10 years    | 60            | 17  |
| 10 years and within 20 years   | 100           | 52  |
| 20 years and within 30 years   | 100           | 13  |
| 30 years and above             | 80            | 14  |

The percentages in each category for the upper limits do not add up to 100% as they do not represent an actual allocation.

### 5. Treasury Management Strategy

5.1 During 2017/18 the Council complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low risk approach.

5.2 The Council is aware of the risks of passive management of the treasury portfolio and has taken steps to improve the proactive management of the debt and investments over the year with the support of its treasury management advisers.

5.3 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council’s in-house investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is

minimised through the annual investment strategy, accurately forecasting future returns can be difficult.

5.4 UK interest rates continued to be low throughout 2017/18. The bank base rate stayed at 0.25% until November when the Bank of England increased the rate to 0.5%. With on-going concerns over counterparty risk since the banking crisis and the uncertainty in the financial markets about the timing of future rises in interest rates, investments have been mainly placed in instant access accounts.

5.5 Long term interest rates from the Public Works Loans Board (PWLB) fluctuated throughout 2017/18 in response to economic events: 10 year PWLB rates between 1.84% and 2.57%; 25 year PWLB rates between 2.52% and 2.92% and 50 year PWLB rates between 2.25% and 2.64%. These rates are after the PWLB 'certainty rate' discount of 0.20%.

5.6 Revisions to the 2017/18 Minimum Revenue Provision (MRP) Policy were approved at the Cabinet meeting of 7 November 2017 and are outlined below:

- Our Treasury Management advisers, Link Asset Services had undertaken a full review of the historic MRP liability and its implication for the current and future liability. Link had put forward a range of options and the Chief Finance Officer had considered these and put forward the following for approval:

| <b>For capital expenditure financed by</b>                                | <b>Previous calculation</b>  | <b>New calculation</b>        |
|---|--|-------------------------------|
| Supported borrowing (prior to 2016/17 and 2017/18 onwards)                | Multiplying the CFR at the end of the preceding financial year by 4% | 2% straight line <sup>#</sup> |
| Unsupported borrowing (prudential) (prior to 2017/18 and 2017/18 onwards) | Equal instalments over an estimated useful life.                     | Annuity method                |

<sup>#</sup>This calculation was used for the 2016/17 financial year following a revision to the MRP policy at Cabinet in March 2017 as part of the 2016/17 Quarter Three Treasury Management report.

- The changes were to be applied retrospectively for the years 2016/17 and prior as appropriate, as well as for the current financial year and future years;

## **6. Borrowing**

### **PWLB and short term borrowing**

6.1 The table below summarises the PWLB borrowing activities during the financial year 2017/18:

Table 7: PWLB borrowing

| Quarter                  | Borrowing at beginning of quarter (£m) | New Borrowing (£m) | Re-financing (£m) | Borrowing repaid (£m) | Borrowing at end of quarter (£m) |
|--------------------------|--|--------------------|-------------------|-----------------------|----------------------------------|
| April to June 2017       | 227.8                                  | 0                  | 0                 | (0)                   | 227.8                            |
| July to September 2017   | 227.8                                  | 0                  | 0                 | (0)                   | 227.8                            |
| October to December 2017 | 227.8                                  | 0                  | 0                 | (0)                   | 227.8                            |
| January to March 2018    | 227.8                                  | 0                  | 0                 | (0)                   | 227.8                            |

All PWLB debt held is repayable on maturity. No new PWLB loans were taken out during the year.

6.2 The Council's outstanding PWLB borrowing as at 31<sup>st</sup> March 2018 was:

- Southend-on-Sea Borough Council £227.816m\*
- ECC transferred debt £11.879m

\* £150.8m General Fund and £77.0m Housing Revenue Account.

6.3 Repayments in 2016/17 were:

- Southend-on-Sea Borough Council £0m
- ECC transferred debt £0.62m

6.4 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1<sup>st</sup> April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.

6.5 The table on the next page summarises our PWLB borrowing position as at the end of 2017/18:

Table 8: Debt position

|                       | 31 March 2018     |                  | 31 March 2017     |                  |
|-----------------------|-------------------|------------------|-------------------|------------------|
|                       | Principal (£000s) | Average Rate (%) | Principal (£000s) | Average Rate (%) |
| -PWLB – Fixed         | 227,816*          | 4.62             | 227,816           | 4.62             |
| -ECC Transferred Debt | 11,879            | 2.61             | 12,497            | 2.66             |

\* £150.8m General Fund and £77.0m Housing Revenue Account.

- 6.6 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate.
- 6.7 In November 2007 the PWLB changed its structure of interest rates so that any early repayment of PWLB debt has a higher repayment rate applied. Then in October 2010, as part of the Spending Review interest rates for PWLB borrowing were increased by 1%. No PWLB restructuring was carried out in 2017/18 due to the higher cost of PWLB repayments making it uneconomical and giving no benefit to the Council.
- 6.8 On 1<sup>st</sup> November 2012 HM Treasury implemented a 'certainty rate' at a discount on that level of 0.2% on loans for those local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans. This Council provided the necessary information again in 2017/18 and was therefore eligible for this 'certainty rate'.
- 6.9 The total interest payments during the year were £10.5m, compared to the original budget of £11.0m. The original budget assumed that the Council would take out £10m of loans during 2016/17 and £20m of loans during 2017/18. Instead no new loans were taken out by the Section 151 Officer in either of those financial years as there was a greater financial advantage for the Council to use internal rather than external borrowing. This therefore led to the underspend on the interest payments against the original budget.
- 6.10 In line with the revised MRP policy for 2017/18 (paragraph 5.6) the MRP for capital expenditure financed by supported borrowing was applied at 2% on a straight line basis, rather than at 4% on a reducing balance basis. The value of MRP charged was reduced by £2.1m and the resulting underspend against budget has enabled a contribution to earmarked reserves for the financing of some future capital schemes and other business transformation activity.
- 6.11 In addition, short term borrowing was undertaken during the 2017/18 financial year for cash flow purposes. The average rate paid in 2017/18 was 0.57% and the details of the loans are shown in the table on the next page:

Table 9: Short term borrowing

| Counterparty                             | Amount of loan (£m) | Loan Rate (%) | Period of loan (days) | Return date |
|--|---------------------|---------------|-----------------------|-------------|
| Borough of Poole @                       | 5.0m                | 0.35          | 119                   | 13/04/2017  |
| Exeter City Council                      | 3.0m                | 0.27          | 153                   | 17/01/2018  |
| Liverpool City Region Combined Authority | 4.0m                | 0.30          | 186                   | 19/02/2018  |
| Somerset County Council                  | 3.5m                | 0.60          | 360                   | 29/03/2018  |
| Middlesbrough County Council #           | 7.0m                | 0.80          | 34                    | 18/04/2018  |
| Derbyshire County Council #              | 3.5m                | 0.80          | 725                   | 29/03/2019  |

@ This loan is spread over financial years 2016/17 to 2017/18.

# These loans are spread over financial years 2017/18 to 2018/19.

### Funding for Invest to Save Schemes

- 6.12 Capital projects were completed on draught proofing and insulation in the Civic Centre, and lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 6.13 To finance these projects in total the Council has taken out interest free loans of £0.223 with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.043m of these loans were repaid during the year.
- 6.14 At the meeting of Cabinet on 23rd June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from the Green Investment Bank (GIB). Repayments of £0.06m were made during the year and the balance outstanding at 31 March 2018 was £8.61m.



## 7. Investments

7.1 The table below summarises the Council's investment position at the end of 2017/18:

Table 10: Investment position

|   | 31<br>March<br>2018  | 2017/18                       |                        | 31<br>March<br>2017  | 2016/17                       |                        |
|---|----------------------|-------------------------------|------------------------|----------------------|-------------------------------|------------------------|
|   | Principal<br>(£000s) | Average<br>Balance<br>(£000s) | Average<br>Rate<br>(%) | Principal<br>(£000s) | Average<br>Balance<br>(£000s) | Average<br>Rate<br>(%) |
| Notice accounts                           | 0                    | 9,107                         | 0.50                   | 10,000               | 10,000                        | 0.53                   |
| Fixed term deposits                       | 0                    | 0                             | N/A                    | 0                    | 861                           | 0.88                   |
| Call accounts #                           | 8,186                | 8,407                         | 0.63                   | 7,992                | 8,156                         | 0.64                   |
| Money Market Funds                        | 13,000               | 28,082                        | 0.40                   | 23,000               | 31,110                        | 0.50                   |
| <b>Total investments managed in-house</b> | <b>21,186</b>        | <b>45,596</b>                 | <b>0.47</b>            | <b>40,992</b>        | <b>50,127</b>                 | <b>0.54</b>            |
| Enhanced Cash Funds                       | 5,038                | 5,035                         | 0.33                   | 5,022                | 12,368                        | 1.27                   |
| Short Dated Bond Funds                    | 15,193               | 15,208                        | 0.45                   | 15,125               | 7,869                         | 1.78                   |
| Property Funds                            | 22,625               | 16,546                        | 10.58                  | 15,859               | 14,925                        | 4.49                   |
| <b>Total externally managed funds</b>     | <b>42,856</b>        | <b>36,789</b>                 | <b>4.99</b>            | <b>36,006</b>        | <b>35,162</b>                 | <b>2.75</b>            |
| <b>Total investments@</b>                 | <b>64,042</b>        | <b>82,385</b>                 | <b>2.49</b>            | <b>76,998</b>        | <b>85,289</b>                 | <b>1.45</b>            |

# This includes the council's main current account.

@ This excludes the cash held by schools.

7.2 In summary the key factors to note are:

- An average of £45.6m of investments were managed in-house. These earned £0.22m of interest during the year at an average rate of 0.47%. This is 0.25% over the average 7 day LIBID and 0.12% over the average bank base rate;
- An average of £5.0m was managed by an enhanced cash fund manager. This earned £0.02m during the year at an average rate of 0.33%;

- An average of £15.2m was managed by two short dated bond fund managers. This earned £0.07m during the year from a combination of an increase in the value of the units and income distribution, giving a combined return of 0.45%;
- An average of £16.5m was managed by two property fund managers. This earned £1.75m during the year from a combination of an increase in the value of the units and income distribution, giving a combined return of 10.58%.

7.3 The actual rate on investments earned in 2017/18 was 2.49% compared to a forecast of 0.94% which was included in the budget. This forecast was based on the best estimates of balances and future interest rates at the time the budget was set.

7.4 The Council earned a total of £2.050m of interest through the investment of surplus funds both in-house and with the fund managers. The interest earned was £1.240m higher than the budgeted figure of £0.810m. This increased level of interest was due to the externally managed funds achieving a higher than forecast interest rate. These forecasts were based on the best estimates at the time the budget was set.

7.5 The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Investment Strategy approved by the Council on 23 February 2017. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

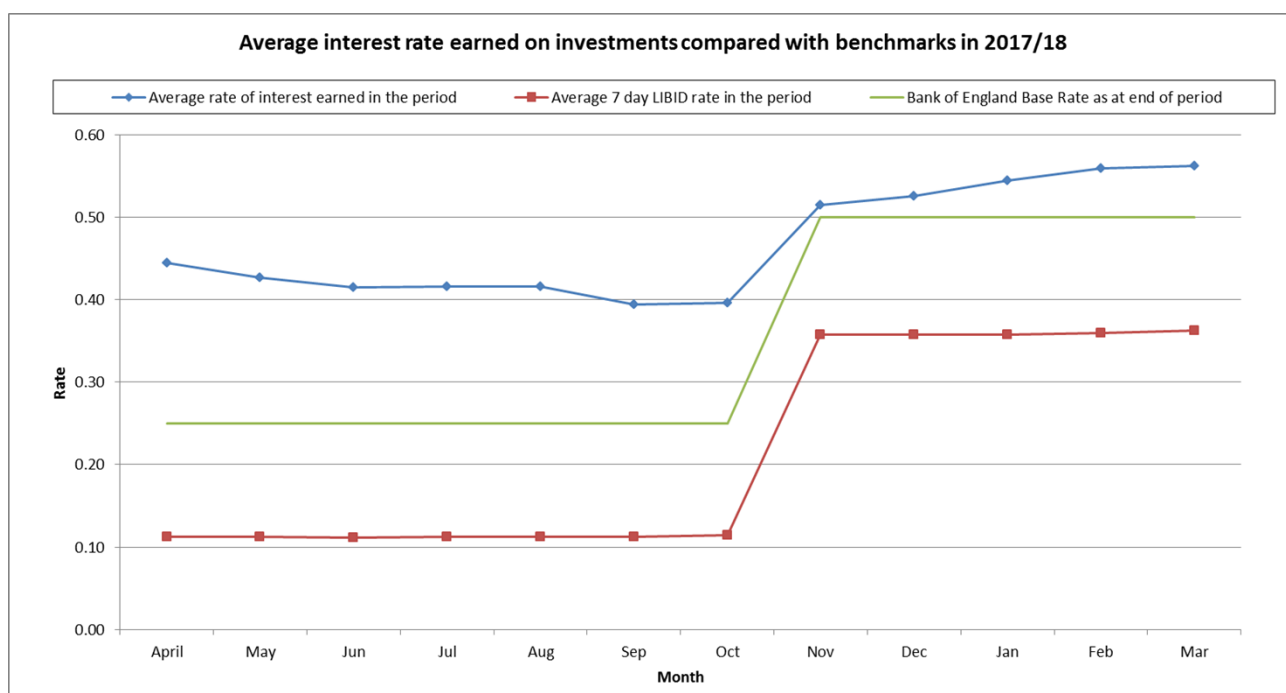
7.6 The majority of the cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the year monies were placed 37 times for periods of one year or less. In the light of the banking crisis and the prevailing financial market conditions there has been greater emphasis on counterparty risk and the security of the principal sums invested. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

Table 11: Counterparties used

| Counterparty                                 | Country                                       | No. of Deals | Value of Deals (£m) |
|--|---|--------------|---------------------|
| Blackrock                                    | Money Market Fund<br>(Various Counterparties) | 16           | 97                  |
| Goldman Sachs                                | Money Market Fund<br>(Various Counterparties) | 14           | 75                  |
| Insight Investment                           | Money Market Fund<br>(Various Counterparties) | 6            | 33                  |
| Standard Life Investments Liquidity Fund plc | Money Market Fund<br>(Various Counterparties) | 1            | 2                   |
| <b>Total</b>                                 |   | <b>37</b>    | <b>207</b>          |

- 7.7 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds while paying base rate or better. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During 2017/18 an average of £8.4m was held in such accounts.
- 7.8 The performance during the year is compared to the average 7 day LIBID rate. The graph below shows the Council's performance month by month compared to this benchmark and the bank base rate.

Graph1: Investment performance compared to benchmarks



- 7.9 Overall, performance on in-house managed funds was 0.25% over the average 7 day LIBID rate for the year and averaged 0.12% higher than the average base rate for the year.
- 7.10 An average of £5.0m was managed by the enhanced cash fund manager Payden & Rygel. During the year the value of the fund started at £5.022m and increased by £0.016m due to an increase in the unit value, giving an average return of 0.33%. The fund ended the year at £5.038m.

## 8 Property Funds

- 8.1 Throughout the year long term funds were invested in two property funds: Rockspring Property Investment Management Limited and Lothbury Investment Management Limited
- 8.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are reinvested back into the fund. There are high entrance and exit

fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.

- 8.3 The interest equalisation reserve will be used to capture some of the income in the years when the property values are rising, and will then be available to offset any losses should property values fall. Members should be aware that this means that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.
- 8.4 An average of £8.5m was managed by Rockspring Property Investment Management Limited. During the year the value of the fund started at £8.177m and increased by £5.016m due to the additional purchase of units in March 2018 and by £0.581m due to the increase in the unit value. There was also an income distribution relating to that year of £0.424m.
- 8.5 The Rockspring fund earned £1.005m during the year from a combination of the increase in the value of the units and the income distribution, giving a combined return of 11.77%. The fund started the year at £8.177m and therefore increased in total value to £14.198m by the end of the year.
- 8.6 An average of £8.0m was managed by Lothbury Property Investment Management Limited. During the year the value of the fund started at £7.682m and increased by £0.488m due to the increase in the unit value. There was also an income distribution relating to the year of £0.257m.
- 8.7 The Lothbury fund earned £0.745m during the year from a combination of the increase in the value of the units and the income distribution, giving a combined return of 9.31%. The fund started the year at £7.682m and therefore increased in total value to £8.427m by the end of the year.

## **9 Short Dated Bond Funds**

- 9.1 Throughout the year medium term funds were invested in two short dated bond funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.
- 9.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one to five year range. An income distribution will be generated from the coupon on the bond and income distributions will be reinvested back into the fund. The price of units can rise and fall, depending on the price of bonds in the fund so these funds are invested over the medium term with the aim of realising higher yields than short term investments.
- 9.3 The Council's interest equalisation reserve will be used to capture some of the income in the years when the corporate bond values are rising, and will then be available to offset any losses should bond values fall. Members should be aware that this means that the investment returns in some quarters will look

very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.

- 9.4 An average of £7.6m was managed by AXA Investment Managers UK Limited. During the year the value of the fund started at £7.537m and increased by £0.026m due to an increase in the unit value, giving a return of 0.34%. The fund started the year at £7.537m and increased in value with the fund at the end of the period at £7.563m.
- 9.5 An average of £7.6m was managed by Royal London Asset Management. During the year the value of the fund started at £7.588m, decreased by £0.099m due to an decrease in the unit value and increased due to income distributions of £0.141m.
- 9.6 The Royal London fund earned £0.042m during the year from a combination of the decrease in the value of the units and the income distribution, giving a combined return of 0.55%. The fund started the year at £7.588m and increased in value with the fund at the end of the period at £7.630m.

## **10. Corporate Implications**

### **10.1 Contribution to Council's Vision & Critical Priorities**

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council's Vision and Critical Priorities.

### **10.2 Financial Implications**

The financial implications of Treasury Management are dealt with throughout this report.

### **10.3 Legal Implications**

Compliance with the CIPFA Prudential Code is a statutory requirement.

### **10.4 People Implications**

None.

### **10.5 Property Implications**

None.

### **10.6 Consultation**

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

## 10.7 Equalities Impact Assessment

None.

## 10.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

## 10.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

## 10.10 Community Safety Implications

None.

## 10.11 Environmental Impact

None.

## 11. Background Papers

None.

## 12. Appendices

Appendix A - Prudential Indicators 2017/18

## Prudential Indicators 2017/18

|   | Figures are for the financial year unless otherwise titled in italics           | 2017/18 Revised Indicator | 2017/18 Actual |
|---|---|---------------------------|----------------|
| 1 | Capital Expenditure   | £64.324m                  | £60.996m       |
| 2 | Capital Financing Requirement (CFR)   | £327.537m                 | £343.187m      |
| 3 | Treasury Position at 31 March   |                           |                |
|   | Borrowing   | £256.857m                 | £249.994m      |
|   | Investments   | £85.995m                  | £69.427m       |
|   | Net Borrowing   | £170.862m                 | £180.567m      |
| 4 | Authorised Limit ( <i>against maximum position</i> )                            | £295.000m                 | £295.000m      |
| 5 | Operational Boundary  | £285.000m                 | £285.000m      |
| 6 | Ratio of financing costs to net revenue stream                                  | 5.81%                     | 5.42%          |
| 7 | Incremental impact of capital investment decisions on the Band D council tax    | +£3.27                    | +£2.15         |
| 8 | Maturity structure of fixed rate borrowing: ( <i>against maximum position</i> ) |                           |                |
|   | Under 12 months   | 20%                       | 0%             |
|   | 12 months to 2 years  | 30%                       | 3%             |
|   | 2 years to 5 years  | 40%                       | 1%             |
|   | 5 years to 10 years   | 60%                       | 17%            |
|   | 10 years to 20 years  | 100%                      | 52%            |
|   | 20 years to 30 years  | 100%                      | 13%            |
|   | 30 years and above  | 80%                       | 14%            |
|   | Total   | N/A                       | 100%           |

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive  
to

**Cabinet**

on  
**19 June 2018**

Report prepared by: Joe Chesterton  
Director of Finance and Resources

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**Provisional Capital Outturn 2017/18**  
**Policy and Resources Scrutiny Committee**  
**Cabinet Member: Councillor John Lamb**  
***A Part 1 Public Agenda Item***

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**1. Purpose of Report**

- 1.1 To inform members of the capital programme outturn for 2017/18 and to seek approval for the relevant budget carry forwards and accelerated delivery requests.
- 1.2 To also seek approval for in year amendments for the current approved programme.

**2. Recommendations**

**That Cabinet:**

- 2.1 **Note that the expenditure on the capital programme for 2017/18 totalled £60.996m against a budget of £64.324m, a delivery of 94.8% (sections 3.4 and 3.5).**
- 2.2 **Approve the relevant budget carry forwards and accelerated delivery requests totalling a net £4.206m moving into 2018/19, as set out in Appendices 1 and 2.**
- 2.3 **Note the virements, reprofiles and amendments and new external funding for schemes, as detailed in Appendices 3, 4 and 5.**
- 2.4 **Approve the relevant changes to the budget identified since the approved capital programme was set at Council on 22 February 2018, as detailed in Appendix 6.**
- 2.5 **Note that the above changes will result in an amended Capital Programme of £214.971m for the period 2018/19 to 2021/22, as detailed in Appendix 7.**

- 2.6 Note the content of the Community Infrastructure Levy (CIL) Annual Financial Report 2017/18 (included in Appendix 8), and agree to carry forward CIL Main Fund receipts from 2017/18 and previous financial years until spending plans are reviewed early 2019/20.
- 2.7 Delegate authority to the Deputy Chief Executive (Place) (in consultation with Ward Members and the Executive Councillor for Growth) to agree how the Ward Neighbourhood Allocations received up until 31<sup>st</sup> March 2018 (excluding allocation to Leigh Town Council) are to be spent.

### 3 Background

- 3.1. Throughout the 2017/18 financial year the capital programme has been subjected to robust monitoring to ensure delivery and alignment with corporate priorities. As a result of this monitoring, revisions were made during the year to the capital programme budgets with the agreement of Cabinet. The last revision was made in February 2018 and approved by Council on 22 February 2018.
- 3.2. In addition to the approved capital programme for 2017/18, there were carry forwards from the previous year's programme for schemes nearing completion but not yet finished. As a result of these changes and other amendments agreed during the year by Cabinet the revised Capital Programme differs from the one originally agreed in February 2017 as part of the 2017/18 budget process.
- 3.3. The changes are summarised in the table below.

|  | <b>£'000</b>  |
|--|---------------|
| <b>Original Budget February 2017 Council</b>   | <b>76,732</b> |
| June Cabinet adjustment of carry forwards from 2016/17                               | 7,040         |
| Accelerated Delivery of 2017/18 schemes  | (856)         |
| Re-profiles, New External funding and other adjustments agreed at 20 June Cabinet    | 12,655        |
| Re-profiles, New External funding and other adjustments agreed at 7 November Cabinet | (28,998)      |
| Re-profiles, New External funding and amendments agreed at 13 February Cabinet       | (2,249)       |
| <b>Revised Capital Programme – 22 February 2018 Council</b>                          | <b>64,324</b> |

Brackets indicate a reduction in budget

- 3.4. Best practice and normal accounting convention requires that the approved Capital Programme includes budgets for all potential capital expenditure. Therefore the Capital Programme contains budgets for schemes such as Section 106 funding where expenditure is contingent on a condition being met, grants that are paid to the Council in full are drawn down over a period of time and schemes managed in partnership or by other bodies, e.g. schools. The summary on the next page shows the actual spend against budget for the different types of schemes along with the outcomes delivered from the capital investment.

| <b>Scheme areas</b>                | <b>Revised Budget £000</b> | <b>Actual £000</b> | <b>Variance £000</b> | <b>% Spent</b> | <b>Outcomes</b>   |
|------------------------------------|----------------------------|--------------------|----------------------|----------------|---|
| Adult Social Care                  | 697                        | 515                | (182)                | 73.9           | Consultancy and planning to enable a new care home and day centre, programmes to increase community capacity  |
| General Fund Housing               | 1,510                      | 1,129              | (381)                | 74.8           | Adaptations and installation of equipment in homes of disabled adults and children to better enable them to live at home  |
| Schools Capital Schemes            | 5,502                      | 6,633              | 1,131                | 120.6          | Expansion schemes at 7 secondary schools to provide more places and improve educational outcomes  |
| Culture                            | 1,872                      | 1,692              | (180)                | 90.4           | Property refurbishment programme to prevent deterioration and improve the customer experience, technical design for new museum to progress the gateway review   |
| Highways and Transport             | 12,921                     | 12,331             | (590)                | 95.4           | Upgrade of street lighting to LEDs to save energy and to support community safety, improvements to the highway network and the Kent Elms junction to improve traffic flow and ease congestion and air pollution |
| Enterprise, Tourism & Regeneration | 6,291                      | 4,184              | (2,107)              | 66.5           | Infrastructure works to enable the Airport Business Park, consultation, planning and design to progress Better Queensway, works to the pier to prevent deterioration and improve the customer experience        |
| Energy Saving Projects             | 385                        | 307                | (78)                 | 79.7           | Combined heating and power system at Beecroft Gallery to improve energy efficiency and the customer experience  |
| Section 106 / Section 38 / CIL     | 525                        | 176                | (349)                | 33.5           | Agreed outcomes of planning and highways agreements   |
| Works to Property                  | 1,429                      | 1,228              | (201)                | 85.9           | Upgrades to the website to enable customers to 'self-serve', Pergola Walk Memorial at cemetery and 8 new beach huts built to generate income  |
| South Essex College                | 3,500                      | 3,500              | 0                    | 100.0          | Loan to enable them to purchase property to enhance their training offering to adults   |
| Property Investment                | 20,000                     | 20,005             | 5                    | 100.0          | Acquisitions to achieve future income stream and future development opportunities.  |
| ICT Schemes                        | 3,137                      | 3,079              | (58)                 | 98.2           | Development of case management system for childrens and adults, enhancements to further enable mobile working and increase security   |
| HRA Capital Schemes                | 6,555                      | 6,217              | (338)                | 94.8           | Refurbishment of Council Dwellings to maintain Decent Homes standards, purchase of properties to support housing strategy   |
| <b>Total</b>                       | <b>64,324</b>              | <b>60,996</b>      | <b>(3,328)</b>       | <b>94.8</b>    |   |

Brackets indicate an underspend against budget

- 3.5. The outturn for 2017/18 shows a final spend position of £60.996m against a revised budget of £64.324m, which is an 94.8% outturn position.
- 3.6. The key variances in the table in paragraph 3.4 are as follows:
- General Fund Housing – £379k has been put forward as a carry forward request as part of this report as these are multi-year schemes.
- Schools Capital Schemes – these are set out below in paragraphs 3.18 to 3.22.
- Highways and Transport – a number of projects funded by the Local Transport Plan and the Local Growth Fund span financial years and there have been delays to some projects whilst others have delivered ahead of schedule. The timing of completion of these projects is heavily dependent on the weather conditions, the result of survey works and the timing of works to minimise disruption. Net budget carry forward, accelerated delivery requests and other budget adjustment for highways and transport of £591k have been put forward as part of this report;
- Enterprise, Tourism and Regeneration – a number of pier projects span financial years and there have been delays in some projects due to weather conditions and procurement issues whilst others have delivered ahead of schedule. Procurement processes have also delayed the Airport Business Park scheme. Net budget carry forward, accelerated delivery requests and other budget adjustment for highways and transport of £2,099k have been put forward as part of this report;
- HRA schemes – the Decent Homes programme is a multi-year scheme and net budget carry forward, accelerated delivery requests and other budget adjustments of £336k have been put forward as part of this report.
- 3.7. A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.
- 3.8. In total there are a number of schemes with unspent budgets in 2017/18 where the budget is needed in 2018/19 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31st March 2018. These budget commitments total £6.923m and are summarised in Appendix 1.
- 3.9. In addition, some schemes have exceeded their 2017/18 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi year schemes being delivered earlier or preliminary works starting on 2018/19 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £2.717m and is analysed in Appendix 2.

- 3.10. Schemes that have exceeded their 2017/18 budget allocation will be financed by compensatory under spending on other schemes. The net overspend for the whole programme for 2017/18 after carry forward, accelerated delivery requests and budget adjustments have been taken into account is £0.259m.
- 3.11. In summary these adjustments are set out in the following table:

|  | <b>General Fund<br/>£000</b> | <b>Housing Revenue<br/>Account<br/>£000</b> | <b>Total<br/>£000</b> |
|--|------------------------------|---|-----------------------|
| Net variance   | (2,990)                      | (338)                                       | (3,328)               |
| Net position of carry forward and accelerated delivery requests (Appendices 1 and 2) | 3,243                        | 963   | 4,206                 |
| Variance after carry forwards and accelerated delivery requests                      | 253                          | 625   | 878                   |
| Additional budget adjustments (Appendix 6)   | (8)                          | 627   | 619                   |
| Adjusted net variance  | 261                          | (2)   | 259                   |

Brackets indicate an underspend against budget and additional income

- 3.12. An amended Capital Programme reflecting all the changes above is attached at Appendix 7.

### **Major schemes in 2017/18 continuing into 2018/19 and future years**

- 3.13 Within the Department of the Chief Executive the major schemes are the reconstruction and enhancement of the Library Car Park and Commercial Property investment for income generation.
- 3.14 Within the Department for People the major schemes are the schools capital schemes which are set out below in paragraphs 3.18 to 3.22, the Delaware and Priory scheme to enable a new care home and day centre and the Disabled Facilities Grants scheme which relates to adaptations and installation of equipment in the homes of disabled people.
- 3.15 Within the Department for Place the Airport Business Park is a major scheme to transform an area of land into a new business park, bringing in private sector investment and generating new jobs. The infrastructure works are underway and will continue into 2018/19.
- 3.16 Other major schemes within the Department for Place relate to highways and transport for the A127 Growth Corridor, Local Transport Plan schemes and the Southend Central Area Action Plan (SCAAP).
- 3.17 Additionally, there is the Better Queensway regeneration scheme for which the procurement process is currently underway with competitive dialogue taking

place over the summer, the Gateway Review for the new museum and the Forum II scheme match funding Local Growth Fund monies.

### **Schools Capital Schemes**

- 3.18 Expenditure on the education capital programme for 2017/18 was £6.63million. Of this, £5.8million was spent on improvements to the provision of new secondary school places and improvements to special education accommodation. £9.3k was to complete projects to provide new primary pupil places and Sacred Heart and St Helens.
- 3.19 A set up and expansion of two year old childcare facilities is still on and is for private providers to bid for it if they are able to upgrade their facilities to take two year old nursery pupils who qualify for a free place. An additional Early Year grant of £536k has been awarded to upgrade accommodation of one private nursery and the nursery provision at Edwards Hall Primary School. The grant also covered a replacement building for the private nursery at the Renown in Shoeburyness as their current building is due for demolition.
- 3.20 The programme to expand secondary schools is now underway. It is a multi-year programme which started in 2016/17 with spend of £5.78m in 2017/18.
- 3.21 £0.462million was spend purely on condition works that included projects at 11 schools including Bournes Green Junior, Chalkwell Hall Infants, Earls Hall Primary, Leigh North Street Primary, Richmond Primary and St Nicholas Special School. In addition £172k was devolved as formula capital to the maintained schools to manage their own smaller capital works.
- 3.22 Much of the schools capital programme scheme involves multi-year projects. Net budget carry forward, accelerated delivery requests and other budget adjustments of £1.143m have been put forward as part of this report.

### **Capital Financing of the Programme**

- 3.23 The capital programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

3.24 The capital expenditure in 2017/18 is financed as follows;

|                                       | <b>2017/18<br/>Actual<br/>(£m)</b> |
|---------------------------------------|------------------------------------|
| <b>Total Capital Expenditure</b>      | <b>60.996</b>                      |
| <b>Financed by:</b>                   |                                    |
| <b>Borrowing – internal</b>           | <b>20.332</b>                      |
| <b>Invest to Save Financing</b>       | <b>15.471</b>                      |
| <b>Capital Receipts</b>               | <b>736</b>                         |
| <b>Capital Grants Utilised</b>        | <b>12.541</b>                      |
| <b>Major Repairs Reserve</b>          | <b>4.540</b>                       |
| <b>Other Revenue/ Capital Reserve</b> | <b>5.254</b>                       |
| <b>Contributions</b>                  |                                    |
| <b>Other Contributions</b>            | <b>2.122</b>                       |
| <b>Total Financing</b>                | <b>60.996</b>                      |

#### **Other changes to the budget for 2018/19 onwards**

3.25 Since the approved capital programme was set at Council on 22 February 2018, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes, and are therefore detailed in Appendix 6. These changes are reflected in the amended Capital Programme attached at Appendix 7.

3.26 Removal of budgets no longer required is requested for schemes such as the unallocated Priority Works budget, some schools budgets where the works have been completed under budget and HRA Environmental Health and Safety works where it has been identified that the budget is not required.

#### **Community Infrastructure Levy (CIL) annual report 2017/18**

3.27 Attached as Appendix 8 is the CIL Annual Financial Report for 2017/18 (including Leigh Town Council's Report for 2016/17). CIL receipts for 2017/18 included:

- £240,312.69 in the CIL Main Fund;
- £15,019.54 (5% of total receipts) towards administrative expenses associated with CIL;
- £45,058.63 (15% of total receipts) as total Neighbourhood Allocations.

£19,591.90 of the Neighbourhood Allocation is to be transferred to Leigh Town Council as their Neighbourhood Allocation (15% of total receipts within their

boundary) and 15% of the CIL receipts within each ward will remain with the Council to be spent by Ward Members in accordance with the CIL Governance Framework (total for 2017/18 is £25,466.73).

- 3.28 The Council commenced CIL charging in July 2015 and as at 31st March 2018 there was £430,881.46 in the CIL Main Fund. These funds, which are to be spent on strategic infrastructure to support growth, have been carried forward to date. Although significantly greater CIL income has been received in 2017/18 in comparison to previous financial years (a continuing trend), the amount currently in the CIL Main Fund is relatively small in the context of the funding likely to be required for strategic infrastructure projects that support new development within the Borough, particularly housing. Therefore, it is considered appropriate to continue to carry forward the CIL Main Fund at this time with spending plans to be reviewed early 2019/20 taking into account receipts from the current financial year.

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

- 4.1 None, as this report provides information about activity in 2017/18.

#### **5. Reasons for Recommendations**

- 5.1 This report provides information about activity in 2017/18.

#### **6. Corporate Implications**

- 6.1 Contribution to Council's Vision & Corporate Priorities

When the Capital Programme is determined consideration is given to the alignment of the scheme objectives to the Council's priorities.

- 6.2 Financial Implications

These are dealt with throughout this report.

- 6.3 Legal Implications

None, as this report provides information about activity in 2017/18.

- 6.4 People Implications

None, as this report provides information about activity in 2017/18.

- 6.5 Property Implications

When the Capital Programme is determined consideration is given to the property implications.



## 6.6 Consultation

When the Capital Programme is determined consideration is given to consultation.

## 6.7 Equalities and Diversity Implications

When the Capital Programme is determined consideration is given to Equalities and Diversity Implications.

## 6.8 Risk Assessment

When the Capital Programme is determined consideration is given to the risk assessment.

## 6.9 Value for Money

When the Capital Programme is determined consideration is given to the value for money.

## 6.10 Community Safety Implications

When the Capital Programme is determined consideration is given to community safety implications.

## 6.11 Environmental Impact

When the Capital Programme is determined consideration is given to the environmental impact.

## 7. **Background Papers**

None.

## 8. **Appendices**

Appendix 1 – Proposed Carry Forwards

Appendix 2 – Proposed Accelerated Delivery Requests

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Reprofiles

Appendix 5 – New External Funding

Appendix 6 – Summary of Changes to the Capital Programme

Appendix 7 – Amended Capital Programme

Appendix 8 – Community Infrastructure Levy (CIL) Annual Financial Report  
2017/18

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**2017/18 CARRY FORWARD REQUESTS  
SUMMARY - ALL DEPARTMENTS**

**Appendix 1**

| <b>Department</b>       | <b>Total 2017/18<br/>Carry forward to<br/>future years<br/>£000</b> |
|-------------------------|---|
| Chief Executive         | 406   |
| People                  | 794   |
| Place                   | 4,660   |
| Housing Revenue Account | 1,063   |
|                         | <b><u>6,923</u></b>   |

**2017/18 CARRY FORWARD REQUESTS**  
**DEPARTMENT:**

**Chief Executive**

**Appendix 1**

| Scheme  | Project code | 2017/18 Carry forward to future years £000 | Explanation for carry forward request                                       |
|---|--------------|--|---|
| 62 Avenue Road - demolition                     | C10922       | 49   | Heritage reasons have taken this scheme back to the options appraisal stage |
| Commercial Property Investment                  | C10749       | 128  | Funding to purchase further commercial properties                           |
| Delaware House Plumbing works                   | C10920       | 12   | Works overlapped financial years  |
| East Beach Café Project                         | C10644       | 32   | Works to continue in 2018/19  |
| Herbert Grove Security                          | C10854       | 59   | Works to continue in 2018/19  |
| Library Car Park Reconstruction and Enhancement | C10750       | 8  | Scheme currently being reviewed alongside other car parking schemes         |
| New Beach Huts Phase 2                          | C10631       | 6  | Works to continue in 2018/19  |
| Porters Civic House and Cottage                 | C10571       | 5  | Works to continue in 2018/19  |
| Priory House EPH Fire Alarm                     | C10977       | 32   | Works to continue in 2018/19  |
| Ropers Farm Cottages - water supply             | C10840       | 31   | Works to continue in 2018/19  |
| Seaways Development Enabling Works              | C10643       | 4  | Works to continue in 2018/19  |
| Urgent Works To Property                        | C10181       | 13   | Various small schemes to continue in 2018/19                                |
| Essential Crematorium/Cemetery Equipment        | C10572       | 17   | Continuation of equipment purchases in 2018/19                              |

**2017/18 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Chief Executive**

| Scheme                       | Project code | 2017/18 Carry forward to future years £000 | Explanation for carry forward request                      |
|------------------------------|--------------|--|--|
| New Burial Ground            | C10054       | 3  | Budget required to complete landscaping and infrastructure |
| Pergola Walk Memorial Scheme | C10755       | 7  | Final part of the scheme to continue in 2018/19            |

**406**

2017/18 CARRY FORWARD REQUESTS

DEPARTMENT:

People

| Scheme   | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request                    |
|--|--------------|---|--|
| Community Capacity                             | C10526       | 177   | Continuation of transformation care programme in 2018/19 |
| Dementia Friendly Environments                 | C10598       | 17  | Continuation of dementia care works                      |
| Learning Management System                     | C10929       | 70  | Scheme now due to commence in 2018/19                    |
| Disabled Facilities Grant                      | C10145       | 369   | Continuation of adaptations work on-going                |
| Private Sector Renewal                         | C10146       | 10  | On-going scheme for home improvements in the community   |
| Future condition projects                      | C10024       | 12  | Schools scheme to span several financial years           |
| Expansion of 2 yr old Childcare Places         | C10558       | 65  | Schools scheme to span several financial years           |
| SEN Improvement and Provision of School Places | C10910       | 74  | Schools scheme to span several financial years           |

**794**

**2017/18 CARRY FORWARD REQUESTS**  
**DEPARTMENT:**

**Appendix 1**

**Place**

| Scheme   | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request   |
|--|--------------|---|---|
| Chase Sports and Fitness Centre - Lighting Fitting Replacement | C10875       | 54  | Works delayed until April 2018 due to issues with lighting supplier           |
| Southend Cliffs - Replacement of Handrails                     | C10881       | 1   | Final part of the scheme to continue in 2018/19                               |
| Chalkwell Park and Priory Park Tennis Courts                   | C10682       | 17  | Local Tennis Association funding for on-going scheme                          |
| Sidmouth Park - Replacement of Play Equipment                  | C10880       | 9   | Badgers currently causing delays on this scheme                               |
| Library Review   | C10624       | 10  | The refurbishment is scheduled to continue in autumn 2018                     |
| Cliffs Pavilion - External Refurbishment works                 | C10876       | 56  | The tender process is continuing into 2018/19                                 |
| Palace Theatre - Air Handling Units                            | C10782       | 10  | Listed building consent has taken longer than originally anticipated          |
| Palace Theatre Boilers Replacement                             | C10877       | 13  | Final part of the scheme to continue in 2018/19                               |
| Palace Theatre - Replacement of Asbestos Stage Safety Curtain  | C10878       | 8   | Conservation requirements in place have delayed these works until 2018/19     |
| New Museum - Gateway Review                                    | C10776       | 431   | On-going scheme over multiple years   |
| Belton Hills Steps   | C10777       | 3   | Adverse weather conditions have caused delays                                 |
| Civic Centre Boilers   | C10980       | 111   | Works did not commence until the end of March 2018                            |
| Energy Improvements in Culture Property Assets                 | C10565       | 55  | Specification in the process of being finalised to commence scheme in 2018/19 |
| "Make Southend Sparkle" Initiative                             | C10778       | 6   | Adverse weather conditions have caused delays                                 |
| S106 23/04/2015 Hinguar and Saxon - public art contribution    | C10845       | 18  | S106 funding to span several financial years                                  |
| S106 Ajax Works 0300130ful - landscaping maintenance           | C10199       | 3   | S106 funding to span several financial years                                  |

**2017/18 CARRY FORWARD REQUESTS**  
**DEPARTMENT:**

**Appendix 1**

**Place**

| Scheme  | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request                        |
|---|--------------|---|--|
| S106 Albany Court 1500369AMDT - public art contribution       | C10846       | 2   | S106 funding to span several financial years                 |
| S106 Former College 1000225FUL - Tree Replacement             | C10207       | 11  | S106 funding to span several financial years                 |
| S106 Garrison 0000777 Deposit - Junior Play Area maintenance  | C10812       | 10  | S106 funding to span several financial years                 |
| S106 Garrison 0000777 Deposit - Toddler Play Area maintenance | C10815       | 6   | S106 funding to span several financial years                 |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance         | C10269       | 9   | S106 funding to span several financial years                 |
| S106 North Shoebury Road 0301504out - Public Art              | C10819       | 62  | S106 funding to span several financial years                 |
| DEFRA Inspire III   | C10640       | 4   | Order has been placed and will be completed in early 2018/19 |
| Digitisation of Paper Records                                 | C10896       | 1   | ICT scheme on-going in 2018/19                               |
| ICT - Central Government IT Security Compliance               | C10898       | 24  | ICT scheme on-going in 2018/19                               |
| ICT - Intelligence Hub  | C10904       | 28  | ICT scheme on-going in 2018/19                               |
| ICT - Mobile Working and Enterprise Mobility                  | C10899       | 40  | ICT scheme on-going in 2018/19                               |
| ICT - Phones Migration and Re-Tender                          | C10900       | 2   | ICT scheme on-going in 2018/19                               |
| ICT Rolling Replacement Programme                             | C10576       | 9   | ICT scheme on-going in 2018/19                               |
| Place - Culture and Enterprise and Tourism - EPOS System      | C10758       | 26  | ICT scheme on-going in 2018/19                               |
| Airport Business Park (including Local Growth Fund)           | C10261       | 937   | Large scheme to span several financial years                 |
| City Deal - Incubation Centre                                 | C10668       | 5   | Final works on incubation centre to complete in 2018/19      |



**2017/18 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

| Scheme  | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request  |
|---|--------------|---|--|
| Better Queensway - Regeneration   | C10747       | 26  | Large scheme to span several financial years   |
| Queensway - Ground Penetrating Radar  | C10745       | 9   | Large scheme to span several financial years   |
| Resorts Assets  | C10883       | 31  | Further assets to be purchased in 2018/19  |
| Southend Pier - Bearing Refurbishment (Phase One)                           | C10885       | 419   | Design issues and procurement has delayed this scheme until 2018/19                        |
| Southend Pier - Condition Works Engineers                                   | C10697       | 606   | Bearing refurbishment delays have impacted the start of the condition works                |
| Southend Pier - Condition Works Surveyors                                   | C10918       | 11  | Bearing refurbishment delays have impacted the start of the condition works                |
| Southend Pier - Pier Entrance Enhancement                                   | C10887       | 36  | Survey results have delayed this scheme which is now scheduled to commence in October 2018 |
| Southend Pier - Timber Outer Pier Head                                      | C10886       | 242   | Works to continue in 2018/19   |
| Cliff Slip Investigation Works  | C10784       | 7   | Works to continue in 2018/19   |
| Improving Resilience of the Borough to Flooding from Extreme Weather Events | C10888       | 96  | Works to continue in 2018/19   |
| S106 22-23 The Leas 0700820FULM - bus service contribution                  | C10832       | 43  | S106 funding to span several financial years   |
| S106 Former Coll 0801062FULM - Transport Contribution                       | C10203       | 8   | S106 funding to span several financial years   |
| S106 Essex House 1500521FULM - bus stop improvement                         | C10793       | 3   | S106 funding to span several financial years   |
| S106 Former College 1500803BC4M - parking survey contribution               | C10893       | 10  | S106 funding to span several financial years   |
| S106 Avenue Works 1401968AMDT - cycleway improvement                        | C10727       | 1   | S106 funding to span several financial years   |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution                    | C10808       | 4   | S106 funding to span several financial years   |

**2017/18 CARRY FORWARD REQUESTS**  
**DEPARTMENT:**

**Appendix 1**

**Place**

| Scheme   | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request        |
|--|--------------|---|--|
| S106 High Works Shoe Garrison  | C10213       | 2   | S106 funding to span several financial years |
| S106 Albany Court 1500369AMDT - signage contribution                   | C10842       | 10  | S106 funding to span several financial years |
| S106 Hinguar 1401672BC4M - highway contribution                        | C10851       | 5   | S106 funding to span several financial years |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution | C10816       | 2   | S106 funding to span several financial years |
| S106 Sunlight Ldry 1400411FULM - Highway Works                         | C10686       | 2   | S106 funding to span several financial years |
| S106 Texsol Kenway 1500468FULM - highway                               | C10849       | 2   | S106 funding to span several financial years |
| S106 Texsol Kenway 1500468FULM – public realm contribution             | C10858       | 14  | S106 funding to span several financial years |
| S106 Seec 0200500ful - Highway Works                                   | C10073       | 104   | S106 funding to span several financial years |
| Improved Car Park Signage and Guidance Systems                         | C10890       | 24  | Works to continue in 2018/19                 |
| S38 Old Hinguar School   | C10859       | 4   | S38 funding to span several financial years  |
| S78 Bellway Homes 14/00943/fulm  | C10730       | 7   | S78 funding to span several financial years  |
| S38 Fossetts Farm Bridleway  | C10193       | 4   | S38 funding to span several financial years  |
| S38 Garrison NBP Road Supp Fee   | C10267       | 8   | S38 funding to span several financial years  |
| S38 Inspection Magazine Rd   | C10190       | 5   | S38 funding to span several financial years  |
| CIL Ward NA – Chalkwell – Landscaping on Chalkwell                     | C10936       | 2   | CIL funding to span several financial years  |
| CIL Ward NA – Kursaal – Annual community event at Southchurch Hall     | C10937       | 1   | CIL funding to span several financial years  |

**2017/18 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

| Scheme   | Project code | 2017/18 Carry forward to future years<br>£000 | Explanation for carry forward request                         |
|--|--------------|---|---|
| CIL Ward NA – Milton – Street signs  | C10939       | 2   | CIL funding to span several financial years                   |
| CIL Ward NA – Milton – Park Street replacement bollards                                | C10940       | 3   | CIL funding to span several financial years                   |
| LTP (Integrated Transport block) - Better Sustainable Transport                        | C10384       | 33  | Continuation of works for LTP implementation plan             |
| Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport) | C10702       | 701   | Multi year scheme   |
| A127 Junction Improvements   | C10553       | 33  | Final works to be completed in 2018/19                        |
| Travel Centre - Bus Service Provision in the Town Centre                               | C10892       | 46  | Refurbishment of travel centre toilets to complete in 2018/19 |
| Civic Centre CHP/Lifts Feasibility   | C10930       | 5   | Energy scheme on-going in 2018/19                             |
| Civic Centre Lifts Regeneration  | C10931       | 33  | Energy scheme on-going in 2018/19                             |
| Energy Efficiency Projects   | C10788       | 2   | Energy scheme on-going in 2018/19                             |
| Old Beecroft Ground Source Heat Pump Feasibility                                       | C10932       | 15  | Energy scheme on-going in 2018/19                             |
| Pier Energy Efficiency Scheme  | C10933       | 58  | Energy scheme on-going in 2018/19                             |

**4,660**

**2017/18 CARRY FORWARD REQUESTS  
DEPARTMENT:**

**Housing Revenue Account**

**Appendix 1**

| Scheme                                       | Project code | 2017/18 Carry forward to 2017/18 £000 | Explanation for carry forward request                          |
|--|--------------|---------------------------------------|--|
| Bathroom Refurbishment                       | C10161       | 27                                    | 12 bathrooms not completed from the 2017/18 programme          |
| Common Areas Improvement                     | C10168       | 499                                   | Sprinkler system installation works to be completed in 2018/19 |
| Kitchen Refurbishments                       | C10164       | 32                                    | 7 kitchens not completed from the 2017/18 programme            |
| Rewiring                                     | C10165       | 134                                   | 62 rewires not completed from the 2017/18 programme            |
| Roofs  | C10166       | 27                                    | Roofing programme to be completed in 2018/19                   |
| HRA Disabled Adaptations - Major Adaptations | C10015       | 134                                   | Continuation of disabled adaptations works in 2018/19          |
| HRA Disabled Adaptations - Minor Adaptations | C10257       | 50                                    | Continuation of disabled adaptations works in 2018/19          |
| Construction of New Housing on HRA Land      | C10684       | 45                                    | Construction scheduled to commence in May 2018                 |
| Acquisition of leasehold property            | C10909       | 115                                   | To be used to purchase further properties                      |

**1,063**

**2017/18 ACCELERATED DELIVERY REQUESTS  
SUMMARY - ALL DEPARTMENTS**

**Appendix 2**

| <b>Department</b>       | <b>Total 2017/18<br/>accelerated<br/>delivery from<br/>future years<br/>£000</b> |
|-------------------------|--|
| Chief Executive         | 255  |
| People                  | 1,435  |
| Place                   | 927  |
| Housing Revenue Account | 100  |
|                         | <b><u>2,717</u></b>  |

**2017/18 ACCELERATED DELIVERY REQUESTS**  
**DEPARTMENT:**

**Chief Executive**

| Scheme           | Project code | 2017/18<br>accelerated<br>delivery<br>from future<br>years<br>£000 | Explanation for accelerated delivery request                    |
|------------------|--------------|--|---|
| Land Acquisition | C10913       | 133  | Cost of acquisition slightly more than originally anticipated   |
| Channel Shift    | C10757       | 122  | Expansion of scheme has brought forward more works into 2017/18 |
|                  |              |  |   |

**2017/18 ACCELERATED DELIVERY REQUESTS**

**DEPARTMENT:**

**People**

| Scheme  | Project code | 2017/18 accelerated delivery from future years £000 | Explanation for accelerated delivery request         |
|---|--------------|---|--|
| LATC - Delaware and Priory                        | C10621       | 81  | Consultancy costs ahead of main scheme works         |
| School Improvement and Provision of School Places | C10475       | 1,354   | Acceleration of Secondary School expansion programme |

**1,435**

2017/18 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Place

| Scheme  | Project code | 2017/18 accelerated delivery from future years £000 | Explanation for accelerated delivery request                            |
|---|--------------|---|---|
| Southend Leisure and Tennis Centre - Building Management System (BMS) Control                   | C10882       | 3   | Scheme slightly accelerated ahead of schedule                           |
| Replacement and Upgrade of Parks Furniture  | C10879       | 25  | Installation of equipment accelerated                                   |
| Replacement of Play Equipment   | C10780       | 3   | Installation of equipment accelerated                                   |
| Southchurch Park Tow Path   | C10781       | 38  | Works completed ahead of schedule                                       |
| Property Refurbishment Programme  | C10626       | 263   | More work than anticipated was carried out to properties in 2017/18     |
| S106 North Shoebury Road 0301504out - Shoebury Park Enhancement                                 | C10205       | 14  | Accelerated delivery of S106 works                                      |
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | C10637       | 32  | Progress on the scheme ahead of anticipated schedule                    |
| ICT - Core Application and Database Migration   | C10895       | 4   | ICT scheme accelerated works  |
| ICT - Digitally Enable the Council Offices  | C10897       | 21  | ICT scheme accelerated works  |
| ICT Enterprise Agreement  | C10636       | 16  | ICT scheme accelerated works  |
| ICT - Southend Network Monitoring Equipment   | C10901       | 1   | ICT scheme accelerated works  |
| Wireless Borough/City Deal  | C10580       | 1   | ICT scheme accelerated works  |
| Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)                     | C10884       | 76  | The design works are being completed faster than originally anticipated |
| Southend Pier - Prince George Extension (Phase Two)   | C10905       | 131   | Works completed ahead of schedule                                       |
| Coastal Defence (Shoebury Common Sea Defence Scheme)  | C10011       | 14  | Consultation works completed ahead of main works                        |
| Cinder Path   | C10115       | 38  | A small amount of consultation works completed in 2017/18               |
| S106 Sunlight Ldry 1400411FULM - Public Art   | C10821       | 1   | Accelerated delivery of S106 works                                      |



DEPARTMENT:

Place

| Scheme   | Project code | 2017/18<br>accelerated<br>delivery<br>from future<br>years<br>£000 | Explanation for accelerated delivery request       |
|--|--------------|--|--|
| S38/S278 Airport 0901960 Fulm                              | C10275       | 1  | Accelerated delivery of S38 works                  |
| LTP (Integrated Transport block) - Bridge Strengthening    | C10512       | 65   | Accelerated delivery of bridge strengthening works |
| LTP (Integrated Transport block) - Better Networks         | C10671       | 125  | Accelerated delivery of LTP schemes                |
| LTP (Integrated Transport block) - Traffic Control Systems | C10470       | 16   | Accelerated delivery of traffic signal updates     |
| Local Growth Fund - A127 Growth Corridor                   | C10699       | 39   | Advanced works on the Kent Elms scheme             |

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**927**

DEPARTMENT:

## Housing Revenue Account

| Scheme  | Project code | 2017/18<br>accelerated<br>delivery<br>from future<br>years<br>£000 | Explanation for accelerated delivery request                  |
|---|--------------|--|---|
| S106 HRA Land Review                              | C10685       | 29   | Accelerated delivery of works on construction scheme          |
| Acquisition of tower block leaseholds - Queensway | C10614       | 71   | Cost of acquisition slightly more than originally anticipated |
|   |              |  |   |

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**VIREMENTS BETWEEN APPROVED SCHEMES**

**Appendix 3**

| Scheme/Event                               | Department      | Project Code                  | Project Description                                   | 2017/18<br>Budget<br>£000 | 2018/19<br>Budget<br>£000 | 2019/20<br>Budget<br>£000 | 2020/21<br>Budget<br>£000 | 2021/22<br>Budget<br>£000 | Total Budget<br>(all years)<br>£000 |
|--|-----------------|-------------------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| <b>Proposed changes</b>                    |                 |                               |   |                           |                           |                           |                           |                           |                                     |
| Schools Capital Programme                  | People          | C10024                        | Future condition projects                             |                           | (642)                     |                           |                           |                           | (642)                               |
|  | People          | C10989                        | Adult Community College rainwater goods               |                           | 67                        |                           |                           |                           | 67                                  |
|  | People          | C10988                        | Chalkwell Hall Infants replace relocatables (SBC 50%) |                           | 65                        |                           |                           |                           | 65                                  |
|  | People          | C10987                        | Chalkwell Hall Juniors roofs                          |                           | 10                        |                           |                           |                           | 10                                  |
|  | People          | C10990                        | Children's Centre - Lanlords Maintenance              |                           | 45                        |                           |                           |                           | 45                                  |
|  | People          | C10986                        | Earls Hall Primary heating                            |                           | 40                        |                           |                           |                           | 40                                  |
|  | People          | C10985                        | Eastwood Primary roof                                 |                           | 100                       |                           |                           |                           | 100                                 |
|  | People          | C10983                        | Fairways Primary roof                                 |                           | 15                        |                           |                           |                           | 15                                  |
|  | People          | C10984                        | Fairways Primary curtain walling                      |                           | 150                       |                           |                           |                           | 150                                 |
|  | People          | C10982                        | Leigh North Street boiler                             |                           | 150                       |                           |                           |                           | 150                                 |
| ICT Capital Programme                      | Place           | New                           | Income Management System                              |                           | (220)                     |                           |                           |                           | (220)                               |
|  | Place           | C10578                        | Replacement and Enhancement to Cash Receipting System |                           | 220                       |                           |                           |                           | 220                                 |
| Southend Pier Capital Programme            | Place           | C10887                        | Southend Pier - Pier Entrance Enhancement             | (114)                     |                           |                           |                           |                           | (114)                               |
|  | Place           | C10855                        | Southend Pier - Pier View Gallery                     | 114                       |                           |                           |                           |                           | 114                                 |
| Better Queensway                           | Place           | C10745                        | Queensway - Ground Penetrating Radar                  |                           | (9)                       |                           |                           |                           | (9)                                 |
|  | Place           | C10747                        | Better Queensway - Regeneration                       |                           | 9                         |                           |                           |                           | 9                                   |
| Highways Capital Programme                 | Place           | C10115                        | Cinder Path   | (16)                      |                           |                           |                           |                           | (16)                                |
|  | Place           | C10658                        | Coastal Communities Fund                              | 16                        |                           |                           |                           |                           | 16                                  |
| Energy Capital Programme                   | Place           | C10788                        | Energy Efficiency Projects                            |                           | (38)                      |                           |                           |                           | (38)                                |
|  | Place           | New                           | Beecroft - Theatre Lighting and Draughtproofing       |                           | 8                         |                           |                           |                           | 8                                   |
|  | Place           | New                           | Two Tree Island Contamination Study                   |                           | 30                        |                           |                           |                           | 30                                  |
| Housing Revenue Account                    | HRA             | C10164                        | Kitchen Refurbishments                                | 23                        |                           |                           |                           |                           | 23                                  |
|  | HRA             | C10162                        | Central Heating                                       | 174                       |                           |                           |                           |                           | 174                                 |
|  | HRA             | C10168                        | Common Areas Improvement                              | 1,219                     |                           |                           |                           |                           | 1,219                               |
|  | HRA             | C10161                        | Bathroom Refurbishment                                | (40)                      |                           |                           |                           |                           | (40)                                |
|  | HRA             | C10163                        | Environmental - Health and Safety works               | (292)                     |                           |                           |                           |                           | (292)                               |
|  | HRA             | C10165                        | Rewiring  | (518)                     |                           |                           |                           |                           | (518)                               |
|  | HRA             | C10166                        | Roofs   | (235)                     |                           |                           |                           |                           | (235)                               |
|  | HRA             | C10167                        | Windows and Doors                                     | (331)                     |                           |                           |                           |                           | (331)                               |
|  | HRA             | C10298                        | Future Programme (MRA & Decent Homes)                 |                           | (850)                     |                           |                           |                           | (850)                               |
|  | HRA             | C10162                        | Central Heating                                       |                           | 150                       |                           |                           |                           | 150                                 |
|  | HRA             | C10015                        | HRA Disabled Adaptations - Major Adaptations          |                           | 650                       |                           |                           |                           | 650                                 |
|  | HRA             | C10257                        | HRA Disabled Adaptations - Minor Adaptations          |                           | 50                        |                           |                           |                           | 50                                  |
|  | HRA             | C10298                        | Future Programme (MRA & Decent Homes)                 | (721)                     |                           |                           |                           |                           | (721)                               |
| HRA  | C10981          | Acquisition of St Marys Court | 721   |                           |                           |                           |                           | 721                       |                                     |
| <b>Budget Adjustments already actioned</b> |                 |                               |   |                           |                           |                           |                           |                           |                                     |
| Priority Works                             | Chief Executive | C10121                        | Priority Works  | (146)                     | (159)                     |                           |                           |                           | (305)                               |
|  | Chief Executive | C10977                        | Priority House Fire Alarms                            | 35                        |                           |                           |                           |                           | 35                                  |
|  | Place           | C10980                        | Civic Centre Boilers                                  | 111                       | 89                        |                           |                           |                           | 200                                 |
|  | Place           | C10993                        | Badger Setts in Priory Park and Sidmouth Park         |                           | 70                        |                           |                           |                           | 70                                  |
|  |                 |                               |   | -                         | -                         | -                         | -                         | -                         | -                                   |

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RE-PROFILES AND AMENDMENTS

Appendix 4

| Scheme/Event                        | Department      | Project Code | Code Description                                    | 2017/18<br>Budget<br>£000 | 2018/19<br>Budget<br>£000 | 2019/20<br>Budget<br>£000 | 2020/21<br>Budget<br>£000 | 2021/22<br>Budget<br>£000 | Total Budget (all<br>years)<br>£000 |
|-------------------------------------|-----------------|--------------|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| Asset Management                    | Chief Executive | C10751       | Queensway Commercial Property                       |                           | (200)                     | (100)                     | 300                       |                           | -                                   |
|                                     | Chief Executive | C10748       | Civic East Car Park Redevelopment                   |                           | 50                        |                           | (4,840)                   | 4,790                     | -                                   |
|                                     | Chief Executive | C10750       | Library Car Park Reconstruction and Enhancement     |                           | (4,083)                   | 2,308                     | 1,775                     |                           | -                                   |
| Schools capital programme           | People          | C10475       | School Improvement and Provision of School Places   |                           | (1,702)                   | 1,702                     |                           |                           | -                                   |
| Adult Social Care capital programme | People          | C10621       | LATC - Delaware and Priory                          |                           | (2,179)                   | 585                       | 1,594                     |                           | -                                   |
| Highways capital programme          | Place           | C10115       | Cinder Path   |                           | 38                        | (38)                      |                           |                           | -                                   |
| Coastal Defence capital programme   | Place           | C10962       | Flood Prevention Works                              |                           | (1,125)                   |                           | 1,125                     |                           | -                                   |
|                                     | Place           | C10011       | Coastal Defence (Shoebury Common Sea Defence)       |                           |                           | (3,595)                   | 3,595                     |                           | -                                   |
| Southend Pier capital programme     | Place           | C10886       | Southend Pier - Timber Outer Pier Head              |                           | (492)                     | (6,250)                   | 2,000                     | 4,742                     | -                                   |
|                                     | Place           | C10905       | Southend Pier - Prince George Extension (Phase Two) |                           | (469)                     | (1,689)                   | 1,000                     | 1,158                     | -                                   |
|                                     | Place           | C10697       | Southend Pier - Condition Works Engineers           |                           | (648)                     | 233                       | 415                       |                           | -                                   |
| Airport Business Park               | Place           | C10261       | Airport Business Park                               |                           | (4,360)                   | 2,773                     | 1,587                     |                           | -                                   |
| Energy Schemes capital programme    | Place           | C10788       | Energy Efficiency Projects                          |                           | (470)                     | 470                       |                           |                           | -                                   |
|                                     | Place           | C10958       | Real Time Air Quality Measurement - Feasibility     |                           | (65)                      | 65                        |                           |                           | -                                   |
|                                     | Place           | C10789       | Solar PV Projects                                   |                           | (457)                     | 457                       |                           |                           | -                                   |
|                                     | Place           | C10740       | Schools and Council Buildings Solar PV              |                           | (246)                     | 246                       |                           |                           | -                                   |
| Local Growth Fund                   | Place           | C10699       | Local Growth Fund - A127 Growth Corridor            |                           | (3,909)                   | 980                       | 2,929                     |                           | -                                   |
|                                     | HRA             | C10298       | Future Programme (MRA & Decent Homes)               | 721                       | 850                       | (1,571)                   |                           |                           | -                                   |
|                                     |                 |              |   | <b>721</b>                | <b>(19,467)</b>           | <b>(3,424)</b>            | <b>11,480</b>             | <b>10,690</b>             | <b>-</b>                            |

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**NEW SCHEMES FINANCED BY EXTERNAL FUNDING**

**Appendix 5**

| Scheme/Event              | Department | Project Code | Project Description                                   | 2017/18 Budget<br>£000 | 2018/19 Budget<br>£000 | 2019/20 Budget<br>£000 | 2020/21 Budget<br>£000 | 2021/22 Budget<br>£000 | Total Budget (all years)<br>£000 |
|---------------------------|------------|--------------|---|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------------------|
| Schools Capital Programme | People     | C10988       | Chalkwell Hall Infants replace relocatables (SBC 50%) |                        |                        | 44                     |                        |                        | 44                               |
|                           | People     | C10987       | Chalkwell Hall Juniors roofs                          |                        |                        | 100                    |                        |                        | 100                              |
|                           | People     | C10985       | Eastwood Primary roof                                 |                        |                        | 100                    |                        |                        | 100                              |
|                           | People     | C10984       | Fairways Primary curtain walling                      |                        |                        | 240                    |                        |                        | 240                              |
|                           | People     | New          | West Leigh Infant Boiler                              |                        |                        | 160                    |                        |                        | 160                              |
|                           | People     | C10991       | Healthy School Capital Funding                        |                        | 52                     |                        |                        |                        | 52                               |
|                           | People     | C10865       | Edwards Hall  | 44                     |                        |                        |                        |                        | 44                               |
| Highways                  | Place      | C10588       | Pot Hole Fund   | 68                     |                        |                        |                        |                        | 68                               |
|                           | Place      | C10076       | Local Transport Plan - Maintenance                    |                        | 235                    |                        |                        |                        | 235                              |
| Local Growth Fund         | Place      | C10699       | Local Growth Fund - A127 Growth Corridor              |                        |                        |                        | 388                    |                        | 388                              |
|                           |            |              |   | <b>112</b>             | <b>287</b>             | <b>644</b>             | <b>388</b>             | <b>-</b>               | <b>1,431</b>                     |

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**SUMMARY OF CHANGES TO THE CAPITAL PROGRAMME**

**Appendix 6**

| Scheme/Event  | Department      | 2017/18<br>Budget<br>£000 | 2018/19<br>Budget<br>£000 | 2019/20<br>Budget<br>£000 | 2020/21<br>Budget<br>£000 | 2021/22<br>Budget<br>£000 | Total Budget (all<br>years)<br>£000 |
|---|-----------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-------------------------------------|
| <b>Approved Capital Programme - Council February 2018</b> |                 | <b>64,324</b>             | <b>92,984</b>             | <b>74,949</b>             | <b>39,074</b>             | <b>3,950</b>              | <b>275,281</b>                      |
| <b>Amendments to budget:</b>                              |                 |                           |                           |                           |                           |                           |                                     |
| Priority Works  | Chief Executive | (11)                      | 100                       | 100                       | 100                       |                           | <b>289</b>                          |
| S106 Bellway Prittlebrook - education                     | People          |                           | (623)                     |                           |                           |                           | <b>(623)</b>                        |
| S106 Albany Court - education                             | People          |                           | (44)                      |                           |                           |                           | <b>(44)</b>                         |
| S106 Former Balmoral – education                          | People          |                           | (22)                      |                           |                           |                           | <b>(22)</b>                         |
| S106 3-5 High Street - education                          | People          |                           | (7)                       |                           |                           |                           | <b>(7)</b>                          |
| Bournes Green Junior Boiler                               | People          | (48)                      |                           |                           |                           |                           | <b>(48)</b>                         |
| Chalkwell Infants Main Building Windows                   | People          | (37)                      |                           |                           |                           |                           | <b>(37)</b>                         |
| Earls Hall Ducts and Pipework                             | People          | (8)                       |                           |                           |                           |                           | <b>(8)</b>                          |
| Leigh North Street Windows (H&S)                          | People          | (11)                      |                           |                           |                           |                           | <b>(11)</b>                         |
| S106 Premier Inn - Bus Stop Improvement                   | Place           | (5)                       |                           |                           |                           |                           | <b>(5)</b>                          |
| HR Recruitment Contract Implementation                    | Place           |                           | 150                       |                           |                           |                           | <b>150</b>                          |
| ICT - Phones Migration and Re-Tender                      | Place           |                           | 120                       |                           |                           |                           | <b>120</b>                          |
| Cinder Path   | Place           |                           |                           | (664)                     |                           |                           | <b>(664)</b>                        |
| Environmental - Health and Safety works                   | HRA             | (94)                      |                           |                           |                           |                           | <b>(94)</b>                         |
|   |                 | (214)                     | (326)                     | (564)                     | 100                       | -                         | <b>(1,004)</b>                      |
| <b>Other proposed changes</b>                             |                 |                           |                           |                           |                           |                           |                                     |
| Carry forward requests (see Appendix 1)                   |                 | (6,923)                   | 6,795                     | 128                       | -                         | -                         | -                                   |
| Accelerated delivery requests (see Appendix 2)            |                 | 2,717                     | (2,584)                   | (133)                     | -                         | -                         | -                                   |
| Virements (see Appendix 3)                                |                 | -                         | -                         | -                         | -                         | -                         | -                                   |
| Reprofiles (see Appendix 4)                               |                 | 721                       | (19,467)                  | (3,424)                   | 11,480                    | 10,690                    | -                                   |
| New external funding (see Appendix 5)                     |                 | 112                       | 287                       | 644                       | 388                       | -                         | <b>1,431</b>                        |
| <b>Current Programme - following amendments</b>           |                 | <b>60,737</b>             | <b>77,689</b>             | <b>71,600</b>             | <b>51,042</b>             | <b>14,640</b>             | <b>275,708</b>                      |

Brackets indicate a reduction in budget

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| Scheme  | Project code                                   | 2017/18 Budget<br>£000 | 2018/19 Budget<br>£000 | 2019/20 Budget<br>£000 | 2020/21 Budget<br>£000 | 2021/22 Budget<br>£000 | Total Current Budget<br>£000 |
|---|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| <b>Department of the Chief Executive</b>              |  |                        |                        |                        |                        |                        |                              |
| 62 Avenue Road - demolition                           | C10922   | 1                      | 49                     |                        |                        |                        | 50                           |
| Belfairs Park Restaurant/Golf Club Preventative Works | C10959   |                        | 190                    |                        |                        |                        | 190                          |
| Civic East Car Park Redevelopment                     | C10748   |                        | 50                     |                        |                        | 4,790                  | 4,840                        |
| Chalkwell Esplanade Toilets Roof Repairs              | C10862   | 2                      |                        |                        |                        |                        | 2                            |
| Commercial Property Investment                        | C10749   | 12,372                 |                        | 2,878                  |                        |                        | 15,250                       |
| Darlows Green former WCs demolition                   | C10919   | 5                      | 40                     |                        |                        |                        | 45                           |
| Delaware House Plumbing works                         | C10920   |                        | 12                     |                        |                        |                        | 12                           |
| Demolition of Leigh Cliffs Public Toilets             | C10853   | 7                      |                        |                        |                        |                        | 7                            |
| East Beach Café Project                               | C10644   |                        | 32                     |                        |                        |                        | 32                           |
| Footway Resurfacing Biscay                            | C10927   | 12                     |                        |                        |                        |                        | 12                           |
| Herbert Grove Security                                | C10854   | 101                    | 59                     |                        |                        |                        | 160                          |
| Land Acquisition                                      | C10913   | 7,633                  |                        | 1,867                  |                        |                        | 9,500                        |
| Library Car Park Reconstruction and Enhancement       | C10750   | 92                     | 50                     | 4,083                  | 1,775                  |                        | 6,000                        |
| New Beach Huts Phase 2                                | C10631   | 114                    | 6                      |                        |                        |                        | 120                          |
| Pier Arches toilets - waterproofing solution          | C10734   |                        | 30                     |                        |                        |                        | 30                           |
| Porters Civic House and Cottage                       | C10571   | 4                      | 5                      |                        |                        |                        | 9                            |
| Priory House EPH Fire Alarms                          | C10977   | 3                      | 32                     |                        |                        |                        | 35                           |
| South Essex College                                   | C10908   | 3,500                  |                        |                        |                        |                        | 3,500                        |
| Queensway - Commercial Property                       | C10751   |                        | 300                    | 300                    | 300                    |                        | 900                          |
| Ropers Farm Cottages - water supply                   | C10840   | 48                     | 31                     |                        |                        |                        | 79                           |
| Seaways Development Enabling Works                    | C10643   | 12                     | 4                      |                        |                        |                        | 16                           |
| Seaways - HCA Condition Funding                       | C10656   |                        | 170                    |                        |                        |                        | 170                          |
| Urgent Works To Property                              | C10181   | 13                     | 13                     |                        |                        |                        | 26                           |
| Acquisition of Leased Asset                           | C10928   | 15                     |                        |                        |                        |                        | 15                           |
|   | <b>Total Asset Management</b>                  | <b>23,934</b>          | <b>1,073</b>           | <b>9,128</b>           | <b>2,075</b>           | <b>4,790</b>           | <b>41,000</b>                |
| Channel Shift   | C10757   | 498                    | 143                    |                        |                        |                        | 641                          |
|   | <b>Total Transformation</b>                    | <b>498</b>             | <b>143</b>             |                        |                        |                        | <b>641</b>                   |
| Essential Crematorium/Cemetery Equipment              | C10572   | 31                     | 17                     |                        |                        |                        | 48                           |
| New Burial Ground                                     | C10054   | 2                      | 3                      |                        |                        |                        | 5                            |
| Pergola Walk Memorial Scheme                          | C10755   | 281                    | 7                      |                        |                        |                        | 288                          |
| Replacement Boiler at Southend Crematorium            | C10866   |                        | 130                    |                        |                        |                        | 130                          |
| Sutton Road Cemetery Road Repairs                     | C10911   | 21                     |                        |                        |                        |                        | 21                           |
|   | <b>Total Cemeteries &amp; Crematorium</b>      | <b>335</b>             | <b>157</b>             |                        |                        |                        | <b>492</b>                   |
| Priority Works  | C10121   |                        | 441                    | 600                    | 600                    |                        | 1,641                        |
|   | <b>Total Priority Works</b>                    |                        | <b>441</b>             | <b>600</b>             | <b>600</b>             |                        | <b>1,641</b>                 |
|   | <b>Total Department of the Chief Executive</b> | <b>24,767</b>          | <b>1,814</b>           | <b>9,728</b>           | <b>2,675</b>           | <b>4,790</b>           | <b>43,774</b>                |

| Scheme  | Project code | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|---|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| <b>Department for People</b>                          |              |                     |                     |                     |                     |                     |                           |
| Community Capacity                                    | C10526       | 273                 | 177                 |                     |                     |                     | 450                       |
| Dementia Friendly Environments                        | C10598       | 10                  | 17                  |                     |                     |                     | 27                        |
| Learning Management System                            | C10929       |                     | 120                 |                     |                     |                     | 120                       |
| Mental Health Funding Stream                          | C10184       |                     | 36                  |                     |                     |                     | 36                        |
| Transforming Care Housing                             | C10689       |                     | 163                 |                     |                     |                     | 163                       |
| LATC - Delaware and Priory                            | C10621       | 231                 | 2,834               | 6,885               | 1,594               |                     | 11,544                    |
| <b>Total Adult Social Care</b>                        |              | <b>514</b>          | <b>3,347</b>        | <b>6,885</b>        | <b>1,594</b>        |                     | <b>12,340</b>             |
| Disabled Facilities Grant                             | C10145       | 1,131               | 1,722               |                     |                     |                     | 2,853                     |
| Empty Dwelling Management                             | C10020       |                     | 357                 |                     |                     |                     | 357                       |
| PSH Works in Default - Enforcement Work               | C10503       |                     | 138                 |                     |                     |                     | 138                       |
| Private Sector Renewal                                | C10146       |                     | 625                 | 450                 |                     |                     | 1,075                     |
| <b>Total General Fund Housing</b>                     |              | <b>1,131</b>        | <b>2,842</b>        | <b>450</b>          |                     |                     | <b>4,423</b>              |
| S106 3 Acacia Drive 1401434FULM - affordable housing  | C10857       |                     | 177                 |                     |                     |                     | 177                       |
| S106 Essex House 1600116DOV - affordable housing      | C10852       |                     | 320                 |                     |                     |                     | 320                       |
| <b>Total Housing S106 Agreements</b>                  |              |                     | <b>497</b>          |                     |                     |                     | <b>497</b>                |
| AHDC Short Breaks for Disabled Children               | C10282       |                     | 64                  |                     |                     |                     | 64                        |
| Children's Residential Care Provision                 | C10960       |                     | 300                 | 100                 |                     |                     | 400                       |
| Healthy School Capital Funding                        | C10991       |                     | 52                  |                     |                     |                     | 52                        |
| SEND Module and Integration with Liquid Logic         | C10961       |                     | 120                 |                     |                     |                     | 120                       |
| <b>Total Children &amp; Learning Other Schemes</b>    |              |                     | <b>536</b>          | <b>100</b>          |                     |                     | <b>636</b>                |
| S106 3-5 High Street - Education                      | C10916       |                     | 2                   |                     |                     |                     | 2                         |
| <b>Total Education S106 Agreements</b>                |              |                     | <b>2</b>            |                     |                     |                     | <b>2</b>                  |
| Adult Community College rainwater goods               | C10989       |                     | 67                  |                     |                     |                     | 67                        |
| Bournes Green Junior Boiler                           | C10868       | 87                  |                     |                     |                     |                     | 87                        |
| Chalkwell Infants Main Building Windows               | C10870       | 43                  |                     |                     |                     |                     | 43                        |
| Chalkwell Hall Infants replace relocatables (SBC 50%) | C10988       |                     | 65                  | 44                  |                     |                     | 109                       |
| Chalkwell Hall Juniors roofs                          | C10987       |                     | 10                  | 100                 |                     |                     | 110                       |
| Children's Centre - Lanlords Maintenance              | C10990       |                     | 45                  |                     |                     |                     | 45                        |
| Earls Hall Ducts and Pipework                         | C10711       | 60                  |                     |                     |                     |                     | 60                        |
| Earls Hall Primary heating                            | C10986       |                     | 40                  |                     |                     |                     | 40                        |
| Eastwood Primary roof                                 | C10985       |                     | 100                 | 100                 |                     |                     | 200                       |
| Fairways Primary roof                                 | C10983       |                     | 15                  |                     |                     |                     | 15                        |
| Fairways Primary curtain walling                      | C10984       |                     | 150                 | 240                 |                     |                     | 390                       |
| Fairways Fire Alarm                                   | C10872       | 42                  |                     |                     |                     |                     | 42                        |
| Future condition projects                             | C10024       | 67                  | 93                  |                     |                     |                     | 160                       |
| Futures Heating and Pipe Ducts                        | C10714       |                     | 68                  |                     |                     |                     | 68                        |
| Leigh North Street boiler                             | C10982       |                     | 150                 |                     |                     |                     | 150                       |
| Leigh Northy Street Windows (H&S)                     | C10907       | 42                  |                     |                     |                     |                     | 42                        |
| Richmond Roof   | C10873       | 6                   |                     |                     |                     |                     | 6                         |
| St Nicholas Roof                                      | C10924       | 100                 |                     |                     |                     |                     | 100                       |
| West Leigh Infant Boiler                              | New          |                     |                     | 160                 |                     |                     | 160                       |
| <b>Total Condition Schemes</b>                        |              | <b>447</b>          | <b>803</b>          | <b>644</b>          |                     |                     | <b>1,894</b>              |

| Scheme  | Project code | 2017/18 Budget<br>£000 | 2018/19 Budget<br>£000 | 2019/20 Budget<br>£000 | 2020/21 Budget<br>£000 | 2021/22 Budget<br>£000 | Total Current Budget<br>£000 |
|---|--------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| Devolved Formula Capital                          | C10014       | 173                    | 127                    |                        |                        |                        | 300                          |
| <b>Total Devolved Formula Capital</b>             |              | <b>173</b>             | <b>127</b>             |                        |                        |                        | <b>300</b>                   |
| Small Friends Expansion                           | C10863       | 60                     |                        |                        |                        |                        | 60                           |
| Friars Primary School                             | C10864       |                        | 332                    |                        |                        |                        | 332                          |
| Edwards Hall                                      | C10865       | 188                    |                        |                        |                        |                        | 188                          |
| <b>Total Early Years</b>                          |              | <b>248</b>             | <b>332</b>             |                        |                        |                        | <b>580</b>                   |
| Expansion of 2 yr old Childcare Places            | C10558       |                        | 65                     |                        |                        |                        | 65                           |
| School Improvement and Provision of School Places | C10475       | 5,777                  | 11,800                 | 12,711                 |                        |                        | 30,288                       |
| SEN Improvement and Provision of School Places    | C10910       |                        | 74                     |                        |                        |                        | 74                           |
| <b>Total Primary and Secondary School Places</b>  |              | <b>5,777</b>           | <b>11,939</b>          | <b>12,711</b>          |                        |                        | <b>30,427</b>                |
| <b>Total Department for People</b>                |              | <b>8,290</b>           | <b>20,425</b>          | <b>20,790</b>          | <b>1,594</b>           |                        | <b>51,099</b>                |

| Scheme  | Project code           | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|---|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| <b>Department for Place</b>   |                        |                     |                     |                     |                     |                     |                           |
| Belfairs Swim Centre  | C10623                 | 1                   | 42                  |                     |                     |                     | 43                        |
| Belfairs Woodland Centre Project  | C10502                 | 15                  |                     |                     |                     |                     | 15                        |
| Chase Sports & Fitness Centre - Fire Alarm                                    | C10732                 | 4                   |                     |                     |                     |                     | 4                         |
| Chase Sports and Fitness Centre - Lighting Fitting Replacement                | C10875                 | 16                  | 54                  |                     |                     |                     | 70                        |
| Shoeburyness Leisure Centre – Building Management                             | C10965                 |                     | 85                  |                     |                     |                     | 85                        |
| Southchurch Park Bowls Pavillion  | C10739                 |                     | 20                  |                     |                     |                     | 20                        |
| Southend Cliffs - Replacement of Handrails                                    | C10881                 | 14                  | 31                  |                     |                     |                     | 45                        |
| Southend Leisure and Tennis Centre - Building Management System (BMS) Control | C10882                 | 53                  | 47                  |                     |                     |                     | 100                       |
| SLTC - Replacement Hammer Cage  | C10935                 | 35                  |                     |                     |                     |                     | 35                        |
| Wheeled Sports Facility Central Southend Area                                 | C10966                 |                     | 25                  | 225                 |                     |                     | 250                       |
|   | <b>Total Leisure</b>   | <b>138</b>          | <b>304</b>          | <b>225</b>          |                     |                     | <b>667</b>                |
| Allotments Water Supply Upgrade   | C10967                 |                     | 100                 | 110                 |                     |                     | 210                       |
| Badger Setts in Priory Park and Sidmouth Park                                 | c10993                 |                     | 70                  |                     |                     |                     | 70                        |
| Chalkwell Park and Priory Park Tennis Courts                                  | C10682                 | 22                  | 30                  |                     |                     |                     | 52                        |
| Hard Surface Path Improvements  | C10566                 | 13                  |                     |                     |                     |                     | 13                        |
| Parks Feasibility and Options Appraisals                                      | C10968                 |                     | 100                 |                     |                     |                     | 100                       |
| Playground Gates  | C10779                 | 5                   | 123                 |                     |                     |                     | 128                       |
| Replacement and Upgrade of Parks Furniture                                    | C10879                 | 30                  | 30                  | 30                  | 30                  |                     | 120                       |
| Replacement of Play Equipment   | C10780                 | 60                  | 47                  |                     |                     |                     | 107                       |
| Sidmouth Park - Replacement of Play Equipment                                 | C10880                 | 6                   | 69                  |                     |                     |                     | 75                        |
| Southchurch Park Tow Path   | C10781                 | 51                  | 199                 |                     |                     |                     | 250                       |
|   | <b>Total Parks</b>     | <b>187</b>          | <b>768</b>          | <b>140</b>          | <b>30</b>           |                     | <b>1,125</b>              |
| Leigh Library Gardens - urgent works  | C10925                 | 25                  |                     |                     |                     |                     | 25                        |
| Forum II – SBC Match Funding to LGF   | New                    |                     | 500                 | 1,000               | 13,500              | 3,950               | 18,950                    |
| Library Review  | C10624                 |                     | 186                 |                     |                     |                     | 186                       |
|   | <b>Total Libraries</b> | <b>25</b>           | <b>686</b>          | <b>1,000</b>        | <b>13,500</b>       | <b>3,950</b>        | <b>19,161</b>             |
| Cliffs Pavilion – Auditorium Air Handling Unit                                | C10969                 |                     | 25                  | 90                  |                     |                     | 115                       |
| Cliffs Pavilion – Boiler Flues  | C10970                 |                     | 10                  | 115                 |                     |                     | 125                       |
| Cliffs Pavilion – Chiller   | C10971                 |                     | 5                   | 170                 |                     |                     | 175                       |
| Cliffs Pavilion - External Refurbishment works                                | C10876                 | 14                  | 306                 |                     |                     |                     | 320                       |
| Joint Theatres and Leisure Centres – Asbestos                                 | C10972                 |                     | 115                 |                     |                     |                     | 115                       |
| Palace Theatre - Air Handling Units   | C10782                 | 3                   | 230                 |                     |                     |                     | 233                       |
| Palace Theatre Boilers Replacement  | C10877                 | 112                 | 13                  |                     |                     |                     | 125                       |
| Palace Theatre - Replacement of Asbestos Stage Safety Curtain                 | C10878                 | 17                  | 83                  |                     |                     |                     | 100                       |
| Palace Theatre - Replacement of External Windows                              | C10725                 | 2                   |                     |                     |                     |                     | 2                         |
|   | <b>Total Theatres</b>  | <b>148</b>          | <b>787</b>          | <b>375</b>          |                     |                     | <b>1,310</b>              |
| Central Museum Works  | C10867                 | 1                   | 249                 |                     |                     |                     | 250                       |
| New Museum - Gateway Review   | C10776                 | 319                 | 1,181               |                     |                     |                     | 1,500                     |
| Prittlevell Prince Research   | C10043                 |                     | 38                  |                     |                     |                     | 38                        |
| Prittlevell Prince Storage  | C10696                 |                     | 35                  |                     |                     |                     | 35                        |
|   | <b>Total Museums</b>   | <b>320</b>          | <b>1,503</b>        |                     |                     |                     | <b>1,823</b>              |

| Scheme  | Project code                         | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|---|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| New Artist Studios  | C10973                               |                     | 875                 |                     |                     |                     | 875                       |
| ASO Machinery Purchase  | C10731                               | 4                   |                     |                     |                     |                     | 4                         |
| Belton Hills Steps  | C10777                               | 12                  | 1,485               |                     |                     |                     | 1,497                     |
| Energy Improvements in Culture Property Assets                  | C10565                               |                     | 110                 |                     |                     |                     | 110                       |
| Fire Improvement Works  | C10974                               |                     | 500                 | 500                 |                     |                     | 1,000                     |
| "Make Southend Sparkle" Initiative                              | C10778                               | 4                   | 16                  |                     |                     |                     | 20                        |
| Property Refurbishment Programme                                | C10626                               | 573                 | 487                 | 750                 |                     |                     | 1,810                     |
| Pump Priming Budget   | C10044                               | 5                   | 328                 |                     |                     |                     | 333                       |
| War Memorials within the Borough                                | C10569                               | 4                   |                     |                     |                     |                     | 4                         |
|   | <b>Total Other Culture</b>           | <b>602</b>          | <b>3,801</b>        | <b>1,250</b>        |                     |                     | <b>5,653</b>              |
| S106 23/04/2015 Hinguar and Saxon - public art contribution     | C10845                               |                     | 18                  |                     |                     |                     | 18                        |
| S106 Ajax Works 0300130ful - landscaping maintenance            | C10199                               |                     | 6                   |                     |                     |                     | 6                         |
| S106 Albany Court 1500369AMDT - public art contribution         | C10846                               | 1                   | 25                  |                     |                     |                     | 26                        |
| S106 Avenue Works 1401968AMDT - Public Art                      | C10801                               |                     | 15                  |                     |                     |                     | 15                        |
| S106 Former Balmoral 1400914FULM – public art contribution      | C10861                               |                     | 1                   |                     |                     |                     | 1                         |
| S106 Bellway Prittlebrook 1400943FULM - Local play facilities   | C10804                               |                     | 15                  |                     |                     |                     | 15                        |
| S106 Former College 1000225FUL - Tree Replacement               | C10207                               |                     | 11                  |                     |                     |                     | 11                        |
| S106 Garrison 0000777 Deposit - information boards              | C10811                               |                     | 2                   |                     |                     |                     | 2                         |
| S106 Garrison 0000777 Deposit - Junior Play Area maintenance    | C10812                               |                     | 10                  |                     |                     |                     | 10                        |
| S106 Garrison 0000777 Deposit - Toddler Play Area maintenance   | C10815                               |                     | 6                   |                     |                     |                     | 6                         |
| S106 Garrison Park Store  | C10188                               |                     | 1                   |                     |                     |                     | 1                         |
| S106 Lifstan Way 0000273 Out - Open Space Maintenance           | C10269                               | 1                   | 81                  |                     |                     |                     | 82                        |
| S106 North Shoebury Road 0301504out - Public Art                | C10819                               | 12                  | 62                  |                     |                     |                     | 74                        |
| S106 North Shoebury Road 0301504out - Shoebury Park Enhancement | C10205                               | 27                  | 45                  |                     |                     |                     | 72                        |
| S106 North Shoebury Road 0301504out - Shoebury Park Maintenance | C10820                               | 27                  | 45                  | 231                 |                     |                     | 303                       |
| S106 Sunlight Ldry 1400411FULM - Public Art                     | C10821                               | 1                   | 13                  |                     |                     |                     | 14                        |
|   | <b>Total Culture S106 Agreements</b> | <b>69</b>           | <b>356</b>          | <b>231</b>          |                     |                     | <b>656</b>                |

# Amended Capital Programme 2017/18 to 2021/22

# Appendix 7

| Scheme  | Project code | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|---|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| Barracuda Replacement   | C10756       | 30                  |                     |                     |                     |                     | 30                        |
| DEFRA Inspire III   | C10640       |                     | 4                   |                     |                     |                     | 4                         |
| Digitisation of Paper Records   | C10896       |                     | 46                  |                     |                     |                     | 46                        |
| HR Recruitment Contract Implementation  | C10944       |                     | 150                 |                     |                     |                     | 150                       |
| ICT Priority Works  | C10767       |                     | 100                 |                     |                     |                     | 100                       |
| ICT - Core Application and Database Migration   | C10895       | 4                   | 71                  |                     |                     |                     | 75                        |
| ICT Capita One Enhancements/Developments  | C10633       | 7                   |                     |                     |                     |                     | 7                         |
| ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System | C10637       | 1,465               | 628                 |                     |                     |                     | 2,093                     |
| ICT Core Infrastructure   | C10575       | 180                 |                     |                     |                     |                     | 180                       |
| ICT - Central Government IT Security Compliance   | C10898       | 11                  | 139                 |                     |                     |                     | 150                       |
| ICT – Cyber Security/Public Services Network  | C10950       |                     | 40                  | 40                  |                     |                     | 80                        |
| ICT - Intelligence Hub  | C10904       | 39                  | 478                 |                     |                     |                     | 517                       |
| ICT - Digitally Enable the Council Offices  | C10897       | 101                 | 19                  |                     |                     |                     | 120                       |
| ICT - EDRMS Scanners  | C10943       | 25                  |                     |                     |                     |                     | 25                        |
| ICT Enterprise Agreement  | C10636       | 296                 | 329                 | 345                 |                     |                     | 970                       |
| ICT – Health and Social Care – GovRoam  | C10951       |                     | 20                  |                     |                     |                     | 20                        |
| ICT - Mobile Working and Enterprise Mobility  | C10899       |                     | 85                  |                     |                     |                     | 85                        |
| ICT - Phones Migration and Re-Tender  | C10900       | 28                  | 172                 |                     |                     |                     | 200                       |
| ICT Rolling Replacement Programme   | C10576       | 191                 | 259                 | 250                 |                     |                     | 700                       |
| ICT Southend and Schools Network Migration  | C10912       | 20                  |                     |                     |                     |                     | 20                        |
| ICT - Southend Network Monitoring Equipment   | C10901       | 41                  | 19                  |                     |                     |                     | 60                        |
| ICT - Upgrade of Capacity of Internet   | C10902       | 150                 |                     |                     |                     |                     | 150                       |
| ICT - Upgrade of Enterprise Resource Planning (ERP) System                                      | C10903       | 75                  |                     |                     |                     |                     | 75                        |
| ICT – Wide Area Network Enhancements  | C10952       |                     | 120                 |                     |                     |                     | 120                       |
| Mobile Device End Point Protection Replacement  | C10768       |                     | 90                  |                     |                     |                     | 90                        |
| Place - Culture - Hardware in Libraries   | C10764       | 9                   |                     |                     |                     |                     | 9                         |
| Place - Culture and Enterprise and Tourism - EPOS System  | C10758       | 18                  | 26                  |                     |                     |                     | 44                        |
| Replacement and Enhancement to Cash Receipting System   | C10578       |                     | 238                 |                     |                     |                     | 238                       |
| Software Licencing  | C10426       | 349                 | 400                 | 400                 |                     |                     | 1,149                     |
| Websense Replacement  | C10770       | 30                  |                     |                     |                     |                     | 30                        |
| Wireless Borough/City Deal  | C10580       | 9                   | 334                 |                     |                     |                     | 343                       |
| <b>Total ICT Programme</b>  |              | <b>3,078</b>        | <b>3,767</b>        | <b>1,035</b>        |                     |                     | <b>7,880</b>              |
| Airport Business Park (including Local Growth Fund)   | C10261       | 2,180               | 11,230              | 12,964              | 4,824               |                     | 31,198                    |
| City Deal - Incubation Centre   | C10668       | 3                   | 31                  |                     |                     |                     | 34                        |
| Civic Centre Boilers  | C10980       |                     | 200                 |                     |                     |                     | 200                       |
| Three Shells Lagoon   | C10658       | 16                  |                     |                     |                     |                     | 16                        |
| Better Queensway - Regeneration   | C10747       | 602                 | 1,010               | 350                 |                     |                     | 1,962                     |
| Housing Infrastructure Feasibility  | C10956       |                     | 250                 |                     |                     |                     | 250                       |
| Resorts Assets  | C10883       | 19                  | 31                  |                     |                     |                     | 50                        |
| Shoebury Common Regeneration  | C10964       |                     | 300                 |                     |                     |                     | 300                       |
| <b>Total Enterprise, Tourism &amp; Regeneration</b>   |              | <b>2,820</b>        | <b>13,052</b>       | <b>13,314</b>       | <b>4,824</b>        |                     | <b>34,010</b>             |



| Scheme  | Project code                               | 2017/18 Budget<br>£000 | 2018/19 Budget<br>£000 | 2019/20 Budget<br>£000 | 2020/21 Budget<br>£000 | 2021/22 Budget<br>£000 | Total Current Budget<br>£000 |
|---|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| Pier Hill Lifts Tower Leaks   | C10856                                     | 1                      |                        |                        |                        |                        | 1                            |
| Southend Pier - Bearing Refurbishment (Phase One)                           | C10885                                     | 81                     | 919                    |                        |                        |                        | 1,000                        |
| Southend Pier - Condition Works Engineers                                   | C10697                                     | 219                    | 750                    | 1,200                  | 415                    |                        | 2,584                        |
| Southend Pier - Condition Works Surveyors                                   | C10918                                     | 219                    | 354                    | 518                    |                        |                        | 1,091                        |
| Southend Pier - Pier Entrance Enhancement                                   | C10887                                     |                        | 186                    |                        |                        |                        | 186                          |
| Southend Pier - Pier View Gallery   | C10855                                     | 312                    |                        |                        |                        |                        | 312                          |
| Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One) | C10884                                     | 201                    | 49                     |                        |                        |                        | 250                          |
| Southend Pier - Prince George Extension (Phase Two)                         | C10905                                     | 331                    | 150                    |                        | 1,000                  | 1,158                  | 2,639                        |
| Southend Pier - Structural Works  | NEW  |                        |                        |                        | 500                    |                        | 500                          |
| Southend Pier - Timber Outer Pier Head                                      | C10886                                     | 8                      | 750                    | 500                    | 2,000                  | 4,742                  | 8,000                        |
|   | <b>Total Southend Pier</b>                 | <b>1,372</b>           | <b>3,158</b>           | <b>2,218</b>           | <b>3,915</b>           | <b>5,900</b>           | <b>16,563</b>                |
| Cliff Slip Investigation Works  | C10784                                     | 23                     | 253                    |                        |                        |                        | 276                          |
| Coastal Defence (Shoebury Common Sea Defence Scheme)                        | C10011                                     | 64                     | 186                    | 200                    | 3,795                  |                        | 4,245                        |
| Improving Resilience of the Borough to Flooding from Extreme Weather Events | C10888                                     | 29                     | 221                    |                        |                        |                        | 250                          |
| Manor Road Cliff Stabilisation  | C10963                                     |                        | 100                    | 225                    |                        |                        | 325                          |
| Flood Prevention Works  | C10962                                     |                        |                        | 1,125                  | 1,125                  |                        | 2,250                        |
| Southend Highway Flood Reduction and Resilience Improvement Scheme          | C10921                                     |                        | 565                    |                        |                        |                        | 565                          |
| Southend Shoreline Strategy   | C10843                                     | 72                     |                        |                        |                        |                        | 72                           |
|   | <b>Total Coastal Defence and Foreshore</b> | <b>188</b>             | <b>1,325</b>           | <b>1,550</b>           | <b>4,920</b>           |                        | <b>7,983</b>                 |
| Carriageways and Footways Improvements                                      | C10786                                     | 1,007                  | 1,000                  | 1,000                  |                        |                        | 3,007                        |
| Cinder Path   | C10115                                     | 22                     | 100                    |                        |                        |                        | 122                          |
| Gaist Highways Asset Management Project                                     | C10785                                     | 20                     |                        |                        |                        |                        | 20                           |
| Highways Maintenance - Potholes   | C10588                                     | 170                    | 65                     | 65                     | 65                     |                        | 365                          |
| Highways Planned Maintenance Investment                                     | C10029                                     | 682                    |                        |                        |                        |                        | 682                          |
| Improve Footway Condition Around Highway Trees                              | C10953                                     |                        | 150                    | 200                    |                        |                        | 350                          |
| Town Centre Redevelopment Improvements - Highways (NPIF)                    | C10889                                     | 459                    | 615                    | 1,235                  |                        |                        | 2,309                        |
| Prittlebrook Greenway - Undermining   | C10923                                     |                        | 75                     |                        |                        |                        | 75                           |
| Street Lighting Renewal   | C10061                                     | 4,014                  |                        |                        |                        |                        | 4,014                        |
|   | <b>Total Highways &amp; Infrastructure</b> | <b>6,374</b>           | <b>2,005</b>           | <b>2,500</b>           | <b>65</b>              |                        | <b>10,944</b>                |

| Scheme   | Project code | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|--|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| S106 22-23 The Leas 0700820FULM - bus service contribution                   | C10832       |                     | 43                  |                     |                     |                     | 43                        |
| S106 Former Coll 0801062FULM - Transport Contribution                        | C10203       |                     | 8                   |                     |                     |                     | 8                         |
| S106 Essex House 1500521FULM - bus stop improvement                          | C10793       |                     | 3                   |                     |                     |                     | 3                         |
| S106 Former College 1500803BC4M - parking survey contribution                | C10893       |                     | 10                  |                     |                     |                     | 10                        |
| S106 285 Sutton Rd 1100087FULM - Highway Works                               | C10796       | 15                  |                     |                     |                     |                     | 15                        |
| S106 Avenue Works 1401968AMDT - cycleway improvement                         | C10727       |                     | 1                   |                     |                     |                     | 1                         |
| S106 Bellway Prittlebrook 1400943FULM - TRO Contribution                     | C10808       | 1                   | 4                   |                     |                     |                     | 5                         |
| S106 High Works Shoe Garrison  | C10213       |                     | 2                   |                     |                     |                     | 2                         |
| S106 Albany Court 1500369AMDT - signage contribution                         | C10842       |                     | 10                  |                     |                     |                     | 10                        |
| S106 Hinguar 1401672BC4M - highway contribution                              | C10851       |                     | 5                   |                     |                     |                     | 5                         |
| S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution       | C10816       |                     | 2                   |                     |                     |                     | 2                         |
| S106 Sunlight Ldry 1400411FULM - Highway Works                               | C10686       |                     | 2                   |                     |                     |                     | 2                         |
| S106 Texsol Kenway 1500468FULM - highway                                     | C10849       | 11                  | 2                   |                     |                     |                     | 13                        |
| S106 Texsol Kenway 1500468FULM – public realm contribution                   | C10858       |                     | 14                  |                     |                     |                     | 14                        |
| S106 Seec 0200500ful - Highway Works   | C10073       |                     | 104                 |                     |                     |                     | 104                       |
| S106 Univ H-Way0401561ful  | C10196       | 4                   |                     |                     |                     |                     | 4                         |
| <b>Total Highways S106 Agreements</b>  |              | <b>31</b>           | <b>210</b>          |                     |                     |                     | <b>241</b>                |
| Car Park Infrastructure Improvements   | C10787       | 304                 |                     |                     |                     |                     | 304                       |
| Car Parks Upgrade  | C10151       | 33                  |                     |                     |                     |                     | 33                        |
| Coach Parking  | C10954       |                     | 250                 |                     |                     |                     | 250                       |
| Improved Car Park Signage and Guidance Systems                               | C10890       | 131                 | 329                 | 25                  |                     |                     | 485                       |
| Parking Strategy   | C10955       |                     | 200                 |                     |                     |                     | 200                       |
| <b>Total Parking Management</b>  |              | <b>468</b>          | <b>779</b>          | <b>25</b>           |                     |                     | <b>1,272</b>              |
| S38/S278 Airport 0901960 Fulm  | C10275       | 21                  | 79                  |                     |                     |                     | 100                       |
| S38 Bellway Homes 14/00943/fulm  | C10746       | 7                   | 78                  |                     |                     |                     | 85                        |
| S38 Old Hinguar School   | C10859       | 3                   | 4                   |                     |                     |                     | 7                         |
| S78 Bellway Homes 14/00943/fulm  | C10730       |                     | 10                  |                     |                     |                     | 10                        |
| S38 Fossetts Farm Bridleway  | C10193       | 36                  | 48                  |                     |                     |                     | 84                        |
| S38 Garrison NBP Road Supp Fee   | C10267       | 1                   | 8                   |                     |                     |                     | 9                         |
| S38 Inspection Magazine Rd   | C10190       |                     | 5                   |                     |                     |                     | 5                         |
| <b>Total S38, S278 &amp; S78 Agreements</b>                                  |              | <b>68</b>           | <b>232</b>          |                     |                     |                     | <b>300</b>                |
| CIL Ward NA – Chalkwell – Landscaping on Chalkwell                           | C10936       |                     | 2                   |                     |                     |                     | 2                         |
| CIL Ward NA – Kursaal – Annual community event at Southchurch Hall           | C10937       |                     | 1                   |                     |                     |                     | 1                         |
| CIL Ward NA – Milton – Milton Park improvements                              | C10938       |                     | 5                   |                     |                     |                     | 5                         |
| CIL Ward NA – Milton – Street signs  | C10939       |                     | 2                   |                     |                     |                     | 2                         |
| CIL Ward NA – Milton – Park Street replacement bollards                      | C10940       |                     | 3                   |                     |                     |                     | 3                         |
| CIL Ward NA – St Laurence – Sign-Up (road sign cleaning)                     | C10941       | 1                   |                     |                     |                     |                     | 1                         |
| CIL Ward NA – St Lukes – Cluny Sq Park improvements (5 a side goals/seating) | C10942       |                     | 1                   |                     |                     |                     | 1                         |
| <b>Total Community Infrastructure Levy</b>                                   |              | <b>1</b>            | <b>14</b>           |                     |                     |                     | <b>15</b>                 |

| Scheme   | Project code | 2017/18 Budget £000 | 2018/19 Budget £000 | 2019/20 Budget £000 | 2020/21 Budget £000 | 2021/22 Budget £000 | Total Current Budget £000 |
|--|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| LTP (Integrated Transport block) - Bridge Strengthening                                    | C10512       | 236                 | 606                 | 275                 | 300                 |                     | 1,417                     |
| LTP (Integrated Transport block) - Better Sustainable Transport                            | C10384       | 167                 | 633                 | 400                 | 400                 |                     | 1,600                     |
| LTP (Integrated Transport block) - Better Networks   | C10671       | 288                 | 539                 | 400                 | 400                 |                     | 1,627                     |
| LTP (Integrated Transport block) - Traffic Management Schemes                              | C10513       | 475                 | 400                 | 400                 | 400                 |                     | 1,675                     |
| LTP (Integrated Transport block) - Traffic Control Systems                                 | C10470       | 86                  | 316                 | 201                 | 201                 |                     | 804                       |
| LTP - Maintenance  | C10076       | 829                 | 1,006               | 796                 | 771                 |                     | 3,402                     |
| LTP - Maintenance - Street Lighting  | C10708       |                     | 150                 | 50                  | 50                  |                     | 250                       |
| <b>Total Local Transport Plan</b>  |              | <b>2,081</b>        | <b>3,650</b>        | <b>2,522</b>        | <b>2,522</b>        |                     | <b>10,775</b>             |
| Local Growth Fund - A127 Growth Corridor   | C10699       | 1,936               | 1,872               | 4,100               | 6,317               |                     | 14,225                    |
| Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Non-Transport) | C10701       |                     | 500                 | 1,000               | 4,480               |                     | 5,980                     |
| Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)     | C10702       | 1,224               | 2,976               | 2,000               |                     |                     | 6,200                     |
| <b>Total Local Growth Fund</b>   |              | <b>3,160</b>        | <b>5,348</b>        | <b>7,100</b>        | <b>10,797</b>       |                     | <b>26,405</b>             |
| A127 Junction Improvements   | C10553       | 5                   | 397                 |                     |                     |                     | 402                       |
| HCA Progress Road  | C10254       |                     | 18                  |                     |                     |                     | 18                        |
| Southend Transport Model   | C10058       | 30                  | 40                  |                     |                     |                     | 70                        |
| Travel Centre - Bus Service Provision in the Town Centre                                   | C10892       | 4                   | 46                  |                     |                     |                     | 50                        |
| <b>Total Transport</b>   |              | <b>39</b>           | <b>501</b>          |                     |                     |                     | <b>540</b>                |
| CCTV Equipment Renewal   | C10894       | 20                  | 400                 |                     |                     |                     | 420                       |
| Security Measures  | C10957       |                     | 500                 |                     |                     |                     | 500                       |
| <b>Total Community Safety</b>  |              | <b>20</b>           | <b>900</b>          |                     |                     |                     | <b>920</b>                |
| S106 Audley Court 0200874 Ful - CCTV   | C10276       |                     | 10                  |                     |                     |                     | 10                        |
| S106 Garrison 0000777 Depost - CCTV  | C10810       |                     | 1                   |                     |                     |                     | 1                         |
| <b>Total Community Safety S106 Agreements</b>  |              |                     | <b>11</b>           |                     |                     |                     | <b>11</b>                 |
| Beecroft and Central Museum Energy Project   | C10738       | 260                 |                     |                     |                     |                     | 260                       |
| Beecroft - Theatre Lighting and Draughtproofing  | New          |                     | 8                   |                     |                     |                     | 8                         |
| Civic Centre Boilers - Low Loss Header   | C10676       |                     | 20                  |                     |                     |                     | 20                        |
| Civic Centre CHP/Lifts Feasibility   | C10930       |                     | 5                   |                     |                     |                     | 5                         |
| Civic Centre Lifts Regeneration  | C10931       |                     | 33                  |                     |                     |                     | 33                        |
| Energy Efficiency Projects   | C10788       | 1                   | 289                 | 470                 |                     |                     | 760                       |
| Old Beecroft Ground Source Heat Pump Feasibility   | C10932       |                     | 15                  |                     |                     |                     | 15                        |
| Pier Energy Efficiency Scheme  | C10933       | 6                   | 58                  |                     |                     |                     | 64                        |
| Real Time Air Quality Measurement - Feasibility  | C10958       |                     | 10                  | 65                  |                     |                     | 75                        |
| Solar PV Projects  | C10789       | 2                   | 500                 | 457                 |                     |                     | 959                       |
| Schools and Council Buildings Solar PV   | C10740       | 3                   | 100                 | 246                 |                     |                     | 349                       |
| Two Tree Island Contamination Study  | New          |                     | 30                  |                     |                     |                     | 30                        |
| <b>Total Energy Saving</b>   |              | <b>272</b>          | <b>1,068</b>        | <b>1,238</b>        |                     |                     | <b>2,578</b>              |
| <b>Total Department for Place</b>  |              | <b>21,461</b>       | <b>44,225</b>       | <b>34,723</b>       | <b>40,573</b>       | <b>9,850</b>        | <b>150,832</b>            |
| <b>Total General Fund Capital Schemes</b>  |              | <b>54,518</b>       | <b>66,464</b>       | <b>65,241</b>       | <b>44,842</b>       | <b>14,640</b>       | <b>245,705</b>            |

| Scheme  | Project code                               | 2017/18 Budget<br>£000 | 2018/19 Budget<br>£000 | 2019/20 Budget<br>£000 | 2020/21 Budget<br>£000 | 2021/22 Budget<br>£000 | Total Current Budget<br>£000 |
|---|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------------|
| <b>Housing Revenue Account (HRA)</b>              |  |                        |                        |                        |                        |                        |                              |
| Bathroom Refurbishment                            | C10161                                     | 73                     | 130                    |                        |                        |                        | 203                          |
| Central Heating                                   | C10162                                     | 674                    | 1,079                  |                        |                        |                        | 1,753                        |
| Common Areas Improvement                          | C10168                                     | 2,632                  | 1,709                  |                        |                        |                        | 4,341                        |
| Environmental - H&S works                         | C10163                                     | 364                    | 1,517                  |                        |                        |                        | 1,881                        |
| Kitchen Refurbishments                            | C10164                                     | 161                    | 649                    |                        |                        |                        | 810                          |
| Rewiring  | C10165                                     | 311                    | 193                    |                        |                        |                        | 504                          |
| Roofs   | C10166                                     | 188                    | 1,075                  |                        |                        |                        | 1,263                        |
| Windows and Doors                                 | C10167                                     | 199                    | 432                    |                        |                        |                        | 631                          |
| Future Programme (MRA & Decent Homes)             | C10298                                     |                        |                        | 6,359                  | 6,200                  |                        | 12,559                       |
|   | <b>Total Decent Homes Programme</b>        | <b>4,602</b>           | <b>6,784</b>           | <b>6,359</b>           | <b>6,200</b>           |                        | <b>23,945</b>                |
| HRA Disabled Adaptations - Major Adaptations      | C10015                                     | 381                    | 784                    |                        |                        |                        | 1,165                        |
| HRA Disabled Adaptations - Minor Adaptations      | C10257                                     |                        | 100                    |                        |                        |                        | 100                          |
|   | <b>Total Council House Adaptions</b>       | <b>381</b>             | <b>884</b>             |                        |                        |                        | <b>1,265</b>                 |
| Sheltered Housing DDA works                       | C10177                                     |                        | 345                    |                        |                        |                        | 345                          |
|   | <b>Total Sheltered Housing Remodelling</b> |                        | <b>345</b>             |                        |                        |                        | <b>345</b>                   |
| S106 HRA Land Review                              | C10685                                     | 334                    | 2,713                  |                        |                        |                        | 3,047                        |
|   | <b>Total S106 Funded HRA Projects</b>      | <b>334</b>             | <b>2,713</b>           |                        |                        |                        | <b>3,047</b>                 |
| Construction of New Housing on HRA Land           | C10684                                     | 20                     | 45                     |                        |                        |                        | 65                           |
| Acquisition of leasehold property                 | C10909                                     |                        | 115                    |                        |                        |                        | 115                          |
| Acquisition of St Marys Court                     | C10981                                     | 721                    |                        |                        |                        |                        | 721                          |
| Acquisition of tower block leaseholds - Queensway | C10614                                     | 161                    | 339                    |                        |                        |                        | 500                          |
|   | <b>Total Other HRA</b>                     | <b>902</b>             | <b>499</b>             |                        |                        |                        | <b>1,401</b>                 |
|   | <b>Total HRA Capital Schemes</b>           | <b>6,219</b>           | <b>11,225</b>          | <b>6,359</b>           | <b>6,200</b>           |                        | <b>30,003</b>                |
| <b>TOTAL PROPOSED CAPITAL PROGRAMME</b>           |  | <b>60,737</b>          | <b>77,689</b>          | <b>71,600</b>          | <b>51,042</b>          | <b>14,640</b>          | <b>275,708</b>               |

Total Capital Programme 2018/19 to 2021/22:

214,971



**Community Infrastructure Levy (CIL)  
Annual Financial Report  
Financial Year 2017/18**

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## Introduction

Regulation 62 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) places a duty on authorities charging a CIL to produce an annual report providing detail on certain financial information as set out in the regulations and make it available online before the 31 December each year.

Southend Borough Council became a CIL Charging Authority and commenced CIL charging in July 2015. This annual report reflects the **financial year from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018**. In accordance with the CIL Regulations this annual report is to be published by 31<sup>st</sup> December 2018.

A table summarising the Annual Report for 2017/18 is included below (Table 1). Leigh-on-Sea Town Council's CIL Annual Report for 2016/17 is attached at Annexure 1. In accordance with the CIL Regulations, this was provided on 4<sup>th</sup> December 2017 and subsequently published on the Parish Council's website:-

[http://www.leighonseatowncouncil.gov.uk/uploads/assets/Council/Finance/CIL/CIL\\_Report\\_2016-17.pdf](http://www.leighonseatowncouncil.gov.uk/uploads/assets/Council/Finance/CIL/CIL_Report_2016-17.pdf).

Further information regarding the Community Infrastructure Levy, including a guide to the CIL regulations that are relevant to spending and reporting on CIL, can be found on our website ([www.southend.gov.uk/cil](http://www.southend.gov.uk/cil)) or obtained from the [Planning Portal](#) or the Government's online [Planning Practice Guidance](#).

Any questions or comments can be directed to the Section 106 and CIL Team using the following email address:- [S106andCILAdministration@southend.gov.uk](mailto:S106andCILAdministration@southend.gov.uk)

## CIL Funding Summary

The total CIL receipts in the reported year, financial year 2017/18, amounted to **£300,390.86**. This includes £240,312.69 in the CIL Main Fund, which is to be spent on items identified in the Council's Regulation 123 Infrastructure List; £45,058.63 (15% of total receipts) Neighbourhood Allocation; and £15,019.54 (5% of total receipts) to be applied to administrative expenses.

In accordance with CIL regulation 59A and 59D, £19,591.90 is being transferred to the "local council", Leigh Town Council (LTC); and in accordance with CIL regulation 61, £15,019.54 is being applied to administrative expenses associated with CIL.

There has been no expenditure in relation to the CIL Main Fund in the reported year. There has, however, been some expenditure of the Neighbourhood Allocation within Southend Borough Council Wards in the reported year and this is detailed below.

**Table 1: CIL Financial Summary (FY 2017/18 from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018)**

| <b>Total CIL Summary</b>  |                    |
|---|--------------------|
| Total CIL <b>receipts</b> <sup>1</sup> in the reported year   | £300,390.86        |
| Total amount of CIL applied to <b>administrative expenses</b> pursuant to regulation 61 in the reported year                                  | £15,019.54         |
| Above as a percentage of CIL collected in the reported year   | 5%                 |
| Total amount of CIL <b>transferred to LTC</b> in the reported year (Local Council Neighbourhood Allocation)                                   | £19,591.90         |
| Total CIL receipts from the reported year retained at the end of the reported year <sup>2</sup>   | £265,779.42        |
| Total CIL receipts <b>carried over</b> from previously reported years <sup>3</sup>  | £219,580.82        |
| Total CIL <b>expenditure</b> <sup>4</sup> in the reported year  | £1,137.55          |
| Total CIL receipts from previously reported years retained at the end of the reported year <sup>5</sup>                                       | £218,443.27        |
| Total CIL receipts in the CIL Main Fund and Ward Neighbourhood Allocation remaining <b>available to spend at the end of the reported year</b> | <b>£484,222.69</b> |

<sup>1</sup> This figure comprises total funds received in FY 2017/18 only i.e. does not include the value of any unpaid invoices raised in the reported year. In addition, CIL receipts include the value of land payments and infrastructure payments made in respect of CIL charges by Southend Borough Council.

<sup>2</sup> Administrative expenses and LTC Neighbourhood Allocation have been deducted from this figure; in addition, CIL retained includes the value of acquired land on which development consistent with a relevant purpose has not commenced OR the acquired land has been used or disposed of for a purpose other than the relevant purposes and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent AND the value of infrastructure if the infrastructure has not been provided.

<sup>3</sup> This includes CIL Main Fund and Ward Neighbourhood Allocation.

<sup>4</sup> This excludes the amount applied to administrative expenses and transferred to LTC.

<sup>5</sup> This includes CIL Main Fund and Ward Neighbourhood Allocation.

| <b>CIL Main Fund<sup>6</sup> (summary)</b>                   |             |
|--|-------------|
| Main Fund <b>receipts</b> for the reported year              | £240,312.69 |
| Main Fund <b>carried over</b> from previously reported years | £190,568.77 |
| Main Fund <b>expenditure</b> for the reported year           | £0          |
| Main Fund <b>retained</b> at the end of the reported year    | £430,881.46 |

| <b>CIL Main Fund Expenditure(details)</b>   |   |
|---|---|
| <b>Items of infrastructure</b> to which CIL (including land payments) has been applied:   | Amount of expenditure on each item                                    |
| <ul style="list-style-type: none"> <li>n/a</li> </ul>   | n/a   |
| Details of infrastructure items (provision in whole or in part) relating to CIL applied to repay <b>money borrowed</b> , including any interest, pursuant to regulation 62(4):  | Amount of CIL applied to repay money borrowed, including any interest |
| <ul style="list-style-type: none"> <li>n/a</li> </ul>   | n/a   |
| Details of infrastructure items relating to CIL <b>passed to another person</b> for that person to apply to funding the provision, improvement, replacement, operation or maintenance of infrastructure pursuant to regulation 59(4): | Amount of CIL applied to repay money borrowed, including any interest |
| <ul style="list-style-type: none"> <li>n/a</li> </ul>   | n/a   |

| <b>Land and infrastructure in kind payments</b>  |   |
|--|---|
| Total <b>land payment receipts</b> for the reported year   | £0  |
| In relation to any land payments accepted by Southend Borough Council, details of the land/development to which the land payments relate:                                    | Amount of CIL for each land payment           |
| <ul style="list-style-type: none"> <li>n/a</li> </ul>  | n/a   |
| Total <b>infrastructure in kind payment receipts</b> for the reported year   | £0  |
| In relation to any infrastructure in kind payments accepted by Southend Borough Council, details of the items of infrastructure to which the infrastructure payments relate: | Amount of CIL for each item of infrastructure |
| <ul style="list-style-type: none"> <li>n/a</li> </ul>  | £0  |

<sup>6</sup>To be spent on items identified in the Council's Regulation 123 Infrastructure List.



| <b>Neighbourhood Allocation (summary)</b>   |            |
|---|------------|
| Total Neighbourhood Allocation <b>receipts</b> for the reported year <i>including funds to be transferred to LTC</i>                              | £45,058.63 |
| Neighbourhood Allocation <b>carried over</b> by Southend Borough Council from previously reported years <i>excluding funds transferred to LTC</i> | £34,846.58 |
| Neighbourhood Allocation <b>expenditure</b> for the reported year <i>excluding funds transferred to LTC</i>                                       | £1,137.55  |
| Neighbourhood Allocation <b>retained</b> by Southend Borough Council at the end of the reported year  | £78,767.66 |

| <b>Neighbourhood Allocation – local council allocation<sup>7</sup></b>   |                                    |
|--|------------------------------------|
| <b>Local parish council: Leigh Town Council (LTC)</b>  |                                    |
| Total CIL receipts to be allocated to LTC for the reported year  | £19,591.90                         |
| <b>Ward breakdown:</b>   |                                    |
| • CIL receipts within Belfairs (within LTC boundary)   | £0                                 |
| • CIL receipts within Blenheim Park (within LTC boundary)  | £0                                 |
| • CIL receipts within Leigh  | £12,440.64                         |
| • CIL receipts within West Leigh   | £7,151.26                          |
| Total amount <b>carried over by LTC</b> from previously reported years   | £6,719.60                          |
| Total <b>expenditure by LTC</b> for the reported year  | £0                                 |
| Items to which LTC receipts have been applied in the reported year:  | Amount of expenditure on each item |
| • n/a  | n/a                                |
| Amount <b>retained by LTC</b> at the end of the reported year  | £26,311.50                         |
| <b>Details of any requests for repayment of CIL receipts from LTC that have not been applied to support the development of its area within 5 years of receipt:</b> |                                    |
| Total value of CIL receipts requested to be returned from LTC  | £0                                 |
| Total value of CIL receipts yet to be recovered from LTC for the reported year   | £0                                 |

<sup>7</sup> CIL income allocated to LTC but not yet transferred to Leigh Town Council as at 18/04/2018.

## Details of Ward Neighbourhood Allocations:

| Ward                                 | Receipts in 2017/18 (£) | Funds carried over from previously reported years (£) | Expenditure for the reported year (£) | Items to which the Neighbourhood Allocation have been applied:   | Amount of expenditure on each itemised project (£): | Funds retained at the end of the reported year (£) | Total committed funds to be deducted (£) | Available funds after commitments (£) |
|--------------------------------------|-------------------------|---|---------------------------------------|--|---|--|--|---------------------------------------|
| Chalkwell                            | 1,079.60                | 4,693.49  | 0                                     | <ul style="list-style-type: none"> <li>Landscaping on Chalkwell Esplanade <i>[committed but not spent in the reported year]</i></li> </ul>   | 2,097.00  | <b>5,773.09</b>                                    | 2,097.00                                 | <b>3676.09</b>                        |
| Eastwood Park                        | 2,191.20                | 0   | 0                                     | n/a  | n/a   | <b>2,191.20</b>                                    | 0  | <b>2,191.20</b>                       |
| Kursaal                              | 1,495.78                | 392.19  | 0                                     | <ul style="list-style-type: none"> <li>Annual community event at Southchurch Hall <i>[committed but not spent in the reported year]</i></li> </ul>   | 392.19  | <b>1,887.97</b>                                    | 392.19                                   | <b>1495.78</b>                        |
| Milton                               | 0                       | 9,856.54  | 0                                     | <ul style="list-style-type: none"> <li>Milton Park improvements <i>[committed but not spent in the reported year]</i></li> <li>Street signs <i>[committed but not spent in the reported year]</i></li> <li>Park Street replacement bollards <i>[committed but not spent in the reported year]</i></li> </ul> | 5,000.00<br>2,000.00<br>2,856.54                    | <b>9,856.54</b>                                    | 9,856.54                                 | <b>0</b>                              |
| Prittlewell                          | 304.62                  | 0   | 0                                     | n/a  | n/a   | <b>304.62</b>                                      | 0  | <b>304.62</b>                         |
| Shoeburyness                         | 599.41                  | 1,305.40  | 0                                     | n/a  | n/a   | <b>1,904.81</b>                                    | 0  | <b>1,904.81</b>                       |
| Southchurch                          | 0                       | 444.35  | 0                                     | n/a  | n/a   | <b>444.35</b>                                      | 0  | <b>444.35</b>                         |
| St Laurence                          | 0                       | 1,137.55  | 1,137.55                              | <ul style="list-style-type: none"> <li>Project 'Sign-Up' (street sign cleaning)</li> </ul>   | 1,137.55  | <b>0</b>   | 0  | <b>0</b>                              |
| St Lukes                             | 1,027.58                | 1,457.50  | 0                                     | <ul style="list-style-type: none"> <li>Cluny Sq Park improvements (5 a side goals/seating) <i>[committed but not spent in the reported year]</i></li> </ul>  | 1,457.50  | <b>2,485.08</b>                                    | 1,457.50                                 | <b>1027.58</b>                        |
| Thorpe                               | 6,841.36                | 1,104.23  | 0                                     | n/a  | n/a   | <b>7,945.59</b>                                    | 0  | <b>7,945.59</b>                       |
| Victoria                             | 7,766.10                | 1,236.23  | 0                                     | n/a  | n/a   | <b>9,002.33</b>                                    | 0  | <b>9,002.33</b>                       |
| West Shoebury                        | 1,544.20                | 1,303.50  | 0                                     | n/a  | n/a   | <b>2,847.70</b>                                    | 0  | <b>2,847.70</b>                       |
| Westborough                          | 896.36                  | 255.00  | 0                                     | n/a  | n/a   | <b>1,151.36</b>                                    | 0  | <b>1,151.36</b>                       |
| Belfairs (outside LTC boundary)      | 0                       | 361.73  | 0                                     | n/a  | n/a   | <b>361.73</b>                                      | 0  | <b>361.73</b>                         |
| Blenheim Park (outside LTC boundary) | 1,720.52                | 5,464.43  | 0                                     | n/a  | n/a   | <b>7,184.95</b>                                    | 0  | <b>7,184.95</b>                       |

## Annex 1: Leigh-on-Sea Town Council CIL Annual Report 2016/17



# Leigh-on-Sea Town Council

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Chairman: Cllr Jane Ward  
Vice Chairman: Cllr Valerie Morgan  
Town Clerk: Helen Symmons

### COMMUNITY INFRASTRUCTURE LEVY (CIL) REPORT 2016/17

In accordance with CIL regulation 59A and 59D, Southend Borough Council as the local planning authority has transferred the CIL Local Council Allocation for 2016/17 of £5,834.54 to Leigh Town Council being the local Council.

As required under Regulation 62A Leigh Town Council therefore reports as follows:

| <b>Total CIL Summary – Leigh-on-Sea Town Council</b>              |                  |
|---|------------------|
| Total CIL <b>receipts</b> for the reported year                   | <b>£5,834.54</b> |
| Total CIL <b>carried over</b> from the previous reported year (s) | <b>£885.06</b>   |
| Total CIL <b>expenditure</b> for the reported year                | <b>£0.00</b>     |
| Total CIL <b>retained</b> at the end of the reported year         | <b>£6,719.60</b> |

| <b>CIL Expenditure Summary – Leigh-on-Sea Town Council</b> |  |
|--|--|
| Items to which CIL has been applied                        | Amount of CIL expenditure on each item |
| • n/a  | • n/a                                  |

The receipt will be carried forward for use in infrastructure projects in future financial years.

There have been no notices served under regulation 59E during the year of receipt.

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# Southend-on-Sea Borough Council

Agenda  
Item No.

Report of Chief Executive  
to  
Cabinet  
on  
19 June 2018

Report prepared by: Ian Ambrose  
Head of Corporate Finance

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Revenue Outturn 2017/18  
Policy and Resources Scrutiny Committee  
Cabinet Member: Councillor John Lamb  
*A Part 1 Public Agenda Item*

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## 1 Purpose of Report

To advise the Cabinet of the revenue outturn for 2017/18, and therefore the level of revenue balances going into 2018/19.

## 2 Recommendation

- 2.1 That the revenue outturn for the General Fund and HRA for 2017/18 be noted; and
- 2.2 That following due consideration, Cabinet approve the appropriation of revenue funds to and from earmarked reserves, as set out in paragraph 4.6 (General Fund) and paragraph 5.4 (HRA).

## 3 Background

- 3.1 This report provides an overall summary of the revenue outturn for the financial year 2017/18. The 2017/18 accounts are subject to audit, but are not now expected to change.

## 4 General Fund

- 4.1 The table below summarises the revenue outturn for the General Fund and the consequential use of balances for 2017/18. The outturn has been prepared on the assumption that all appropriations to and from earmarked reserves are approved. Members are invited to consider the appropriate level of appropriations later in this report.

| <b>Portfolio</b>                                 | <b>Original Budget<br/>£000</b> | <b>Probable Outturn<br/>£000</b> | <b>Forecast Period<br/>11<br/>£000</b> | <b>Actual<br/>£000</b> |
|--|---------------------------------|----------------------------------|--|------------------------|
| Leader   | 2,387                           | 2,453                            | 1,739                                  | 1,183                  |
| Corporate & Community Support Services           | 12,056                          | 11,001                           | 10,801                                 | 10,399                 |
| Culture, Tourism & the Economy                   | 12,593                          | 13,012                           | 13,269                                 | 13,418                 |
| Transport, Waste & Regulatory Services           | 22,394                          | 21,794                           | 22,038                                 | 22,580                 |
| Housing, Planning & Sustainability               | 5,122                           | 4,942                            | 5,066                                  | 5,098                  |
| Children & Learning                              | 26,237                          | 28,578                           | 24,675                                 | 25,274                 |
| Health & Adult Social Care                       | 38,948                          | 37,911                           | 37,202                                 | 36,942                 |
| Technology                                       | 4,383                           | 4,875                            | 4,900                                  | 4,756                  |
| <b>Portfolio Net Expenditure</b>                 | <b>124,120</b>                  | <b>124,566</b>                   | <b>119,690</b>                         | <b>119,650</b>         |
| Reversal of Depreciation                         | (18,831)                        | (17,014)                         | (11,963)                               | (11,796)               |
| Levies   | 590                             | 590                              | 590                                    | 590                    |
| Financing Costs                                  | 16,594                          | 7,023                            | 6,584                                  | 6,159                  |
| Contingency                                      | 5,228                           | 4,636                            | 380                                    | 0                      |
| Pensions Upfront Funding                         | 7,467                           | 7,467                            | 7,467                                  | 7,467                  |
| <b>Net Operating Expenditure</b>                 | <b>135,168</b>                  | <b>127,268</b>                   | <b>122,748</b>                         | <b>122,070</b>         |
| Government Grants                                | (3,537)                         | (3,537)                          | (3,537)                                | (3,582)                |
| Revenue Contribution to Capital                  | 3,804                           | 4,842                            | 4,842                                  | 4,623                  |
| Contribution to / (from) Earmarked Reserves      | (12,282)                        | (5,420)                          | (900)                                  | 1,345                  |
| <b>Net Expenditure / (Income)</b>                | <b>123,153</b>                  | <b>123,153</b>                   | <b>123,153</b>                         | <b>124,456</b>         |
| Government Grants and Local Taxation             | (123,153)                       | (123,153)                        | (123,153)                              | (124,456)              |
| <b>Contribution (to) / from General Reserves</b> | <b>0</b>                        | <b>0</b>                         | <b>0</b>                               | <b>0</b>               |

4.2 The table above shows that net expenditure for 2017/18 totalled £124.456 million. This was £1.303 million (1.3%) above the month 11 forecast, which represents an additional appropriation to Earmarked Reserves, following a better than anticipated level of S31 grants in relation to Business Rates. This increase in Government Grants and Local Taxation income means that there has been no draw down from the General Fund Reserve to support expenditure. Given that the overall gross spend of the Council is in the region of £380 million, this variance is within acceptable parameters.

4.3 Members have been in receipt of monthly budget monitoring information, so most variances have been well documented. In particular month 11 recognised a number of in year underspends in relation to various contingency and portfolio budgets and the impact on capital financing of the revised MRP policy. This allowed additional appropriations to earmarked reserves of £11.382 million as a result.

4.4 This report therefore concentrates on variances between the month 11 forecast and the outturn. Although the outturn is in line with the period 11 forecast, there

are of course numerous under and overspends on individual services. In particular the year-end review of provisions for insurance, redundancies and bad and doubtful debts have been undertaken, resulting in the release of monies previously set aside back into the general fund. In turn these monies have been appropriated to earmarked reserves. Additionally year end reviews are undertaken of revenue projects associated with particular grant streams. Where the project has not completed in year, the value of the unspent grant is carried forward through the use of earmarked reserves.

- 4.5 There are however a number of principal underlying variances between period 11 and the actual outturn:

|  | <b>£000</b> |
|--|-------------|
| Treasury Management (Capitalisation of interest relating to invest to save project)  | (425)       |
| Increase in General Grants   | (45)        |
| Various net overspends   | 15          |
| Bad Weather impact on expected car parking receipts late February, early March   | 180         |
| Additional libraries running costs and loss of income  | 195         |
| Provision for losses on Academisation  | 170         |
| Additional waste collection costs, principally around revised recycling targets  | 290         |
| Various self-balancing appropriations valued at £2.245M, relating to business rate grants, review of insurance provisions and the carry forward of the spending power of service specific grants |             |
| Unused contingency budget  | (380)       |
| <b>Total Variance</b>  | <b>0</b>    |

## Appropriations to and from Earmarked Reserves

- 4.6 Set out below are the recommended appropriations to and (from) earmarked reserves, subject to the approval of Cabinet, annotated as appropriate where the appropriation is materially different from that planned. Apart from previously planned and self-balancing appropriations, additional appropriations are limited to transfers between reserves.

| <b>Reserve</b>  | <b>Planned to period 11<br/>£000</b> | <b>Self-Balancing*<br/>£000</b> | <b>Additional<br/>£000</b> | <b>Total<br/>£000</b> |
|---|--------------------------------------|---------------------------------|----------------------------|-----------------------|
| <b>Capital Reserves</b><br>The drawdown of capital reserves has been adjusted to match the level of revenue contributions towards capital expenditure. Additionally it is proposed that monies be transferred from other reserves to supplement the ability to respond to changes in the capital programme  | (1,670)                              | 248                             | 2,500                      | 1,078                 |
| <b>Insurance Reserves</b><br>Following a review, there has been a realignment of the balance between the insurance provision and reserve  | -                                    | 567                             | -                          | 567                   |
| <b>Corporate Reserves</b><br>The additional retained business rate grant received has been transferred to the rates retention reserve to mitigate against possible future declines in rate income. Additionally it is proposed that monies be transferred to other reserves, namely capital and children's social care, to support their function | 2,768                                | 1,195                           | (3,000)                    | 963                   |
| <b>Service Reserves</b><br>It is proposed that additional monies be transferred from other reserves, in particular to facilitate the on-going children's social care transformation work.   | (2,100)                              | (33)                            | 1,557                      | (576)                 |
| <b>Grant Reserves</b><br>It is proposed that an unused grant reserve now be transferred to other service reserves to support their function   | (491)                                | 268                             | (464)                      | (687)                 |
| <b>Unallocated at period 11</b><br>It is proposed that this unallocated planned transfer now be used to support the function of other service reserves  | 593                                  | -                               | (593)                      | -                     |
| <b>Total cost of service related appropriations</b>   | <b>(900)</b>                         | <b>2,245</b>                    | <b>-</b>                   | <b>1,345</b>          |
| Reserves used to balance the budget   | (3,781)                              | -                               | -                          | (3,781)               |
| <b>Total appropriations to / (from) reserves</b>  | <b>(4,681)</b>                       | <b>2,245</b>                    | <b>-</b>                   | <b>(2,436)</b>        |

\* Self Balancing appropriations are particularly those where an underspend in grant received is matched by a balancing underspend in expenditure, with the unspent grant being carried forward through earmarked reserves. Another example would be where there has been a need to top up the Insurance provision (via the revenue account) from the Insurance Reserve.



## 5 Housing Revenue Account

5.1 The table below summarises the provisional revenue outturn for the Housing Revenue Account and the consequential use of balances for 2017/18.

|  | <b>Original<br/>Budget<br/>£000</b> | <b>Revised<br/>Budget<br/>£000</b> | <b>Forecast<br/>Period<br/>11<br/>£000</b> | <b>Actual<br/>£000</b> |
|--|-------------------------------------|------------------------------------|--|------------------------|
| Employees                                  | 215                                 | 221                                | 221  | 222                    |
| Premises (excluding repairs)               | 732                                 | 760                                | 761  | 766                    |
| Repairs                                    | 4,831                               | 4,831                              | 5,061                                      | 5,024                  |
| Supplies and Services                      | 68                                  | 68                                 | 68   | 66                     |
| Management Fee                             | 5,827                               | 5,827                              | 5,827                                      | 5,827                  |
| MATS                                       | 1,124                               | 1,124                              | 1,124                                      | 1,078                  |
| Provision for Bad Debts                    | 383                                 | 383                                | 383  | 104                    |
| Depreciation, Impairment etc               | 7,553                               | 6,053                              | 6,312                                      | 5,624                  |
| Interest Charges                           | 3,413                               | 3,473                              | 3,426                                      | 3,427                  |
| Debt Management                            | 48                                  | 48                                 | 44   | 35                     |
| <b>Total Expenditure</b>                   | <b>24,194</b>                       | <b>22,788</b>                      | <b>23,227</b>                              | <b>22,173</b>          |
| Fees and Charges                           | (392)                               | (435)                              | (435)                                      | (322)                  |
| Dwelling Rents                             | (25,400)                            | (25,750)                           | (25,649)                                   | (25,962)               |
| Other Rents                                | (1,273)                             | (1,273)                            | (1,373)                                    | (1,419)                |
| Other Charges                              | (277)                               | (377)                              | (377)                                      | (419)                  |
| Contribution from Leaseholders             | 0                                   | 0                                  | 0  | (280)                  |
| Interest                                   | (135)                               | (157)                              | (158)                                      | (159)                  |
| Recharged to Capital                       | (459)                               | (401)                              | (401)                                      | (360)                  |
| <b>Total Income</b>                        | <b>(27,936)</b>                     | <b>(28,393)</b>                    | <b>(28,393)</b>                            | <b>(28,921)</b>        |
| <b>Net Operating Expenditure</b>           | <b>(3,742)</b>                      | <b>(5,605)</b>                     | <b>(5,166)</b>                             | <b>(6,748)</b>         |
| Statutory Mitigations on Capital Financing | 0                                   | 0                                  | 0  | 688                    |
| Revenue Contribution to Capital            | 350                                 | 189                                | 218  | 632                    |
| Appropriation to Earmarked Reserves        | 3,392                               | 5,416                              | 4,948                                      | 5,428                  |
| <b>(Surplus) or Deficit in Year</b>        | <b>0</b>                            | <b>0</b>                           | <b>0</b>                                   | <b>0</b>               |

5.2 The table above shows a balanced outturn for 2017/18 as anticipated.

5.3 There are however a number of under and overspends on individual budget lines. These include additional rental income coupled with additional fees and charges. There is also an underlying fall in the depreciation charge to the HRA offset by statutory mitigations. In addition there has been less need to top up the provision for bad and doubtful debts. The Revenue Contribution to Capital spend has increased, following the late purchase of some ex-council flats. Finally, rather than build a higher general reserve for the HRA, additional net appropriations to HRA earmarked reserves are proposed.

5.4 Therefore the recommended HRA appropriations are;

| <b>HRA Reserve</b>                       | <b>Planned<br/>£000</b> | <b>Additional<br/>£000</b> | <b>Total<br/>£000</b> |
|--|-------------------------|----------------------------|-----------------------|
| <b>Repairs Contract Pensions Reserve</b> | 60                      | 0                          | 60                    |
| <b>Capital Investment Reserve</b>        | (356)                   | 480                        | 124                   |
| <b>Major Repairs Reserve (Revenue)</b>   | 5,244                   | 0                          | 5,244                 |
|  | <b>4,948</b>            | <b>480</b>                 | <b>5,428</b>          |

## **6 Other Options**

6.1 This is a factual report setting out the provisional outturn. As such there are no other options. Members are of course able to suggest changes to the amounts appropriated to and from earmarked reserves, which would result in a compensating adjustment to the amount taken to or from general reserves.

## **7 Reasons for Recommendations**

7.1 As part of the year end processes, Members need to approve any appropriations to or from earmarked reserves. This report fulfils that purpose.

## **8 Corporate Implications**

8.1 Contribution to Council's Vision & Critical Priorities

This report outlines the delivery of the Council's objectives and priorities in financial terms

8.2 Financial Implications

As set out in the report

8.3 Legal Implications

None

8.4 People Implications

None

8.5 Property Implications

None

8.6 Consultation

None

8.7 Equalities Impact Assessment

None

8.8 Risk Assessment

None

8.9 Value for Money

As set out in the report

8.10 Community Safety Implications

None

8.11 Environmental Impact

None

**9 Background Papers**

None

**10 Appendices**

None

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## Report of Chief Executive

To

Cabinet

on

19th June 2018

Report prepared by: Bridgette Cowley  
Revenues Group Manager

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### Debt Management - Position to 31<sup>st</sup> March 2018

Policy and Resources Scrutiny Committee  
Cabinet Member : Councillor John Lamb

*A Part 1 Public Agenda Item*

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#### 1. Purpose of Report

1.1 The purpose of this report is to apprise Cabinet of the following:

- The current position of outstanding debt to the Council, as at 31<sup>st</sup> March 2018;
- Debts that have been written off, or are recommended for write off, in the current financial year as at 31<sup>st</sup> March 2018;
- Obtain approval for the write off of irrecoverable debts that are over £25,000.

#### 2. Recommendation

That Cabinet:-

- 2.1 Notes the current outstanding debt position as at 31<sup>st</sup> March 2018 and the position of debts written off to 31<sup>st</sup> March 2018 as set out in Appendices A & B.
- 2.2 Approves the write offs greater than £25,000, as detailed in Appendix B.

#### 3. Background

- 3.1 It was agreed by Cabinet on 19<sup>th</sup> March 2013 that the Director of Finance and Resources would submit regular reports to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the third and final report for the financial year 2017/18.

- 3.2 Southend-on-Sea is made up of a number of service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for chargeable services, such as social care (see 4.5 ) and statutory levies such as Council tax and Non Domestic Rates (Business Rates).

However, there are other areas of debt that are included in this report, namely recovery of Housing Benefit Overpayments, Parking and Enforcement penalties and library fines. In addition, there are also debts for the Housing Revenue Account for rent arrears and service charges.

- 3.3 The process and legislative framework for the collection and write off of debt were detailed in the report to Cabinet on 17<sup>th</sup> September 2013. However, it is worth noting that the Council has a good success rate in collection of debt, and the collection targets are agreed annually as part of the Councils service planning process.
- 3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

#### 4. Councils Debt Types

##### 4.1 Council Tax

£88.4m of Council Tax was due to be collected in 2017/18, with a collection target of 97.3%. The Council achieved an overall collection rate of 97.5%, 0.2% above the target rate.

Collection continues for the outstanding arrears for that year and for previous years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

|                                  | Council Tax Performance           |                                   |
|----------------------------------|-----------------------------------|-----------------------------------|
|                                  | As at 31st March of relevant year | As at 31 <sup>st</sup> March 2018 |
| 1st April 2013 - 31st March 2014 | 97.1%                             | 99.6%                             |
| 1st April 2014 - 31st March 2015 | 96.8%                             | 99.4%                             |
| 1st April 2015 - 31st March 2016 | 97.2%                             | 99.3%                             |
| 1st April 2016 - 31st March 2017 | 97.5%                             | 98.9%                             |

#### 4.2 Non Domestic Rates (Business Rates)

£45.9m of Non Domestic rates was due to be collected in 2017/18, with a collection target of 97.9%. The Council achieved an overall collection rate of 98.6%, 0.7% above the target rate.

Collection is continuing for outstanding arrears for previous financial years.

The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been already written off.

|                                  | Non-Domestic Rates Performance    |                                   |
|----------------------------------|-----------------------------------|-----------------------------------|
|                                  | As at 31st March of relevant year | As at 31 <sup>st</sup> March 2018 |
| 1st April 2013 - 31st March 2014 | 97.5%                             | 99.7%                             |
| 1st April 2014 - 31st March 2015 | 97.6%                             | 99.0%                             |
| 1st April 2015 - 31st March 2016 | 97.8%                             | 99.7%                             |
| 1st April 2016 - 31st March 2017 | 98.0%                             | 99.5%                             |

#### 4.3 Housing Benefit Overpayment

This is any entitlement to a rent allowance or rent rebate that a person has received but is not entitled to. Most commonly this accumulates when there is a change to a person's circumstance and they fail to notify us in good time. The overpayment will be invoiced unless they are in receipt of Housing Benefit in which case their benefit entitlement is reduced to enable recovery of the overpayment. The vast majority of Housing Benefit overpayment is due to claimant error.

#### 4.4 Libraries

Library debt is made up of overdue fines and replacing lost or non-returned books.

#### 4.5 Department for People - Adult Services

Adult Services make charges for the following services;

- Contributions to residential accommodation
- Charges for non-residential services i.e. Home Care, Community Support, Day Services and transport to services
- Charges to other local authorities
- Charges to National Health Service

Adult Social Care debt as at 31/3/18 was £5,159,268

It should be noted that of the total amount outstanding;

£2.2m is debt deferred against property;  
£0.08m is being collected by Direct Debit;  
£1.8m is under 30 days old.

#### 4.6 **Parking**

The recovery of unpaid Penalty Charge Notices is undertaken by semi-judicial process under the current Traffic Management Act 2004.

From 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018 a total of 40,889 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £1,471,845. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

This value is continuously being amended as payments are received and it should be recognised that payments made at the 50% discount amount will reduce the projected income level. Generally, 75% of paid PCN's are paid at the discounted payment.

The value of cancelled notices is £149,893 and cases written off where no keeper has been identified totals £254,510.

#### 4.7 **Miscellaneous Income**

This will include a range of services that the Council will charge for including such areas as rental income on commercial properties, recharges to other bodies for services we have provided, and recovering overpaid salaries from staff that have left.

It is important to note that collection can vary month by month depending on the value of invoices raised as a reasonable period needs to be allowed for payment to be made.

#### 4.8 **Housing**

Under the management of South Essex Homes there are the arrears of outstanding debt of Rent and Service Charges. The cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Tax Payers.



## 5. Write-Off Levels

5.1 Write off approval levels currently in place are shown in the tables below, which are in accordance with the Financial Procedure rules set out in the Constitution and the latest corporate debt recovery policy.

### Debt Type: Council Tax/ Accounts Receivable/Adult Services/ Housing and Council Tax Benefit

| Designation       | Amount                      |
|-------------------|-----------------------------|
| Assistant Manager | under £5,000                |
| Manager           | Up to £10,000               |
| Director          | Between £10,000 and £25,000 |
| Cabinet           | £25,000 and above           |

### Debt Type: NNDR (Non Domestic Rates)

| Designation       | Amount                      |
|-------------------|-----------------------------|
| Assistant Manager | under £5,000                |
| Manager           | Up to £10,000               |
| Director          | Between £10,000 and £25,000 |
| Cabinet           | £25,000 and above           |

### Debt Type: Parking

| Designation                                | Amount                      |
|--|-----------------------------|
| Notice Processing Officer & Section Leader | under £5,000                |
| Section Leader                             | Between £5,000 and £10,000  |
| Group Manager                              | Between £10,000 and £25,000 |
| Cabinet                                    | £25,000 and above           |

### Debt Type: Housing Rents and Service Charges

South Essex Homes, as managing agent, submit proposed write-offs to the Council, following which the following approval levels are exercised.

| Designation     | Amount            |
|-----------------|-------------------|
| Head of Service | Under £25,000     |
| Cabinet         | £25,000 and above |

## **6. Council Debt Position (as at 31/03/18)**

Appendices A and B show the current debt position within each service area, and the amount that has been written off in the current year.

For Council tax and Non Domestic rates there is a net collectable debt at the beginning of the year. Although this can change depending on changes to liability or property being removed or introduced to the lists, it is fairly consistent.

However other service areas may see greater fluctuations as new debts are created during the financial year.

## **7. Other Options**

This is a report notifying members of the current position of the Council's debt and related write offs, and therefore there are no other options.

## **8. Reasons for Recommendations**

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action available.

If the Council wishes to pursue debts for bankruptcy proceeding, it will follow the agreed and published recovery policy that covers this.

## **9. Corporate Implications**

### **9.1 Contribution to Council's Vision & Corporate Priorities**

Efficient write off of bad and irrecoverable debts, where appropriate, is good financial practice and reduces the bad debt provision and financial impact in the Authority's accounts.

### **9.2 Financial Implications**

Debts that are written off will have been provided for within the Councils bad debt provision and as such there should be no specific financial implications. However it is possible that unforeseen and unplanned additional write offs occur, which lead to the value of debts written off in any year exceeding the bad debt provision.

Where this is likely to happen, this report will act as an early warning system and will enable additional control measures to be agreed and taken to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

Relevant service areas have to bear the cost of debts that are written off within their budget.

### **9.3 Legal Implications**

If there are debts to be written off that exceed the level at which officers have delegated powers to deal with the matter, authorisation is required from the Cabinet.

### **9.4 People Implications**

The people implications have been considered and there are none relevant to this report.

### **9.5 Property Implications**

The property implications have been considered and there are none relevant to this report.

### **9.6 Consultation**

Consultation is not required for write off of debt.

### **9.7 Equalities and Diversity Implications**

Debt Collection is managed through a Corporate Debt Management Policy and is based on an approach of "Can't Pay Won't Pay". Each write-off is considered on an individual basis through a standard approach.

### **9.8 Risk Assessment**

There is a financial implication to the bad debt provision if write offs are not dealt with within the current financial year.

### **9.9 Value for Money**

It is a matter of good financial practice and good debt management to regularly report on the value of debt outstanding, collected and written off.

### **9.10 Community Safety Implications**

There are no Community Safety Implications.

### **9.11 Environmental Impact**

There is no environmental impact.

## **10. Background Papers**

Full details of recovery action against each recommended write-off are held within the services computer systems.

## **11. Appendices**

Appendix A Summary of outstanding debt  
Appendix B Summary of Write offs

**Summary of Outstanding Debt****Outstanding Debt pre 1<sup>st</sup> April 2017 (arrears)**

| <b>Debt pre<br/>1/4/17</b> | <b>Council<br/>Tax<br/>(a)</b> | <b>Business<br/>Rates<br/>(a)</b> | <b>Housing Benefit<br/>Overpayments<br/>(b)</b> | <b>Adult<br/>Services</b> | <b>Miscellaneous<br/>Income</b> | <b>HRA (Care<br/>Line/Service<br/>Charges)</b> | <b>Parking<br/>(c)</b> | <b>Libraries<br/>(d)</b> | <b>HRA<br/>Current<br/>Tenants<br/>(e)</b> | <b>HRA<br/>Former<br/>Tenants<br/>(e)</b> |
|----------------------------|--------------------------------|-----------------------------------|---|---------------------------|---------------------------------|--|------------------------|--------------------------|--|---|
|                            | <b>£'000</b>                   | <b>£'000</b>                      | <b>£'000</b>                                    | <b>£'000</b>              | <b>£'000</b>                    | <b>£'000</b>                                   | <b>£'000</b>           | <b>£'000</b>             | <b>£'000</b>                               | <b>£'000</b>                              |
| Net Collectable Debt       | 5,879                          | 1,746                             | 6,334   | 4,094                     | 5,272                           | 311  | 11,205                 | n/a                      | -  | 337                                       |
| Amount Paid @ 31.03.2018   | 2,236                          | 508                               | 3,668   | 2,322                     | 4,467                           | 263  | 9,780                  | 445                      | -  | 179                                       |
| Number of Accounts         | 9,621                          | 142                               | 1,433   | 684                       | 627                             | 105  | n/a                    | n/a                      | -  | 200                                       |
| <b>Total Outstanding</b>   | <b>3,643</b>                   | <b>1,238</b>                      | <b>3,045</b>                                    | <b>1,772</b>              | <b>805</b>                      | <b>48</b>                                      | <b>1,425</b>           | <b>n/a</b>               | <b>-</b>                                   | <b>158</b>                                |

**Current Year Debt (Debt raised in respect of 2017/18)**

| <b>Debt post<br/>1/4/17</b>        | <b>Council<br/>Tax<br/>(a)</b> | <b>Business<br/>Rates<br/>(a)</b> | <b>Housing Benefit<br/>Overpayments<br/>(b)</b> | <b>Adult<br/>Services</b> | <b>Miscellaneous<br/>Income</b> | <b>HRA (Care<br/>Line/Service<br/>Charges)</b> | <b>Parking<br/>(c)</b> | <b>Libraries<br/>(d)</b> | <b>HRA<br/>Current<br/>Tenants<br/>(e)</b> | <b>HRA<br/>Former<br/>Tenants<br/>(e)</b> |
|------------------------------------|--------------------------------|-----------------------------------|---|---------------------------|---------------------------------|--|------------------------|--------------------------|--|---|
|                                    | <b>£'000</b>                   | <b>£'000</b>                      | <b>£'000</b>                                    | <b>£'000</b>              | <b>£'000</b>                    | <b>£'000</b>                                   | <b>£'000</b>           | <b>£'000</b>             | <b>£'000</b>                               | <b>£'000</b>                              |
| Net Collectable Debt at 31.03.2018 | 88,402                         | 45,980                            | 4,496   | 12,567                    | 31,035                          | 2,836  | 1,704                  | n/a                      | 32,264                                     | 212                                       |
| Amount Paid @31.03.2018            | 86,261                         | 45,432                            | 3,668   | 9,179                     | 28,455                          | 2,686  | 1,052                  | 24                       | 31,941                                     | 56  |
| Number of Accounts                 | 8,869                          | 236                               | 2,543   | 1,381                     | 1,156                           | 157  | n/a                    | n/a                      | 1,839                                      | 242                                       |
| <b>Total Outstanding</b>           | <b>2,141</b>                   | <b>548</b>                        | <b>2,986</b>                                    | <b>3,388</b>              | <b>2,580</b>                    | <b>150</b>                                     | <b>652</b>             | <b>n/a</b>               | <b>479</b>                                 | <b>156</b>                                |

## **NOTES**

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £445k relates to total payments received since January 2005 until 31/03/2018.
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2017/18

Period 1 April 2017 – 31 March 2018 relating to any year

| Write Offs    | Council Tax<br>£ | Business Rates<br>£ | Housing Benefit Overpayment<br>£ | Adult Services<br>£ | Miscellaneous Income<br>£ | HRA (Care Line/Service Charges)<br>£ | Parking<br>£   | Libraries<br>£ | HRA Tenants<br>£ |
|---------------|------------------|---------------------|----------------------------------|---------------------|---------------------------|--------------------------------------|----------------|----------------|------------------|
| Under £5k     | 297,113          | 171,581             | 436,639                          | 55,217              | 23,777                    | 1,538                                | 254,510        | 20,788         | 134,758          |
| £5k-£25k      | 0                | 156,173             | 114,557                          | 32,727              | 9,154                     | 0                                    | 0              | 0              | 5,875            |
| Over £25k (1) | 0                | 142,026             | 29,325                           | 0                   | 65,494                    | 0                                    | 0              | 0              | 0                |
| <b>Total</b>  | <b>297,113</b>   | <b>469,780</b>      | <b>580,521</b>                   | <b>87,944</b>       | <b>98,425</b>             | <b>1,538</b>                         | <b>254,510</b> | <b>20,788</b>  | <b>140,633</b>   |

1. Cabinet approved write off's excluding those recommended for write off as listed below

**Write off's greater than £25,000 recommended for Cabinet approval**

| Amount of Write off<br>£ | Reason for Write Off   | Service Area                 |
|--------------------------|--|------------------------------|
| £27,305.23               | <p>The Housing Benefit Overpayment occurred as the DWP removed entitlement to Income Support and Jobseekers Allowance for periods back to May 2002 as claimant was found to be living together as husband and wife with partner even though her claim was made as a single claimant. This Change in Circumstances created a HB Overpayment of £27,305.23.</p> <p>The debt has been in active recovery since creation in Feb 2013. The debtor has been sent invoice, reminder and final The debt has been passed to all Debt Recovery Agents who have all failed to enter into an arrangement or gain payments.</p> <p>Debtor was evicted from property in 2016 and moved in with family members.</p> <p>Debtor is not working and back on DWP benefits (UC) however the DWP are recovering their own debts so the LA OP cannot be recovered in this way. Has been sent for debt profiling and return as no prospect of recovery.</p> | Housing Benefits Overpayment |

|            |   |                |
|------------|---|----------------|
| £28,003.25 | <p><b>Afalam Ltd</b><br/> Company dissolved March 2018. No funds or assets to pursue. Afalam Ltd occupied 114 High Street, Southend-on-Sea from 10<sup>th</sup> October 2016 until 26<sup>th</sup> March 2017. The 2010 RV for this property is £122,000.<br/> Statement of debt to be written off:<br/> 2016/17 financial year debt £27,908.25 and costs of £95.00. No payments have been received in respect of this account.<br/> We were notified of Afalam Ltd's occupation of the property by the managing agent (Cube Developments) on behalf of the landlord (North London Commercial Ltd) on 14<sup>th</sup> October 2016.<br/> 13/01/2017 summons issued for 2016/17 debt.<br/> 06/03/2017 account issued to Newlyn Plc for further recovery action following the making of a Liability Order on 15/02/2017.<br/> 22/04/2017 case returned from Newlyn Plc as "Gone Away" – they had visited the property on 25/03/2017 and found the property stocked but when they returned on 27/03/2017 the shop had been cleared of all stock and was closed. Newlyn Plc were subsequently unable to locate a further address for the company despite calls to the managing agent.<br/> Account was closed on 26/03/2017 in line with a Tenancy At Will received in respect of a new occupier.<br/> Searches were carried out by Revenues Officers to trace any other trading addresses but none were found.<br/> A full company search was requested to ascertain further information about the company. This report revealed that the company had no assets and therefore further methods of recovery would not be viable.<br/> 27/03/2018 Company dissolved as per Companies House.</p>           | Business Rates |
| £44,432.99 | <p><b>Shea Properties Ltd</b><br/> Occupied the premises with effect from 3rd January 2017 and were liable to date. The 2010 RV is £176,000 and the 2017 RV is £177,000.<br/> £44,432.99 to be written off as company entered liquidation on 09/10/2017.<br/> Statement of debt to be written off:<br/> 2017/18 financial year debt £44,337.99 debt and £95.00 costs<br/> No payments have been made to the account.<br/> Shea Properties Ltd were made liable at the property following their previous tenant vacating the premises on 02/01/2017. As the tenant had been granted a Licence to Occupy only Shea Properties Ltd became liable immediately after their vacation but with an empty property exemption.<br/> 19/06/2017 summons issued for 2016/17 debt<br/> 20/07/2017 account issued to Newlyn Plc for further recovery action following the making of a Liability Order on 12th July 2017.<br/> 16/09/2017 Newlyn Plc return case as "Nulla Bona" – Newlyn Plc were only able to call at company's registered office which was company's accountant and therefore no enforcement action could be taken there. In the absence of any other trading address the case was returned to us for further action.</p> <p>The Director of the company had notified both ourselves and Newlyn Plc that liquidation proceedings would commence and this was confirmed in London Gazette on 09/10/2017.<br/> Shea Properties Ltd have an active lease at the property which does not end until 2018 and therefore their account remains open with an empty property exemption to reflect that the company are in liquidation. This lease may be disclaimed by the liquidator in due course.</p> | Business Rates |



|            |  |                |
|------------|--|----------------|
| £63,126.21 | <p><b>Gold Freight Ltd</b><br/> £59,235.11 debt to be written off as company dissolved on 2nd January 2018.<br/> Gold Freight Ltd occupied 159/163 High Street, Southend-on-Sea from 4th December 2016 – 3rd July 2017. The RV for this property is £233,000 for the 2010 list and £134,000 for the 2017 list.<br/> Statement of debt to be written off :<br/> 2016/2017 Financial year debt £ 37,437.04 and £95.00 = £37,532.04<br/> 2017/2018 Financial year debt £ 28,857.56 and £95.00 = £28,952.56</p> <p>No payments were made directly to the account.<br/> £7249.49 in payments were received via Newlyn PLC leaving a remaining debt of £59,235.11<br/> We were advised of Gold Freight Ltd occupation of the property by Landlord (Pillingstone Limited) on 29th December 2016.<br/> 03.03.2017 Summons issued for 2016/2017 debt.<br/> 06.04.2017 account issued to Newlyn for further recovery action for 16/17 debt.<br/> 22.05.2017 Summons issued for 2017/18 debt<br/> 22.06.2017 account issued to Newlyn for further recovery action for 17/18 debt.<br/> 20.07.2017 Found an alternative trading address and instructed Newlyn PLC to attend alternative address.<br/> 21.07.2017 Newlyn PLC were instructed to also attend the premises address as there were doubts over the company vacating.<br/> 27.07.2017 Newlyn PLC was advised by the shopping centre that a delivery of stock was due to be delivered, and ensured that this could not be removed from site. They attended the premises and seized the takings in the till, totalling £892.00.<br/> 05.10.2017 Newlyn PLC returned the case NB<br/> 25.10.2017 An alternative trading address was found and Newlyn PLC were instructed to re-open the case.<br/> 02.11.2017 Newlyn PLC attended the alternative trading address, but Gold Freight had vacated.<br/> 06.11.2017 Newlyn PLC returned the case.<br/> Account was closed on 03.07.2017 in line with the end date on their lease.<br/> Searches were carried out to try and trace any other trading address, Company records obtained to try and trace further.<br/> Business Improvement District Demand outstanding for the financial year 17/18 of £3891.10. Annual bill issued 7.4.17 followed by a reminder dated 27.7.17. No payments received.</p> <p>Company Dissolved 02.01.2018 leaving debt of £63,126.21</p> | Business Rates |
|------------|--|----------------|

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**Council – 19<sup>th</sup> April 2018**

**Notice of Motion**

**Jewish Manifesto for Local Government**

**Council Motion:**

Southend-On-Sea Borough Council fully supports the launch of the Jewish Manifesto for local Government published by the Board of Deputies, the Security Council, for British Jews. Anti-Semitic crime is a huge concern and Southend has to play its part to stamp this out.

By showing full commitment to this Manifesto it shows our Jewish Community the support they have in Southend on Sea.

This Manifesto also seeks to stamp out Anti Muslim hatred and all types of Racism.

I hope all members can support this.

Proposed by Cllr Jonathan Gaston  
Seconded By Cllr Nigel Folkard

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## **CABINET**

Tuesday, 19<sup>th</sup> June 2018

### **COUNCIL PROCEDURE RULE 46**

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Executive Councillor(s):-

**1. The Deputy Chief Executive (Place) authorised:**

- 1.1 Response to Department for Communities and Local Government – “Planning for the right homes in the right places: consultation proposals”

The content and submission of the Council’s response to the consultation, and the content and submission of a joint response of the South Essex group of Planning Authorities (Basildon BC, Brentwood BC, Castle Point BC, Rochford DC, Southend BC Thurrock BC and Essex CC).

**2. The Deputy Chief Executive (People) authorised:**

- 2.1 S75 Agreement for an Essex-wide pooled budget for people with learning difficulties being discharged from hospital as part of the Transforming Care Programme

The entering into an agreement made under section 75 of National Health Services Act 2006 for an Essex-wide (excluding Thurrock) pooled budget for people with learning difficulties being discharged from hospital as part of the Transforming Care Programme.

**3. The Director of Finance and Resources authorised:**

- 3.1 Acquisition of 6 Flats at St Mary’s Court, Victoria Avenue, Southend on Sea

The acquisition of 6 x one bedroom flats at St Mary’s Court into the HRA at a total cost of £700,000 (£116,000 each) to be funded through a virement from the Decent Homes Programme using right to buy retained receipts with completion before the financial year end.

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