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SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Monday, 8th April, 2019

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Democratic Services Officer

Email: committeesection@southend.gov.uk

A G E N D A

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Special Meeting held on Wednesday, 13th February 2019
- 5 Minutes of the Meeting held on Monday, 28th January 2019

**** **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET - Tuesday, 12th March 2019**

- 6 **Monthly Performance Report**
Called in by Councillors R Woodley and M Terry

Members are reminded to bring with them the most recent MPR for period end January 2019 circulated recently.

Comments/questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.

- 7 **Southend Energy Partnership**
Minute 774 (Cabinet Book 1, Agenda Item No.9 refers)
Called-in by Councillors Dent, Jones, Terry and Woodley

**** **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE - Thursday, 7th March 2019**

None

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

None

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

None

****** OTHER SCRUTINY MATTERS**

8 In-depth Scrutiny Project - Re-imagining the Town Centre in the context of the vision for Southend 2050 - Draft Final Report

To: The Chair & Members of the Place Scrutiny Committee:
Councillors K Robinson (Chair), M Terry (Vice-Chair), A Bright, K Buck,
D Burzotta, T Byford, A Chalk, M Davidson, M Dent, N Folkard, J Garston,
A Jones, D McGlone, D Nelson, N Ward, P Wexham and C Willis

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Wednesday, 13th February, 2019
Place: Committee Room 4a - Civic Suite

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Present: Councillor K Robinson (Chair)
Councillors M Terry (Vice-Chair), A Bright, K Buck, T Byford,
A Chalk, M Davidson, N Folkard, D Garston*, J Garston, I Gilbert*,
R Hadley*, A Jones, D McGlone, C Mulroney*, N Ward and C Willis
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors J Courtenay (Cabinet Member), B Ayling, M Borton,
D Garne, T Harp, C Nevin and R Woodley
A Griffin, A Lewis, S Leftley, J K Williams, J Chesterton, E Cooney,
G Halksworth, G Gilbert, T Row, A Grant, M Sargood, G Webb and
P Moyo

Start/End Time: 6.30 pm - 9.10 pm

711 Apologies for Absence

Apologies for absence were received from Councillors Burzotta (substitute: Councillor Hadley), Dent (substitute: Councillor Gilbert), Nelson (substitute: Councillor D Garston) and Wexham (substitute: Councillor Mulroney).

712 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillor Courtenay – Disqualifying non-pecuniary interest in Agenda Item Nos 4 and 6; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011; and

(b) Councillor Davidson – Agenda Item Nos 4 and 6 – Non-pecuniary interest: Non-executive Director of South Essex Homes Board.

713 Questions from Members of the Public

There were no questions from members of the public.

714 Better Queensway Regeneration Project

The Committee considered Minute 699 of Cabinet held on Tuesday, 12th February 2019, which had been referred direct to scrutiny by Cabinet, together with a report of the Deputy Chief Executive (Place) concerning the outcome of the procurement process and requesting agreement to the appointment of a 50/50 joint venture (JV) partner to work with the Council to deliver the Better Queensway Regeneration Project in accordance with the agreed objectives for the Project.

The Committee considered this item in conjunction with the Cabinet report including confidential Appendix 2.

In response to questions, the Cabinet Member for Growth gave his assurance that the Administration would work with councillors from all groups to ensure the final scheme meets with Council objectives and provides as much affordable housing for rent as possible within a financially viable and deliverable scheme.

Resolved:

1. That the following decisions of Cabinet be noted:

“1. That Swan Housing Association (Swan) be appointed as the preferred bidder, and subsequently the joint venture partner following the conclusion of the competitive dialogue process undertaken in compliance with the Public Contracts Regulations 2015.

2. That a limited liability partnership (LLP) be established with Swan through a Swan subsidiary company.

3. That the Chief Executive, in consultation with the Leader, be authorised to:

(a) Negotiate the final details of, and then enter into, the following agreements:

- LLP partnership agreement;
- Land agreement;
- Compulsory Purchase Order (CPO) Indemnity Agreement;
- Development and purchase agreement;
- Such further agreements that the Council are party to which are required to enable the delivery of the Project;
- Any ancillary agreements or documents necessary to give effect to the constitution, implementation and functioning of the LLP in accordance with the submitted report and appendices.

(b) Establish and implement a process for the on-going selection and appointment of appropriate individuals to the board of the LLP.

4. That the Chief Executive and S151 Officer, in consultation with the Leader, be authorised to identify, declare surplus and dispose of assets to the LLP (subject to the Council’s obligations under S123 of the Local Government Act 1972 or any such other statute that is appropriate for any such disposal) and acquire assets within the Project boundary for the purpose of facilitating the delivery of the Project.

Recommended:

5. That an investment of £1.5M equity and £13.5M junior debt be made by the Council to match the level of investment by Swan, and that the capital investment programme for 2019/20 to 2023/24 be adjusted to reflect this.

6. That the terms of reference of the Council’s Shareholder Board be amended to include this joint venture.”

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

Note: This is an Executive Function save that Recommendations 5 and 6 above are Council Functions.

Cabinet Member: Cllr Courtenay

715 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.

716 Better Queensway Regeneration Project - Confidential Appendix 2

Resolved:

That the confidential Appendix 2 to the Better Queensway Regeneration Project report, be noted.

Note: This is an Executive Function

Cabinet Member: Cllr Courtenay

Chairman: _____

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Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 28th January, 2019
Place: Committee Room 1 - Civic Suite

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Present: Councillor K Robinson (Chair)
Councillors M Terry (Vice-Chair), A Bright, K Buck, D Burzotta,
T Byford, A Chalk, M Davidson, M Dent, N Folkard, J Garston,
A Jones, D McGlone, D Nelson, N Ward, P Wexham and C Willis

In Attendance: Councillors J Lamb, J Courtenay, A Moring, L Salter (Cabinet
Members) and I Gilbert
A Lewis, E Cooney, N Corrigan, S Dolling, P Geraghty, C Robinson,
G Gilbert, I Ambrose, L Thomas and T Row

Start/End Time: 6.30 pm - 8.05 pm

632 Councillor Julian Ware-Lane

The Committee stood in silent tribute in memory of Councillor Julian Ware-Lane who sadly had recently passed away.

633 Apologies for Absence

There were no apologies for absence.

634 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors Courtenay, Lamb, Moring and Salter (Cabinet Members) – Disqualifying non-pecuniary interests in all the called-in/referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;

(b) Councillor Buck – Agenda Item No. 8 (Draft Capital Investment Programme 2019/20 to 2023/24) Items 6.3, 8.5 (Schools) and Appendix 1 page 3 – Non-pecuniary interest: Governor at Eastwood Academy;

(c) Councillor Buck – Agenda Item No. 9 (Draft General Fund Revenue Budget 2019/20) – Items 2.5, 5, 6 and 8.16 (Schools) - Non-pecuniary interest: Governor at Eastwood Academy and Appendix 9 – B3 – Non-pecuniary interest: Member of Belfairs Golf Club;

(d) Councillor Jones – Agenda Item No. 8 8 (Draft Capital Investment Programme 2019/20 to 2023/24) – Non-pecuniary interest: Son works for C2C and Southend Central Station was mentioned in the debate;

(e) Councillor Nelson – Agenda Item No. 6 (Southend 2050 - Strategic Delivery Plans) – Non-pecuniary interest: Employer is a Member of Parliament.

635 Questions from Members of the Public

Written responses from the Cabinet Member for or Healthy Communities and Wellbeing and the Cabinet Member for Infrastructure to questions from Mr Webb were circulated at the meeting.

636 Minutes of the meeting held on Monday, 26th November 2018

That the Minutes of the Meeting held on Monday, 26th November 2018 be received, confirmed as a correct record and signed.

637 Minutes of the Special Meeting held on Tuesday 11th December 2018

That the Minutes of the special meeting held on Tuesday, 11th December 2018 be received, confirmed as a correct record and signed.

638 Southend 2050 – Strategic Delivery Plans

The Committee considered Minute 604 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Chief Executive providing the Southend 2050 Strategic Delivery Plans (SDPs).

Resolved:

That the following decisions of Cabinet be noted:-

“1. That the Strategic Delivery Plans supporting the delivery of the Southend 2050 Ambition and the Southend 2050 Five Year Road Map, be adopted.

2. That the Transforming Together work be noted and the new Council values, be endorsed.”

Note: This is an Executive Function
Cabinet Member: Cllr Lamb

639 Parking and Civil Enforcement Policy

The Committee considered Minute 607 of Cabinet held on 17th January 2019, which had been referred direct to scrutiny by Cabinet, together with a report of the Deputy Chief Executive (Place) presenting the updated Highways and Parking Policies for approval.

Having considered the matter further, the Cabinet Member for Infrastructure confirmed that he was happy that the matter be referred back to Cabinet for reconsideration. Any decision made by the Cabinet would be eligible for call-in.

Resolved:

That the matter be referred back to Cabinet for reconsideration.

Note: This is an Executive Function
Cabinet Member: Cllr Moring

640 Draft Capital Investment Programme 2019/20 to 2023/24

The Committee considered Minute 610 of Cabinet on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Strategic Director (Finance and Resources) outlining a draft programme of capital investment for the period 2019/20 to 2023/24.

Resolved:

That the following decisions of Cabinet be noted:-

“1. That the current approved programme for 2019/20 to 2021/22 of £153.1m as set out in Appendix 1 to the submitted report, be noted.

2. That the Capital Investment Strategy for 2019/20 to 2023/24, as set out in Appendix 2 to the report, be approved.

3. That the following be approved:

(i) New schemes and additions to the Capital Investment Programme for the period 2019/20 to 2023/24 totalling £14.5m for the General Fund and £20.8m for the Housing Revenue Account (Appendix 6 to the submitted report);

(ii) Schemes subject to external funding approval for the period 2019/20 to 2020/21 totalling £3.0m (Appendix 6 to the report);

(iii) Schemes subject to viable business cases for the period 2019/20 to 2021/22 totalling £48.6m (Appendices 6 and 7 to the report).

4. That it be noted that the changes to the approved Programme will result in a proposed Capital Investment Programme of £177.0m for 2019/20 to 2023/24, as set out in Appendix 7 to the report, of which £70.7m is supported by external funding.

5. That it be noted that a final review is being undertaken on the 2018/19 projected outturn and the results will be included in the report to Cabinet on 12 February 2019.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 12 February 2019 is a Council Function.

Cabinet Member: Cllr Lamb

641 Draft General Fund Revenue Budget 2019/20

The Committee considered Minute 611 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees, together with a report of the Corporate Management Team presenting the draft revenue budget for 2019/20.

Resolved:

That the following decisions of Cabinet be noted:-

“1. That the 2019/20 draft revenue budget and any required commencement of consultation, statutory or otherwise, be endorsed.

2. That it be noted that the 2019/20 draft revenue budget has been prepared on the basis of a Council Tax increase of 4.49%, being 2.99% for general use and 1.5% for Adult Social Care.

3. That it be noted that the 2019/20 draft revenue budget has been prepared using the provisional local government finance settlement and that the outcome from the final settlement will need to be factored into the final budget proposals for Budget Cabinet and Budget Council.

4. That the 2019/20 revenue budget, as endorsed, be referred to all three Scrutiny Committees, Business sector and Voluntary sector to inform the Budget Cabinet, which will then recommend the Budget and Council Tax to Budget Council.

5. That the Schools budget position and that the recommendations for the Education Board on 22 January 2019, as set out in Appendices 11 and 11(i) to the submitted report, be noted and referred to the People Scrutiny Committee and then to Budget Cabinet and Budget Council.

6. That the direction of travel for 2020/21 and beyond, noting the need for the organisation to move to a longer term and outcome based budgeting approach as set out in Section 15 of the report, be endorsed.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 12th February 2019 is a Council Function.

Cabinet Member: Cllr Lamb

642 Corporate Risk Register

The Committee considered Minute 617 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Chief Executive presenting the corporate risk register Quarter 3 update.

Resolved:

That the following decision of Cabinet be noted:-

“That the 2018/19 Corporate Risk Register and the Quarter 3 updates outlined in Appendix 1 to the submitted report, be noted.”

Note: This is an Executive Function

Cabinet Member: Cllr Lamb

643 Revenue and Capital Monitoring to 30 November 2018

The Committee considered Minute 620 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Strategic Director (Finance and Resources)

presenting the Revenue and Capital budget report for the period ending 30th November 2018.

Resolved:

That the following decisions of Cabinet be noted:-

That, in respect of the 2018/19 Revenue Budget Monitoring as set out in appendix 1 to this report:

1. That the forecast outturn for the General Fund and Housing Revenue Account, as at November 2018, be noted.
2. That the planned management actions of £3,230,000 to achieve that forecast outturn, be noted.
3. That the planned budget transfers (virements) of £949,000, be approved.
4. That the transfer of £413,000 from the Children Social Care reserve to support additional secured placements, be approved.
5. That the transfer of £472,000 from the Dedicated School Grant reserve to support 2018/19 in year funding pressures, be approved.
6. That the potential transfer of £1,505,000 to the Business Transformation Reserve in respect of the forecast General Fund underspend, be noted.
7. That the potential transfer of £24,000 to the HRA Capital Investment Reserve in respect of the forecast HRA underspend, be noted.

That, in respect of the 2018/19 Capital Budget Monitoring as set out in appendix 2 of this report:

8. That the expenditure to date and the forecast outturn as at November 2018 and its financing, be noted.
9. That the requested changes to the 2018/19 capital investment programme as set out in Section 2 of Appendix 2 of the report, be approved.

Note: This is an Executive Function
Cabinet Member: Cllr Lamb

644 Monthly Performance Report (November 2018)

The Committee considered Minute 621 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with the Monthly Performance Report covering the period to end November 2018.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.
Executive Councillor:- As appropriate to the item.

645 In-depth Scrutiny Project - Re-imagining the Town Centre in the context of the vision for Southend 2050

The Committee received an oral update on the progress that had been made to date in respect of the joint in-depth study with the Policy & Resources Scrutiny Committee.

Resolved:-

That the update be noted

Note:- This is a Scrutiny Function.

Chairman: _____

MONTHLY PERFORMANCE REPORT

January 2019

Contents







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Section 4 Page 24 - 28	Partnership Indicators Health Wellbeing Indicators Local Economy Indicators Community Safety Indicators

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Published by the Corporate Strategy Group

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Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2018/19	Annual target for 2018/19
<u>Outcome</u>	<p>Symbol based on a traffic light system; Red, Amber, Green indicating whether an indicator's performance is on track to achieve the annual target. Symbols used and their meaning are:</p> <p> = at risk of missing target</p> <p> = some slippage against target, but still expected to meet year-end target (31/03/2019)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

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Section 1: 2018-2019 Exceptions - Current Month Performance

Comments on Indicators rated Red or Amber

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Expected Outcome At risk of missing target



Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
13 CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	January 2019	79	57-67	57-67			CLA rate remains above target and increasing - demand measurement and key question is whether the right children are brought into care. Head of Service has reviewed all children that became CLA since Apr-18 and identified decision making as appropriate. There is an increase in two groups - older adolescents (including unaccompanied asylum seekers - UASC) and under 5's. This is linked to an increased focus on working with adolescents and being part of the National Transfer Scheme for UASC. There is increasing work with pre-school, including pre-birth children. Other than children who need to become CLA in an emergency, the decision for a child to become CLA is made by the Placement Panel to ensure that all options are considered before care is agreed. This has prevented numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure children do not remain in care for longer than necessary. This increase is in line with the national picture and is reviewed to ensure the right children become CLA at the right time. Social Worker caseloads kept under weekly review to ensure they can effectively deliver good practice.	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2B(1)) [Rolling Quarter]	Aim to Maximise	January 2019	67.5%	88.7%	88.7%			The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as defined by the	People Scrutiny





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Adult Social Care Outcomes Framework (ASCOF) definition. This strategy will cause variability in the performance of this indicator on a month to month basis depending on the make-up of the cohort. In view of this, Adult Social care and the Performance team are reviewing the detail of this cohort to look at how we can continue to adopt a fully inclusive Home First approach as well as ensure those individuals receiving pure reablement services can be identified and reported for this indicator.	
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	January 2019	73.5%	90%	90%			Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and Jan- 19 was 16.2 days.	People Scrutiny
14 CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	January 2019	1.95%	1.77%	1.77%			The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in both the numbers of Universal credit (UC) claims, together with an increase in the level of arrears, and there is no indication that the number of cases will reduce. Based on the current trends we have forecast that the current arrears as a % of recoverable debt is likely to increase to circa 2% by the end of this financial year. These forecasts are based on the current information available, and do not take into account any future changes that the DWP may introduce, or indeed the final transition of the residual Housing benefit cases over to UC.	Policy and Resources Scrutiny

Expected Outcome At risk of missing target
Responsible OUs Strategic Services





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]	Aim to Minimise	January 2019	6.18	5.82	7.20			The council's absence levels have been below the target for the last 2 months. For year to date the Council is still above its target by 0.36 average days lost per FTE. HR have just	Policy & Resources Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									completed the procurement process for a new Occupational Health service and will be running a series of workshops with the new provider to ensure managers make effective use of the service to support the management of absence.	
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	January 2019	35,852	43,333	45,000			Continued increase in registrations, supported by ongoing program of social media communications to encourage sign up.	Policy & Resources Scrutiny



Expected Outcome Some slippage against target
Responsible OUs Department for People



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	January 2019	33.49	38-48	38-48			We are below target and relates to 131 children (although this number has subsequently risen). However this is only a measure of demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms, including audit and senior management oversight (e.g. the Principal Reviewing Officer reviews all requests for initial child protection conferences).	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month. [Monthly Snapshot]	Aim to Maximise	January 2019	92.1%	95%	95%			This month has shown improvement but this is missing target. This is still an area of focussed work with staff and managers. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for People; Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	January 2019	4,544	4,580	5,740			To date, Health Checks are at 79.2% against the cumulative annual target of 83%. This is due to below monthly target performance in Dec-18 and Jan-19. However, we do not at this point, (04/02/2019), have all the figures for the outreach service which will bring us closer to target.	People Scrutiny
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	January 2019	616	653	771			Newly commissioned vape shops delivering quits. Continuing to support Primary Care & community support to deliver stop smoking support. Level 2 advisor training undertaken. Planning E-cigarette event for local provider.	People Scrutiny





Expected Outcome Some slippage against target
Responsible OUs Strategic Services





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	January 2019	86.60%	86.70%	97.50%			The collection rate for Council Tax as at the 31st January 2019 is 86.6%, which is 0.1% below the profiled target to the end of January. We have now successfully recruited the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases as well as visiting properties within the borough to verify information and will ensure we have the specialisms to achieve our collection targets. Our two contracted enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to assist our residents in need, setting up a joint approach with our Citizens Advice team, working with people to agree payment plans or support with applications for hardship relief or benefit claims. A wider group of our support sector is being created to assist and encourage residents to discuss and plan their finances. We also continue to work with	Policy & Resources Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									our commercial partners using new initiatives to pursue persistent defaulters where other methods have failed through Bankruptcy and Committal court action.	
CP 4.4	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	January 2019	85.40%	89.50%	98.30%			The collection rate for Business Rates for the period ending the 31st January 2019 is 85.4% and upon reviewing the historical data the end of January collection rate of 85.4% is consistent with previous years. The difference arises due to Discretionary Discounts awarded in January 2018, which means the profiles target to date needs amending. The overall target rate for the year end is still anticipated to be achieved. We are still pursuing several large outstanding accounts for both current year and previous years arrears where we are seeking professional legal advice. Work is also continuing around the review of Charities and their status and the various reliefs we grant.	Policy & Resources Scrutiny



Expected Outcome: Indicators on course to achieve target (Greens)

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month [Monthly Snapshot]	Aim to Maximise	January 2019	98.4%	95%	95%			This is above target. Visit rates have slightly improved since last month. This continues to be an area of focus and is monitored on a weekly basis and managers provide reassurance that all children not visited in timescales are appropriately safeguarded. Activity continues to ensure that the visits are consistently of a high quality.	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	January 2019	33%	33%	33%			The figures continue to be above the national benchmark and the teams have achieved the target this month. The social work teams continue to promote direct payments as a real choice for adults to take control of how their	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									care is personalised to meet their needs. This is promoted through the commissioning of Vibrance to support adults to employ their own care and support and the increase in our approved list of spot providers.	
CP 3.13	Delayed transfers of care from hospital (DToC Beds), and those which are attributable to adult social care per 100,000 population [ASCOF(2C2) SOCIAL CARE ONLY][Cumulative YTD]	Aim to Minimise	January 2019	0.47	1.81	1.81			Delayed transfers of care from the acute and non-acute settings for social care continues to be a high priority and continues to improve. Sustained performance is achieved from a strong system leadership approach through the reintroduction of the Urgent Care Operations Group. Joint initiatives have been agreed with partner agencies to be trailed and will be on-going throughout the winter months and will support the continued development of the local winter plans. Nationally released DTOC data for Jan-19 by LG Inform continues to place Southend Borough Council within the top quartile of all English single-tier and county councils.	People Scrutiny
18 CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	January 2019	1.95	3.19	3.19			The data is currently only available quarterly, in line with the national statistics and monthly updates will continue. There remains pressure in this area with 154 households at the end of the month in TA which is up from 141 in Mar-18. Whilst current performance is better than the set target, it should be noted that at the end of Dec-17 local performance stood at 1.54 households per 1,000 households, compared to the England rate of 3.36. Both the local and national rates are increasing. This ranks Southend 99/294 reporting authorities, an improvement from 109 at the end of Sep-17 (292 reporting authorities), and the best position since Jun-16 where we ranked 106. It should be noted that this relatively strong position is based on the work of the proactive approach of the team, but that considerable pressures remain. Work is underway to improve the availability of private sector properties to discharge our homelessness duty into, relieving some of the pressure on the limited social housing stocks and reducing TA occupation levels.	Policy and Resources Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	January 2019	6,313	6,660	8,000			The month value of 553 missed collections represents a 0.04% missed rate against 1,476,795 collections per month. The missed collection target is back on track as was previously highlighted. Veolia management will be monitored closely to ensure that the end of year target will be met	Place Scrutiny

Section 2: 2018- 2019 Corporate Performance Indicators



Information for all 2013-2014 Corporate Priority Indicators

Generated on: 22 February 2019 10:31

Performance Data Expected Outcome: At risk of missing target 6 On course to achieve target 16 Some slippage against target 6 No Value 1

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	January 2019	33.49	38-48	38-48			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	January 2019	79	57-67	57-67			John O'Loughlin	People Scrutiny
2018 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.[Monthly Snapshot]	Aim to Maximise	January 2019	92.1%	95%	95%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month [Monthly Snapshot]	Aim to Maximise	January 2019	98.4%	95%	95%			John O'Loughlin	People Scrutiny

Aim: CLEAN: Priorities • Continue to promote the use of green technology and initiatives to benefit the local economy and environment. • Encourage and enforce high standards of environmental stewardship.

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative YTD]	Aim to Maximise	January 2019	94%	94%	94%			Carl Robinson	Place Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]	Aim to Maximise	September 2018	48.50%	-	46.38%	✔	-	Carl Robinson	Place Scrutiny
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	January 2019	6,313	6,660	8,000	✔	↓	Carl Robinson	Place Scrutiny



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [Monthly Snapshot]	Aim to Maximise	January 2019	TBC	74%	74%	-	-	Sarah Baker	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2B(1)) [Rolling Quarter]	Aim to Maximise	January 2019	67.5%	88.7%	88.7%	●	↓	Sarah Baker	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	January 2019	33%	33%	33%	✔	↑	Sarah Baker	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	January 2019	10.2%	10%	10%	✔	↓	Sarah Baker	People Scrutiny
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative YTD]	Aim to Maximise	January 2019	4,969,171	3,666,667	4,400,000	✔	↓	Scott Dolling	Place Scrutiny
CP 3.7	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	January 2019	40	33	40	✔	↑	Krishna Ramkhelawon	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	January 2019	4,544	4,580	5,740	⚠	↑	Krishna Ramkhelawon	People Scrutiny









MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
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	January 2019	73.5%	90%	90%			John O'Loughlin	People Scrutiny
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	January 2019	616	653	771			Ian Diley	People Scrutiny
CP 3.13	Delayed transfers of care from hospital (DToC Beds), and those which are attributable to adult social care per 100,000 population [ASCOF(2C2) SOCIAL CARE ONLY] [Cumulative YTD]	Aim to Minimise	January 2019	0.47	1.81	1.81			Sarah Baker	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	January 2019	86.60%	86.70%	97.50%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	January 2019	85.40%	89.50%	98.30%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative YTD]	Aim to Maximise	January 2019	100.00%	79.00%	79.00%			Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	January 2019	98.92%	84.00%	84.00%			Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	January 2019	98.42%	90.00%	90.00%			Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	January 2019	1.95%	1.77%	1.77%			Glyn Halksworth	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	January 2019	85.8%	82.5%	82.5%			Brin Martin	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	January 2019	1.95	3.19	3.19			Glyn Halksworth	Policy and Resources Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD]	Aim to Maximise	January 2019	16,398	16,250	19,500			Scott Dolling	Place Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]	Aim to Minimise	January 2019	6.18	5.82	7.20			Joanna Ruffle	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	January 2019	35,852	43,333	45,000			Joanna Ruffle	Policy & Resources Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	January 2019	96.2%	95%	95%			Brin Martin	People Scrutiny

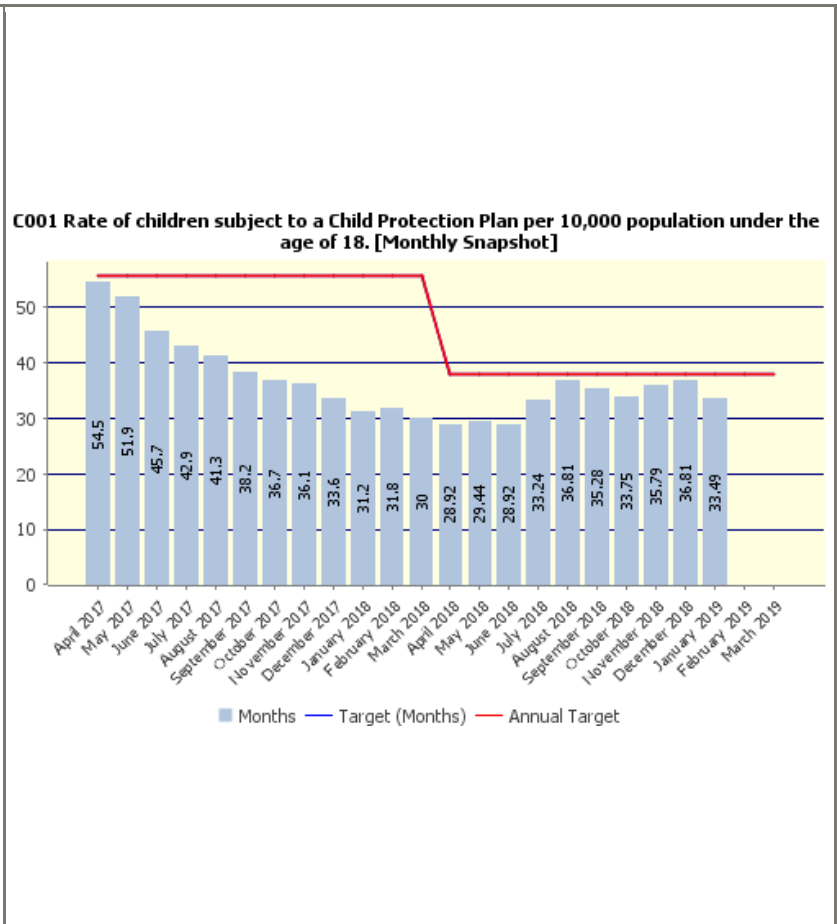
Section 3: Detail of indicators rated Red or Amber

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


Expected Outcome: At risk of missing target 1 Some slippage against target 2

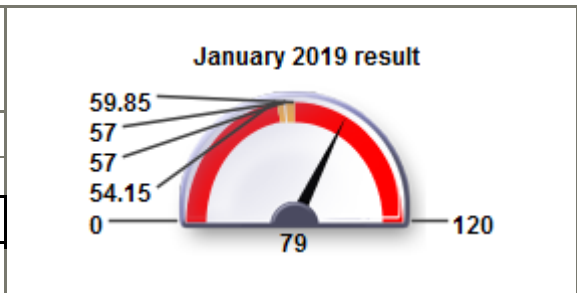
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]			<p>January 2019 result</p> <p>34.3 28 41.7 48 0 33.49 80</p>
Expected Outcome		Format	Goldilocks	
Managed By	John O'Loughlin			
Year Introduced	2014			

Date Range 1		
	Value	Target
April 2017	54.5	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017	38.2	50.4 - 55.7
October 2017	36.7	50.4 - 55.7
November 2017	36.1	50.4 - 55.7
December 2017	33.6	50.4 - 55.7
January 2018	31.2	50.4 - 55.7
February 2018	31.8	50.4 - 55.7
March 2018	30	50.4 - 55.7
April 2018	28.92	38 - 48
May 2018	29.44	38 - 48
June 2018	28.92	38 - 48
July 2018	33.24	38 - 48
August 2018	36.81	38 - 48
September 2018	35.28	38 - 48
October 2018	33.75	38 - 48
November 2018	35.79	38 - 48
December 2018	36.81	38 - 48
January 2019	33.49	38 - 48

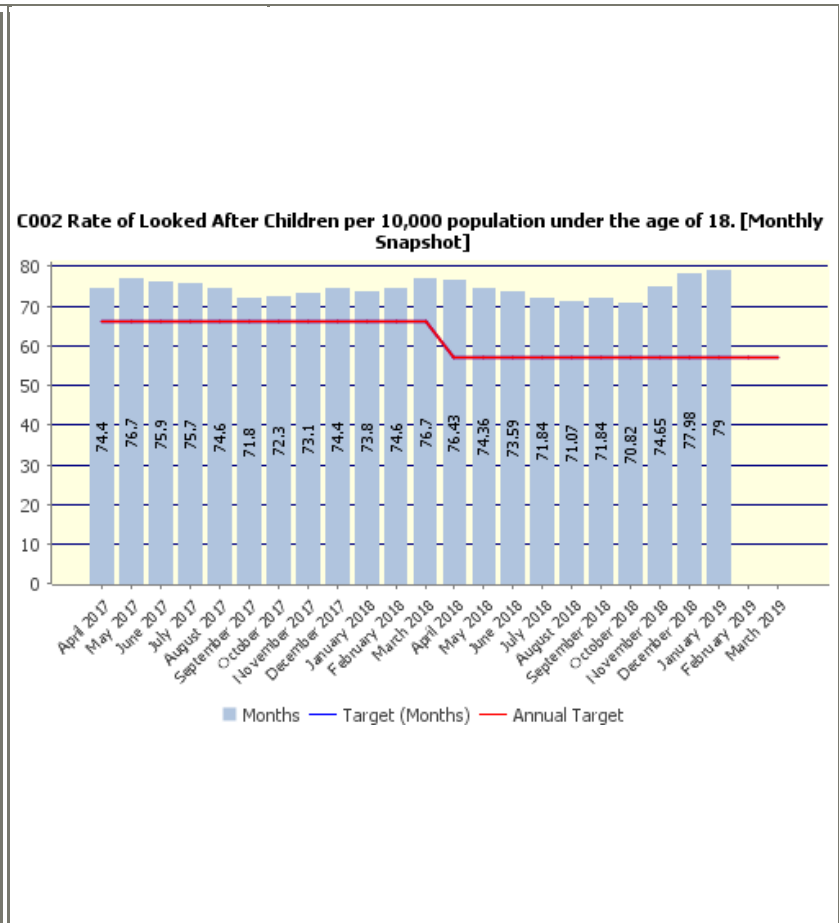


We are below target and relates to 131 children (although this number has subsequently risen). However this is only a measure of demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms, including audit and senior management oversight (eg. the Principal Reviewing Officer reviews all requests for initial child protection conferences).

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



Date Range 1		
	Value	Target
April 2017	74.4	66
May 2017	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017	74.6	66
September 2017	71.8	66
October 2017	72.3	66
November 2017	73.1	66
December 2017	74.4	66
January 2018	73.8	66
February 2018	74.6	66
March 2018	76.7	66
April 2018	76.43	57 - 67
May 2018	74.36	57 - 67
June 2018	73.59	57 - 67
July 2018	71.84	57 - 67
August 2018	71.07	57 - 67
September 2018	71.84	57 - 67
October 2018	70.82	57 - 67
November 2018	74.65	57 - 67
December 2018	77.98	57 - 67
January 2019	79	57 - 67

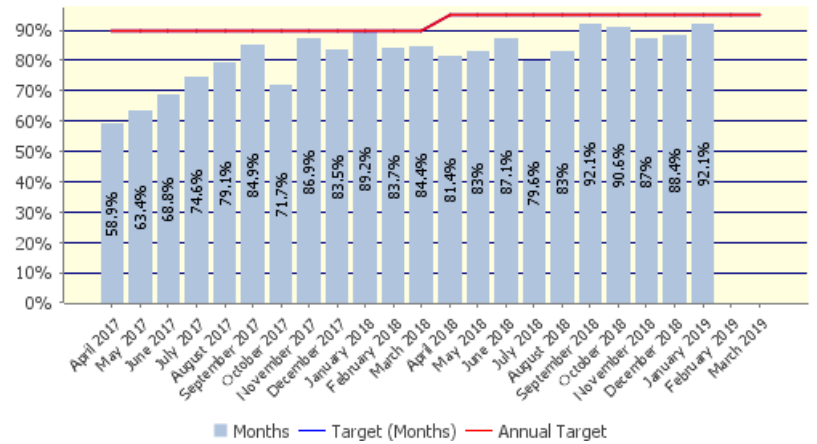


CLA rate remains above target and increasing - demand measurement and key question is whether the right children are brought into care. Head of Service has reviewed all children that became CLA since Apr-18 and identified decision making as appropriate. There is an increase in two groups - older adolescents (including unaccompanied asylum seekers - UASC) and under 5's. This is linked to an increased focus on working with adolescents and being part of the National Transfer Scheme for UASC. There is increasing work with pre-school, including pre-birth children. Other than children who need to become CLA in an emergency, the decision for a child to become CLA is made by the Placement Panel to ensure that all options are considered before care is agreed. This has prevented numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure children do not remain in care for longer than necessary. This increase is in line with the national picture and is reviewed to ensure the right children become CLA at the right time. Social Worker caseloads kept under weekly review to ensure they can effectively deliver good practice.

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.[Monthly Snapshot]		<p style="text-align: center;">January 2019 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	John O'Loughlin		
Year Introduced	2017		

Date Range 1		
	Value	Target
April 2017	58.9%	90%
May 2017	63.4%	90%
June 2017	68.8%	90%
July 2017	74.6%	90%
August 2017	79.1%	90%
September 2017	84.9%	90%
October 2017	71.7%	90%
November 2017	86.9%	90%
December 2017	83.5%	90%
January 2018	89.2%	90%
February 2018	83.7%	90%
March 2018	84.4%	90%
April 2018	81.4%	95%
May 2018	83%	95%
June 2018	87.1%	95%
July 2018	79.6%	95%
August 2018	83%	95%
September 2018	92.1%	95%
October 2018	90.6%	95%
November 2018	87%	95%
December 2018	88.4%	95%
January 2019	92.1%	95%

C008 Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.[Monthly Snapshot]



This month has shown improvement but this is missing target. This is still an area of focussed work with staff and managers. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.

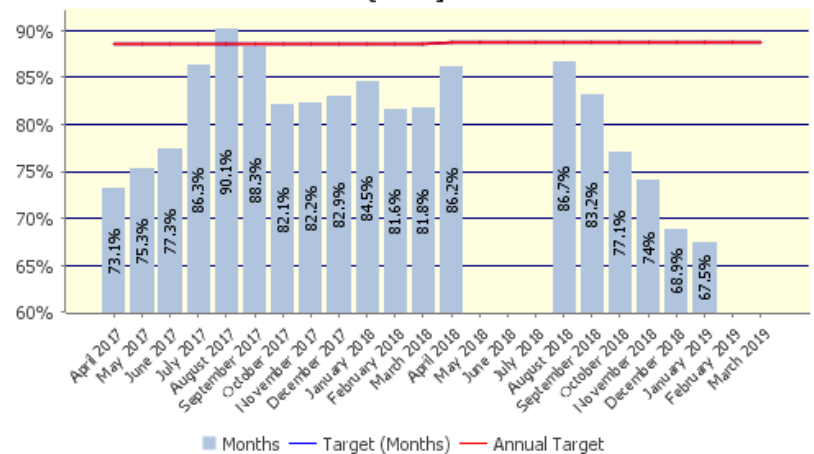
Aim: HEALTHY: Priorities • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social deprivation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

Expected Outcome: At risk of missing target 2 Some slippage against target 2


CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2B(1)) [Rolling Quarter]			<p>January 2019 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Sarah Baker			
Year Introduced	2012			

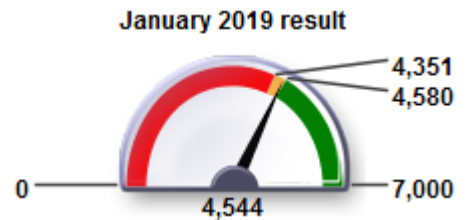
Date Range 1		
	Value	Target
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
October 2017	82.1%	88.6%
November 2017	82.2%	88.6%
December 2017	82.9%	88.6%
January 2018	84.5%	88.6%
February 2018	81.6%	88.6%
March 2018	81.8%	88.6%
April 2018	86.2%	88.7%
May 2018		88.7%
June 2018		88.7%
July 2018		88.7%
August 2018	86.7%	88.7%
September 2018	83.2%	88.7%
October 2018	77.1%	88.7%
November 2018	74%	88.7%
December 2018	68.9%	88.7%
January 2019	67.5%	88.7%

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

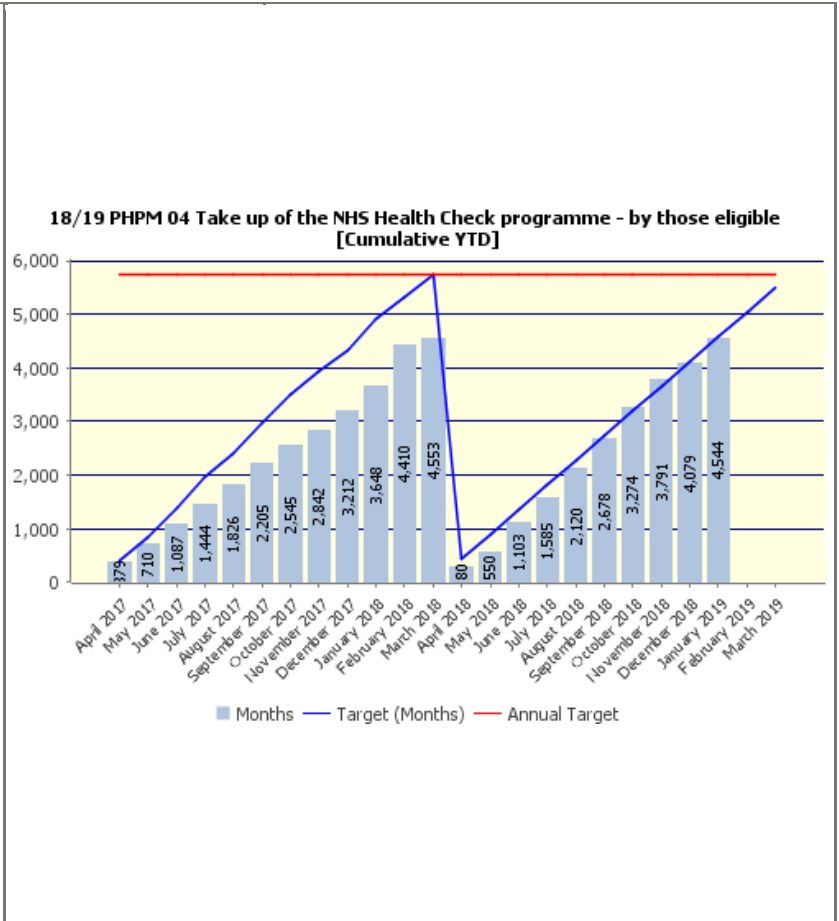


The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as defined by the Adult Social Care Outcomes Framework (ASCOF) definition. This strategy will cause variability in the performance of this indicator on a month to month basis depending on the make-up of the cohort. In view of this, Adult Social care and the Performance team are reviewing the detail of this cohort to look at how we can continue to adopt a fully inclusive Home First approach as well as ensure those individuals receiving pure reablement services can be identified and reported for this indicator.

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



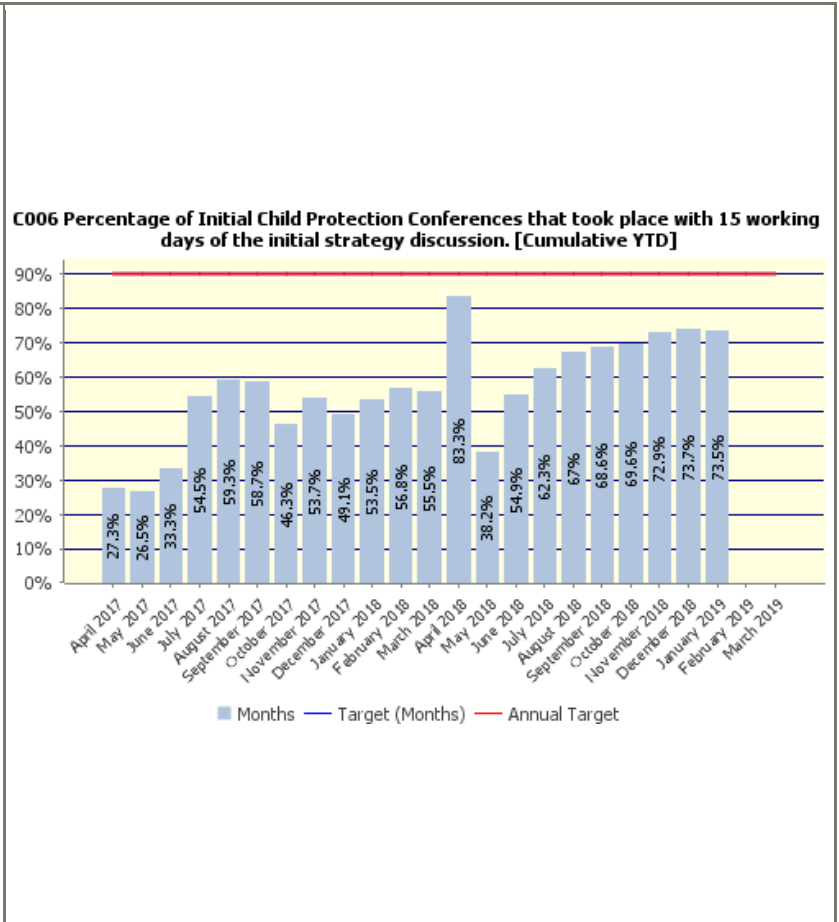
Date Range 1		
	Value	Target
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017	2,205	2,976
October 2017	2,545	3,506
November 2017	2,842	3,920
December 2017	3,212	4,334
January 2018	3,648	4,912
February 2018	4,410	5,326
March 2018	4,553	5,740
April 2018	280	458
May 2018	550	916
June 2018	1,103	1,374
July 2018	1,585	1,832
August 2018	2,120	2,290
September 2018	2,678	2,748
October 2018	3,274	3,206
November 2018	3,791	3,664
December 2018	4,079	4,122
January 2019	4,544	4,580



To date, Health Checks are at 79.2% against the cumulative annual target of 83%. This is due to below monthly target performance in Dec-18 and Jan-19. However, we do not at this point, (04/02/2019), have all the figures for the outreach service which will bring us closer to target.

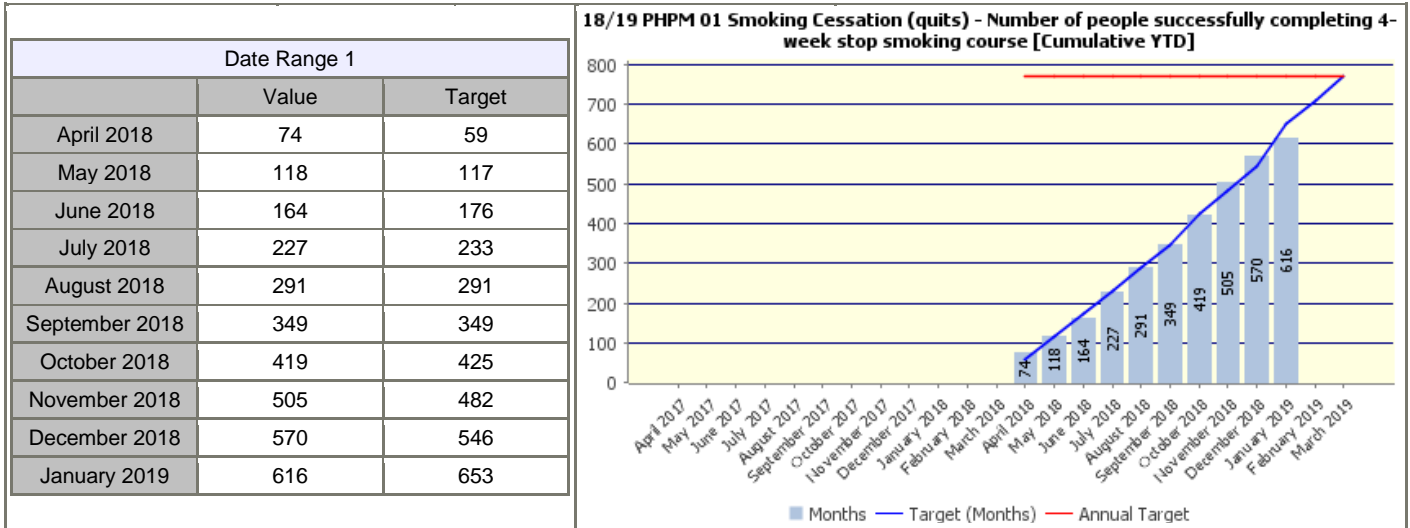
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]		<p style="text-align: center;">January 2019 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	John O'Loughlin		
Year Introduced	2017		

Date Range 1		
	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%
September 2017	58.7%	90%
October 2017	46.3%	90%
November 2017	53.7%	90%
December 2017	49.1%	90%
January 2018	53.5%	90%
February 2018	56.8%	90%
March 2018	55.5%	90%
April 2018	83.3%	90%
May 2018	38.2%	90%
June 2018	54.9%	90%
July 2018	62.3%	90%
August 2018	67%	90%
September 2018	68.6%	90%
October 2018	69.6%	90%
November 2018	72.9%	90%
December 2018	73.7%	90%
January 2019	73.5%	90%



Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and Jan- 19 was 16.2 days.

CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]		<p style="text-align: center;">January 2019 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	Ian Diley		
Year Introduced			



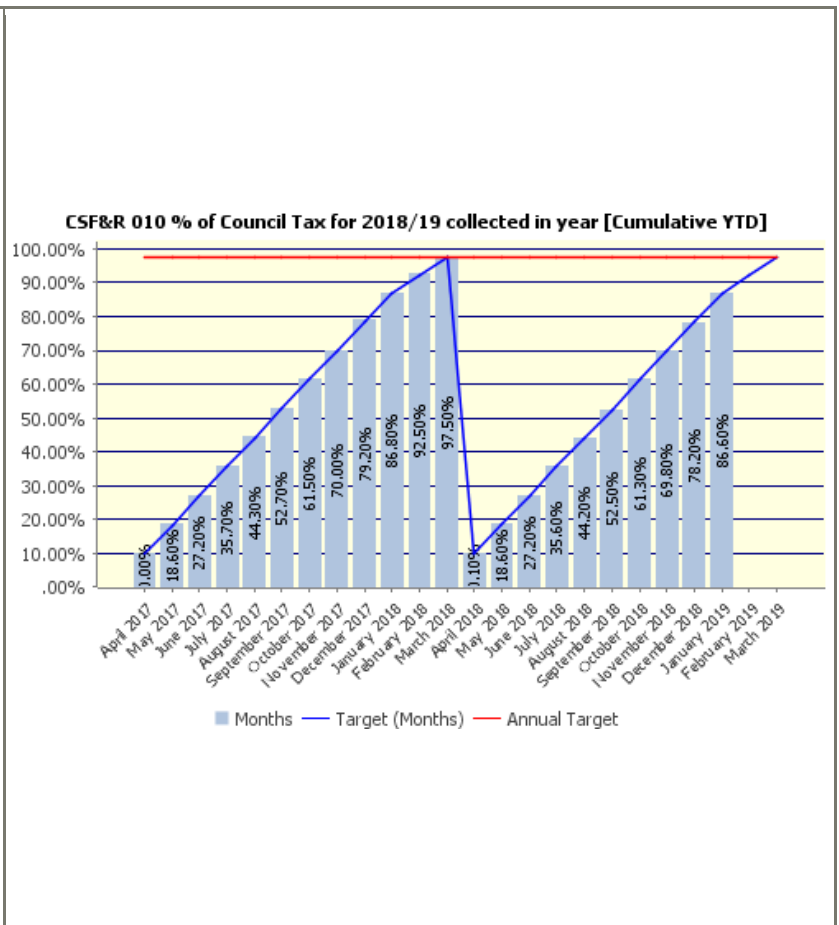
Newly commissioned vape shops delivering quits. Continuing to support Primary Care & community support to deliver stop smoking support.
 Level 2 advisor training undertaken. Planning E-cigarette event for local provider.

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

Expected Outcome: At risk of missing target 1 Some slippage against target 2


CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]			<p style="text-align: center;">January 2019 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Joe Chesterton			
Year Introduced	2000			

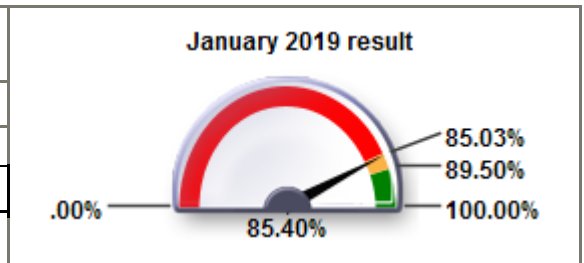
Date Range 1		
	Value	Target
April 2017	10.00%	10.00%
May 2017	18.60%	18.40%
June 2017	27.20%	27.10%
July 2017	35.70%	35.50%
August 2017	44.30%	44.00%
September 2017	52.70%	52.60%
October 2017	61.50%	61.30%
November 2017	70.00%	69.80%
December 2017	79.20%	78.30%
January 2018	86.80%	86.70%
February 2018	92.50%	92.30%
March 2018	97.50%	97.30%
April 2018	10.10%	10.00%
May 2018	18.60%	18.50%
June 2018	27.20%	27.10%
July 2018	35.60%	35.60%
August 2018	44.20%	44.20%
September 2018	52.50%	52.50%
October 2018	61.30%	61.40%
November 2018	69.80%	69.90%
December 2018	78.20%	78.30%
January 2019	86.60%	86.70%



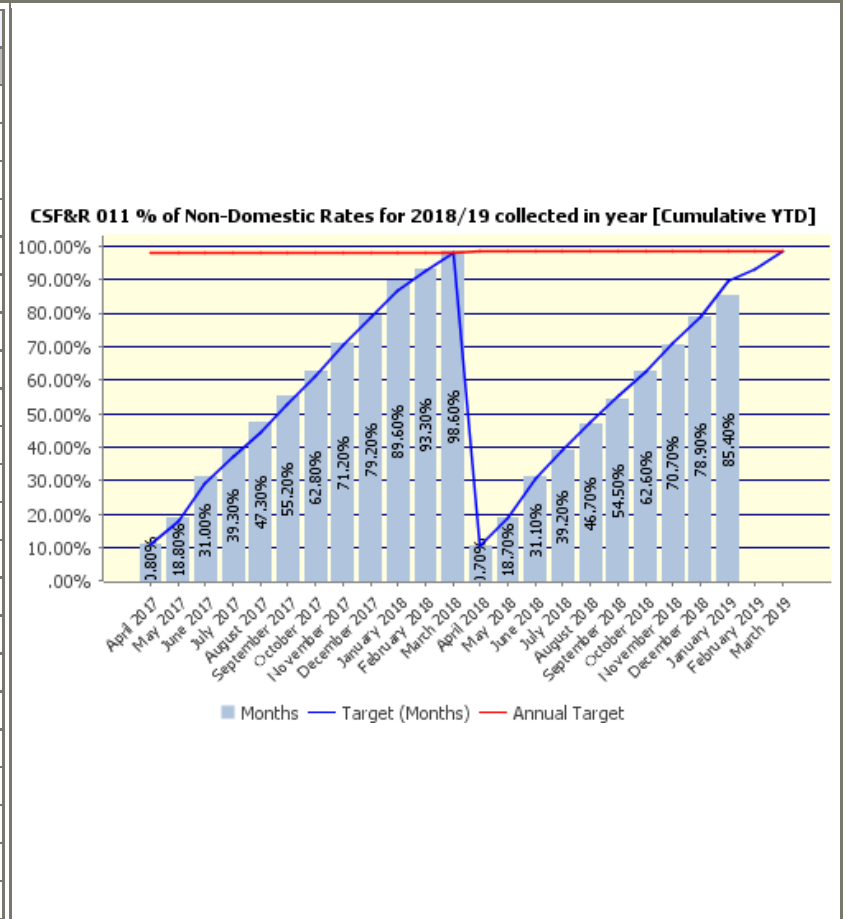
The collection rate for Council Tax as at the 31st January 2019 is 86.6%, which is 0.1% below the profiled target to the end of January. We have now successfully recruited the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases as well as visiting properties within the borough to verify information and will ensure we have the specialisms to achieve our collection targets.

Our two contracted enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to assist our residents in need, setting up a joint approach with our Citizens Advice team, working with people to agree payment plans or support with applications for hardship relief or benefit claims. A wider group of our support sector is being created to assist and encourage residents to discuss and plan their finances. We also continue to work with our commercial partners using new initiatives to pursue persistent defaulters where other methods have failed through Bankruptcy and Committal court action.

CP 4.4	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Joe Chesterton		
Year Introduced	2000		



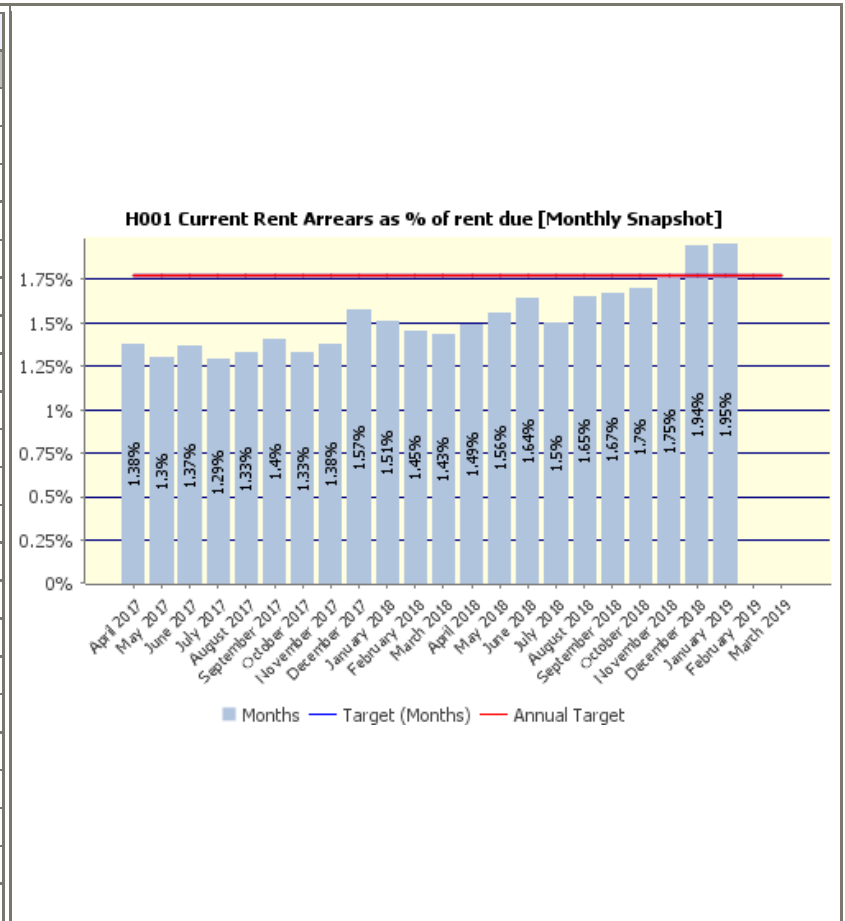
Date Range 1		
	Value	Target
April 2017	10.80%	10.80%
May 2017	18.80%	17.80%
June 2017	31.00%	29.00%
July 2017	39.30%	37.10%
August 2017	47.30%	44.50%
September 2017	55.20%	53.00%
October 2017	62.80%	61.10%
November 2017	71.20%	70.60%
December 2017	79.20%	78.70%
January 2018	89.60%	86.60%
February 2018	93.30%	92.40%
March 2018	98.60%	97.90%
April 2018	10.70%	10.70%
May 2018	18.70%	18.70%
June 2018	31.10%	30.50%
July 2018	39.20%	39.20%
August 2018	46.70%	47.20%
September 2018	54.50%	55.00%
October 2018	62.60%	62.70%
November 2018	70.70%	71.10%
December 2018	78.90%	79.00%
January 2019	85.40%	89.50%



The collection rate for Business Rates for the period ending the 31st January 2019 is 85.4% and upon reviewing the historical data the end of January collection rate of 85.4% is consistent with previous years. The difference arises due to Discretionary Discounts awarded in January 2018, which means the profiles target to date needs amending. The overall target rate for the year end is still anticipated to be achieved. We are still pursuing several large outstanding accounts for both current year and previous years arrears where we are seeking professional legal advice. Work is also continuing around the review of Charities and their status and the various reliefs we grant.


CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]			<p style="text-align: center;">January 2019 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Glyn Halksworth			
Year Introduced	200809			

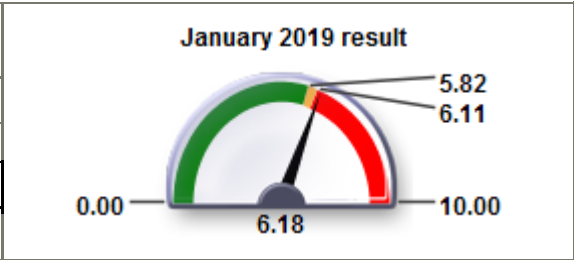
Date Range 1		
	Value	Target
April 2017	1.38%	1.77%
May 2017	1.3%	1.77%
June 2017	1.37%	1.77%
July 2017	1.29%	1.77%
August 2017	1.33%	1.77%
September 2017	1.4%	1.77%
October 2017	1.33%	1.77%
November 2017	1.38%	1.77%
December 2017	1.57%	1.77%
January 2018	1.51%	1.77%
February 2018	1.45%	1.77%
March 2018	1.43%	1.77%
April 2018	1.49%	1.77%
May 2018	1.56%	1.77%
June 2018	1.64%	1.77%
July 2018	1.5%	1.77%
August 2018	1.65%	1.77%
September 2018	1.67%	1.77%
October 2018	1.7%	1.77%
November 2018	1.75%	1.77%
December 2018	1.94%	1.77%
January 2019	1.95%	1.77%



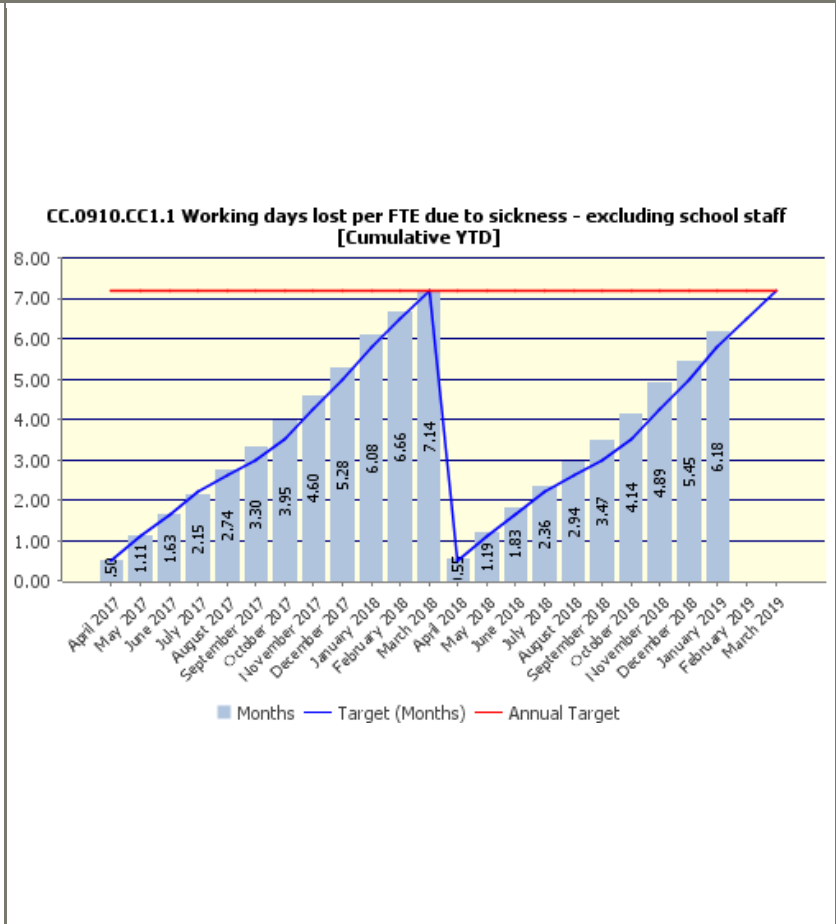
The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in both the numbers of Universal credit (UC) claims, together with an increase in the level of arrears, and there is no indication that the number of cases will reduce. Based on the current trends we have forecast that the current arrears as a % of recoverable debt is likely to increase to circa 2% by the end of this financial year. These forecasts are based on the current information available, and do not take into account any future changes that the DWP may introduce, or indeed the final transition of the residual Housing benefit cases over to UC.

Aim: EXCELLENT: Priorities • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.
 Expected Outcome: At risk of missing target 2


CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]		
Expected Outcome		Format	Aim to Minimise
Managed By	Joanna Ruffle		
Year Introduced	2009		

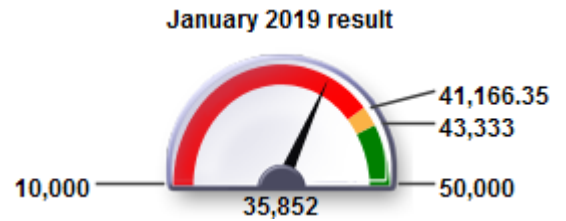


Date Range 1		
	Value	Target
April 2017	0.50	0.51
May 2017	1.11	1.10
June 2017	1.63	1.65
July 2017	2.15	2.21
August 2017	2.74	2.61
September 2017	3.30	3.01
October 2017	3.95	3.51
November 2017	4.60	4.27
December 2017	5.28	4.99
January 2018	6.08	5.82
February 2018	6.66	6.49
March 2018	7.14	7.20
April 2018	0.55	0.51
May 2018	1.19	1.10
June 2018	1.83	1.65
July 2018	2.36	2.21
August 2018	2.94	2.61
September 2018	3.47	3.01
October 2018	4.14	3.51
November 2018	4.89	4.27
December 2018	5.45	4.99
January 2019	6.18	5.82

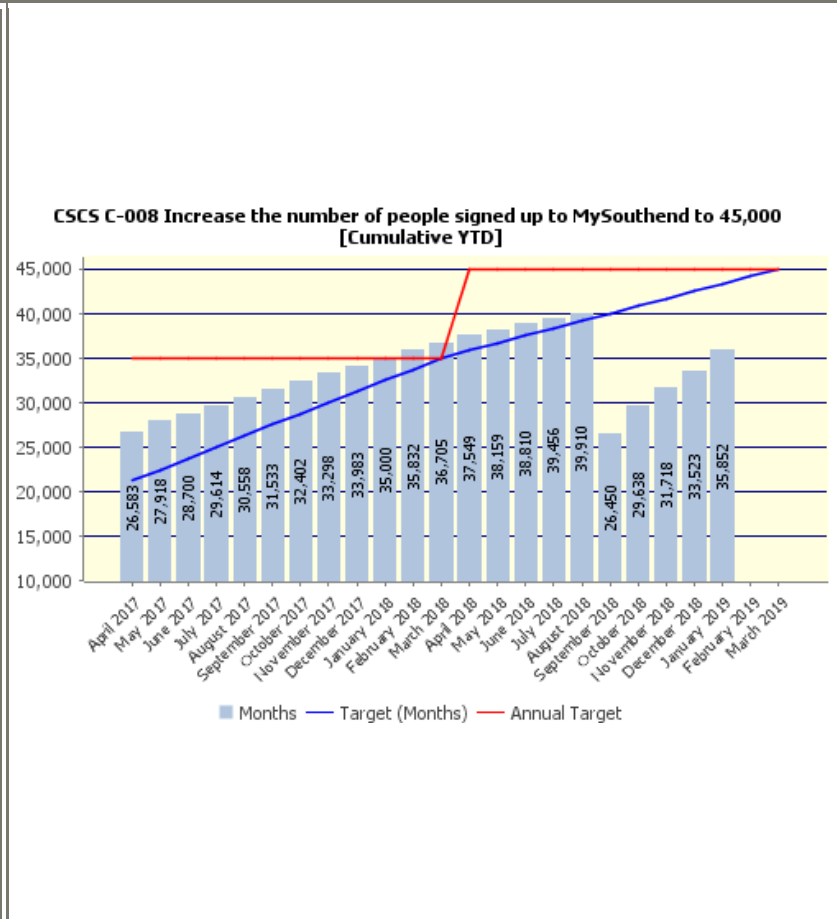


The council's absence levels have been below the target for the last 2 months. For year to date the Council is still above its target by 0.36 average days lost per FTE. HR have just completed the procurement process for a new Occupational Health service and will be running a series of workshops with the new provider to ensure managers make effective use of the service to support the management of absence.

CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Joanna Ruffle		
Year Introduced	2016		



Date Range 1		
	Value	Target
April 2017	26,583	21,250
May 2017	27,918	22,500
June 2017	28,700	23,750
July 2017	29,614	25,000
August 2017	30,558	26,250
September 2017	31,533	27,500
October 2017	32,402	28,750
November 2017	33,298	30,000
December 2017	33,983	31,250
January 2018	35,000	32,500
February 2018	35,832	33,750
March 2018	36,705	35,000
April 2018	37,549	35,833
May 2018	38,159	36,666
June 2018	38,810	37,500
July 2018	39,456	38,333
August 2018	39,910	39,166
September 2018	26,450	40,000
October 2018	29,638	40,833
November 2018	31,718	41,666
December 2018	33,523	42,500
January 2019	35,852	43,333



Continued increase in registrations, supported by ongoing program of social media communications to encourage sign up.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

	Performance Measures	Rationale for inclusion	Latest Performance
1.	<p>Referral for treatment - % of patients referred from GP to hospital treatment within 18 weeks (SCCG) (monthly snapshot)</p> <p>https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">85.12% (November 2018)</p> <p style="text-align: center;">Against national target of 92%</p>
2.	<p>Cancer treatment - % patients treated within 62 days of GP urgent suspected cancer referral (Southend University Hospital Foundation Trust)</p> <p>https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">62 Day Operational Standard 55.23% (November 2018) YTD 67.64%</p> <p style="text-align: center;">Against 85% target</p>
3.	<p>A&E - % of patients attending Southend University Hospital A&E, seen and discharged in under 4 hours (monthly snapshot)</p> <p>https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">78.41% (December 2018)</p> <p style="text-align: center;">Against national target of 95%</p>
4.	<p>Mental health - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year (monthly snapshot)</p> <p>https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</p>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<p style="text-align: center;">1.82% (November 2018)</p> <p style="text-align: center;">Against target of 1.40%</p>
5.	<p>Dementia - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition)</p> <p>https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">Southend achieved 78.54% in November 2018 against the 67% diagnosis ambition target.</p>

6.	<p>Primary Care – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p>https://gp-patient.co.uk/Slidepacks2018</p>	<p>Provides residents views on the quality of GP service in the borough. Survey is now produced annually.</p>	<p>Overall experience of GP surgery – July 2018</p> <p>Very good – 41% Fairly good – 39% Neither good nor poor – 12% Fairly poor – 5% Very poor – 3%</p> <p>National Average of patients rating ‘Good’ is 84%</p>
7.	<p>End of life care - Preferred Place of Death (PPoD) – Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *</p>	<p>Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020.</p> <p>Can be produced monthly.</p>	<p>Southend: 71.0%</p> <p>The PPoD achievement for Southend in January 2019 is 22 out of 31</p> <p>(no national target at present)</p>

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

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">December 2017</th> <th style="text-align: center;">December 2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Average Price</td> <td style="text-align: center;">£268,776.00</td> <td style="text-align: center;">£282,019.00</td> </tr> <tr> <td style="text-align: center;">% Change</td> <td style="text-align: center;">2% (December 17-18)</td> <td style="text-align: center;">2.6% (December 18-19)</td> </tr> </tbody> </table>			December 2017	December 2018	Average Price	£268,776.00	£282,019.00	% Change	2% (December 17-18)	2.6% (December 18-19)
	December 2017	December 2018										
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2.	Planning Applications	<table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;">December 2017</td> <td style="text-align: center;">133</td> </tr> <tr> <td style="text-align: center;">December 2018</td> <td style="text-align: center;">112</td> </tr> </tbody> </table>		December 2017	133	December 2018	112					
December 2017	133											
December 2018	112											
3.	Out-of-Work Benefits Claimants (All People)	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">January 2018</th> <th style="text-align: center;">January 2019</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Out-of-Work Benefit Claimants (Number)</td> <td style="text-align: center;">2,770</td> <td style="text-align: center;">3,860</td> </tr> <tr> <td style="text-align: center;">Out-of-Work Benefit Claimants (%)</td> <td style="text-align: center;">2.5%</td> <td style="text-align: center;">3.4%</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 10px;">Source: Office of National Statistics & Southend-on-Sea Borough Council</p>			January 2018	January 2019	Out-of-Work Benefit Claimants (Number)	2,770	3,860	Out-of-Work Benefit Claimants (%)	2.5%	3.4%
	January 2018	January 2019										
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Out-of-Work Benefit Claimants (%)	2.5%	3.4%										

Community Safety Indicators

Short name	Month's value (Dec 2018)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																				
Score against 10 BCS crimes; Theft of Vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	7258	<p>January commentary: Following Decembers spike in car crime, arrests have been made. Partnership action day was hosted in Leigh. Engaging with the community and residents to understand their needs, concerns and showcase the varied and multiple agencies under the partnership umbrella.</p> <p>December 2018 BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 8% ; Vehicle interference – 2%; Burglary in a dwelling – 8%; Bicycle Theft – 4%; Theft from the person -2%; Criminal damage (exc 59) - 16%; HMIC Violence without injury – 40%; Wounding (Serious or Other) – 15%; Personal Robbery – 2%.</p>																																				
Performance Measures	Rationale for inclusion	Latest Performance Available																																				
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">BCS Crimes (November 2018)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to January 2019)</th> </tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td> <td style="text-align: center;">1300</td> <td style="text-align: center;">6,622</td> </tr> <tr> <td>Theft of a vehicle</td> <td style="text-align: center;">49</td> <td style="text-align: center;">496</td> </tr> <tr> <td>Theft from Vehicle</td> <td style="text-align: center;">139</td> <td style="text-align: center;">1,043</td> </tr> <tr> <td>Vehicle Interference</td> <td style="text-align: center;">34</td> <td style="text-align: center;">250</td> </tr> <tr> <td>Burglary in a dwelling (Pre-April 17 definition)</td> <td style="text-align: center;">108</td> <td style="text-align: center;">764</td> </tr> <tr> <td>Bicycle theft</td> <td style="text-align: center;">11</td> <td style="text-align: center;">429</td> </tr> <tr> <td>Theft from the person</td> <td style="text-align: center;">16</td> <td style="text-align: center;">224</td> </tr> <tr> <td>Criminal Damage (exc 59)</td> <td style="text-align: center;">236</td> <td style="text-align: center;">2,065</td> </tr> <tr> <td>HMIC Violence Without Injury</td> <td style="text-align: center;">502</td> <td style="text-align: center;">2,742</td> </tr> <tr> <td>Wounding (Serious or Other)</td> <td style="text-align: center;">184</td> <td style="text-align: center;">*</td> </tr> <tr> <td>Robbery (Personal Property)</td> <td style="text-align: center;">21</td> <td style="text-align: center;">269</td> </tr> </tbody> </table> <p>*Not recorded.</p>	Individual Components of 10 BCS Comparator Crime	BCS Crimes (November 2018)	Essex Police Performance Summary Offences (Rolling 12 months to January 2019)	10 BCS Crimes - total	1300	6,622	Theft of a vehicle	49	496	Theft from Vehicle	139	1,043	Vehicle Interference	34	250	Burglary in a dwelling (Pre-April 17 definition)	108	764	Bicycle theft	11	429	Theft from the person	16	224	Criminal Damage (exc 59)	236	2,065	HMIC Violence Without Injury	502	2,742	Wounding (Serious or Other)	184	*	Robbery (Personal Property)	21	269
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		**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution).			
Potential Performance Measures		Rationale for inclusion	Latest Performance		
			Rolling 12 months to January 2019		Rolling 12 month Increase/ Decrease %
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	Total number of Incidents 3,388	Total number of Crimes 19,222	Crimes – ↑24.2% Incidents – 0.0%
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	6,622		↓0.7%
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.	TBC		TBC
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...	197		↑5.6%
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	1,861		↓5.7%
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	87		↓27.5%

Southend-on-Sea Borough Council

Agenda
Item No.

7

Report of Deputy Chief Executive (Place)

To
Cabinet

On
12 March 2019

Report prepared by: Jeremy Martin, Energy and Sustainability
Manager

Southend Energy, Transfer to New Supplier

Place Scrutiny Committee
Cabinet Member: Councillor Flewitt
Part 1 (Public Agenda Item) / Part 2

1. Purpose of Report

The purpose of this report is to seek approval to transfer the contract for the operation of Southend Energy from OVO Energy Ltd to Robin Hood Energy.

2. Recommendations

- 2.1 That Cabinet approve the transfer of the contract to operate Southend Energy from OVO Energy Ltd to a new 5 year contract with Robin Hood Energy subject to agreeing suitable commercial terms.

3. Background

- 3.1. Southend Energy was launched in May 2015 with a 5 year contract with OVO Energy Ltd (OVO) to manage the operational aspects of the scheme.
- 3.2. Under the contract, the Council manages the scheme, sets pricing together with OVO generally in line with OVO pricing for regulatory reasons and is responsible for marketing. The Council receives a fee for each customer that switches to Southend Energy which is equivalent to the sum allocated to marketing cost within the pricing. The fees are used to cover the direct cost of the scheme and any surplus is used to fund the Energy Team.
- 3.3. The primary purpose of Southend Energy was to engage with households, to encourage them to switch energy suppliers regardless of whether they purchased energy from Southend Energy. A particular focus was placed on 'sticky customers' who did not routinely or ever switch suppliers. This wider switching is not possible to measure and therefore the number of switches to Southend Energy has been measured. Since May 2015, 6,504 households have switched

(8.8%) with 3,908 households being currently on supply. The aggregate annual saving for households over what they would have spent on their previous contracts has been £1.6m. The scheme has been particularly successful in engaging with over 65's who are a known group of sticky customers who seldom switch supplier. Consistently more than 50% of the Southend Energy customers fall into this group.

- 3.4. The rate of switching has varied according to a number of criteria the most obvious of which has been the level of active marketing but the switching level was also higher when Southend Energy was most price competitive.
- 3.5. In late 2017 and early 2018, the Council engaged with OVO to discuss extending the current contract by 2-2.5 years. Whilst OVO were initially in favour, events in summer and autumn 2018 have meant that this is not possible and OVO have asked if a mutually agreed process could be implemented to close the scheme earlier than the contract end date of May 2020. Since the contract has now entered its final 18 months, no active marketing is being conducted in line with the expected wind down arrangements.
- 3.6. The request to close the contract early is not in the form of a contractual notice and the formal position is that the scheme will be wound down slowly as customers reach the end of their contract but it would be in the interest of the Council, OVO and customers to effect an earlier switch if possible.
- 3.7. The Energy market has changed a lot since Southend Energy was launched but switching supplier remains an important way for customers to achieve the best value supply despite the new cap on variable energy tariffs. However, few suppliers are working to take on new 'white label' contracts such as this especially after several suppliers have ceased trading in the last 6-12 months. Research amongst energy suppliers and other councils that have sought to set up similar operations have revealed no suppliers in a position to replace OVO other than Robin Hood Energy.
- 3.8. Robin Hood Energy (RHE) was launched in September 2015 by Nottingham City Council. RHE operates as a not-for-profit company with surpluses recycled to projects to alleviate fuel poverty. RHE does operate white label contracts with councils of which the best known is White Rose Energy (Leeds City council). In all other respects, RHE is a national supplier in the same way that OVO is and offers all of the functions and services of a national energy supplier.
- 3.9. The Council have engaged with early discussions leading to an agreement in principle from the RHE board to contract with the Council to operate Southend Energy with a target date for launch of July-September 2019.
- 3.10. Despite having to close the contract to supply Southend Energy, OVO will remain an important strategic supplier within the Energy Team's initiatives, not least within the Energy opportunities work to encourage generation and storage and in ways for households to earn revenue from supplying services to the Electricity Grid.

4. Other Options

4.1 The following other options were considered:

- To close Southend Energy. This would close the scheme whilst the need to encourage switching remains important in the market and therefore before the objective of Southend Energy was achieved. The ongoing impact of the additional switching and the opportunity to further encourage switching would be lost. Nationally, other approaches to switching have been tried including advertising which is expensive, collective switching, community engagement and These alternative approaches can be used in parallel with an approach such as a white label energy supply but have been shown to be less effective at engaging with 'sticky customers'.
- To renew or extend the contract with OVO. This was impossible to negotiate due to the changed circumstances and strategy at OVO.
- To tender for a new supplier. There are no known alternative suppliers able or willing to take on a new contract for Southend Energy as the scheme is generally too small for the very large energy suppliers. This is addressed below under value for money.
- To convert Southend Energy into a full Energy Company with its own supply licence. This approach is not viable financially at present.

5. Reasons for Recommendations

- 5.1. A new contract with RHE for Southend Energy will revitalise the scheme and will support its provision for a further 5 years. The Council will be responsible for marketing and will have an obligation to actively seek to generate leads with the referral fees paid specifically for this purpose. As the Council has demonstrated previously, generation of leads locally for the scheme is possible at a lower cost than traditional energy companies incur.
- 5.2. Continuing Southend Energy provides a focus for encouraging households to switch to achieve the best energy contracts for them.
- 5.3. A new contract with RHE will not have the same geographical constraints as the previous contract with OVO providing a wider market and for Southend Energy to take on customers from outside the Borough that respond to marketing within the area.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

6.1.1. The following 2050 Outcomes will be supported by this project:

- Pride and Joy. There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend. At its launch,

Southend Energy was very well received by press and households alike with qualitative research into the brand and imagery showing that local people wanted the scheme to focus locally and use local imagery.

- Safe and Well. We are well on our way to ensuring that everyone has a home that meets their needs. With over 9% annual energy inflation, households are exposed to ever increasing costs. Ensuring that Southend residents engage with the lowest tariffs assists households to manage this increasing cost and the established brand can then be used to engage with other savings opportunities.

Southend Energy is one a very few initiatives from The Council that is available to every household in the town and has established a strong brand presence.

- Safe and Well. We are all effective at protecting and improving the quality of life for the most vulnerable in our community. Southend Energy has been shown to be effective at targeting sticky customers, particularly over 65s, who are known to be a group that rarely changes supply to save money. This also provides those on lower incomes with savings opportunities.

6.1.2. Encouraging households to switch to more economical energy tariffs is an important part of delivering the Low Carbon Energy and Sustainability Strategy 2015-2020.

6.2 Financial Implications

6.2.1. Southend Energy has already delivered £1.6m per annum savings for households in the Borough compared to the cost of their energy on their previous tariff. Much of this has been saved by elderly and vulnerable households where much of the saving will have been spent in the local area.

6.2.2. Continuing to provide Southend Energy will provide important revenue into the Energy Team helping to support the work of the team without requiring additional taxation.

6.3 Legal Implications

6.3.1. A new contract will be required when acceptable commercial terms have been agreed. This contract will need to ensure that RHE have adequate data handling processes in place.

6.4 People Implications

6.4.1. Southend Energy is marketed and managed by the Energy Team. This new contract will continue to be managed in the same way with revenue helping to pay for the Energy Team resources.

6.5 Property Implications

6.5.1. There are no implications for Council properties because the scheme works to supply households with energy through contracts direct with RHE.

6.6 Consultation

6.6.1. This contract will be a direct replacement for the current contract and no consultation will be required.

6.7 Equalities and Diversity Implications

6.7.1. Southend Energy will continue to be available to all households within Southend and will also be available on a wider geographical basis if required – an Equality Impact Assessment has already been completed. No wider marketing beyond the Southend area is planned. The scheme has been shown to be well received by the over 65 age group and is successful at targeting the harder to reach groups who do not engage with traditional energy supplier marketing.

6.8 Risk Assessment

6.8.1. RHE is a rapidly growing company set up in 2015. There is a small risk that service levels may not be maintained but these are underpinned by regulations in place from Ofgem and service levels will be negotiated as KPIs within the contract.

6.8.1. Another energy supplier could challenge the new contract being put in place without a formal tender. This will be managed as described below under value for money.

6.8.2. A suitable commercial agreement may not be able to be agreed. This is unlikely as RHE operates other white label contracts and the early conversations have been mutually well received.

6.9 Value for Money

6.9.1 There are few energy suppliers taking on small white label schemes meaning that an effective tender is unlikely to be achieved whilst a full OJEU compliant tender would be time consuming and expensive. A negotiated contract is therefore recommended.

6.9.2. To manage the risk that another supplier objects to the negotiated contract process, the Council plans to advertise their intention to contract with RHE and to invite alternative suppliers to come forward. If suitable alternative suppliers do present themselves, the Council will conduct a full OJEU tender.

6.10 Community Safety Implications

6.10. None

6.11. Environmental Impact

6.11. The current contract with OVO contains enhanced environmental conditions relating to the proportion of Green Energy to be included within the supply mix. Where possible these will be carried forward into the new contract with RHE.

7. Background Papers

None

8. Appendices

None

Southend-on-Sea Borough Council

Agenda
Item No.

8

Report of Strategic Director (Legal & Democratic
Services)

to

Place Scrutiny Committee and
Policy & Resources Scrutiny Committee

on

Monday, 8th April, 2019

Wednesday, 10th April, 2019

Report prepared by: Tim Row (Principal Democratic Services
Officer)

**In-Depth Scrutiny Report – ‘Re-Imagining the Town Centre, in the Context of the
Vision for Southend 2050’**

**Relevant Scrutiny Committee(s): Place Scrutiny and Policy & Resources Scrutiny
Committees**

**Cabinet Member: Councillor Courtenay
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To present the draft report of the scrutiny project – ‘Re-Imagining the Town Centre, in the Context of the Vision for Southend 2050’

2. Recommendations

- 2.1 **That the report and conclusions from the in depth scrutiny project, detailed at Section 1 be agreed**
- 2.2 **That, in accordance with Scrutiny Procedure Rule 10 (part 4 (e) of the Constitution), to agree that the Chairman of the Project Team present the report to a future Cabinet meeting**

3. Background

- 3.1 The Place Scrutiny Committee at its meeting held on 9th July 2018 and the Policy & Resources Scrutiny Committee at its meeting held on 12th July 2018, approved the suggestion for a joint in-depth study should be undertaken focussing on various aspects of the Town Centre, in the context of the vision for Southend 2050. (Minutes 112 and 146 refer respectively).
- 3.2 In the context of the Southend 2050 Vision, the main focus on the project was to:
- (i) Reimagine and explore what the future of the town centre might be. This will consider the purpose/function of the town centre, who it serves/could serve and its future in regards to:
- Potential implications of the use of the town centre changing over time on its use, physical layout and environment;

- Its look and feel - how people experience it; and
- Its role in achieving shared outcomes in relation to community, skills, culture, health, housing.

(ii) Consider the role of the Council (specifically) and partners (generally) in leading change as well as responding to it

(iii) Identify the aspects of the town centre of the future that the Council can directly influence and those which partners have greater influence over (for example the future role of retail) so as to deliver the reimagined space and activity, and prioritising subsequent interventions

(iv) Establish a framework to support the town centre's evolution ensuring a vibrant and attractive town centre at all stages of change

(v) Establish perceptions and truths about the town centre and consider its future promotion to visitors, residents and investors

(vi) Consider the resilience of the town centre through different scenarios and potential changes.

3.3 The town centre is a microcosm of the whole Borough and, as such, a broad range of issues could have been considered in relation to this project. In order to avoid divergence and keep the project to timetable a variety of matters were excluded from the outset as these were being dealt with via the specified processes which were already underway. These included:

- Transport and Parking;
- Homelessness
- Community Safety
- Better Queensway
- Air Quality
- Street Cleansing
- Impact of current planning applications

A 'parking lot' was however, established for matters which arose during the course of the study which do not fit within the scope so that a record of them may be kept and looked at separately outside or following the project or part of other corporate work.

3.4 The Project Team comprised the following Members – Councillor Councillors: K Robinson (Chair), B Ayling, K Buck, N Folkard, J Garston, I Gilbert, D McGlone and D Nelson. Councillor C Mulroney also attended meetings of the project team.

3.5 Officer support was primarily provided by Emma Cooney (Director of Regeneration and Business Development) and Tim Row (Principal Democratic Service Officer) although additional support was provided from a range of services across the organisation and will draw on additional expertise as required.

- 3.6 A “Reference Group” was also established to draw on the expertise, experience and ideas of a diverse group of people connected with town centres. The Reference Group was involved as the scope of the project was set, a mid-way conference, and at the end before the report was finalised. The group’s role is to sense check proposals, provide expert/sectoral advice, feedback and challenge.
- 3.7 The 2050 Ambition has five themes so evidence roundtables were held for each of these themes with a mix of external specialists and experts alongside Council officers from different disciplines.
- 3.8 An overview of all the evidence sessions held and attended can be found in Appendix 1 of the final report.
- 3.9 During the course of the study, the Project Team had regard to a variety of publications including the Grimsey Review II, further town centre studies and publications such as the Timpson Review and Centre for Cities: City Centres Past, Present and Future February 2019. The Government also published its plan to support town centres in the autumn of 2018 including the £675m Future High Streets.

4. Scrutiny Review – Conclusions and Recommendations

- 4.1 The conclusions and recommendations from the review are set out in Section 1 of the final report. These were discussed by the Project Team at its meeting on 19th March 2019.
- 4.2 It should be noted that approval of any recommendations with budget implications will require consideration as part of future years’ budget processes prior to implementation.
- 4.3 The Scrutiny Committees are recommended to endorse the conclusions from the review, for approval by Cabinet.

5. Other Options

- 5.1 Not applicable

6. Reasons for Recommendations

- 6.1 Not applicable

7. Corporate Implications

- 7.1 Contribution to the Southend 2050 Road Map
As described in the report
- 7.2 Financial Implications
Any recommendations with major financial implications will need to go through the annual budgetary process before implementation.

- 7.3 Legal Implications
None
- 7.4 People Implications
None
- 7.5 Property Implications
As described in the report
- 7.6 Consultation
As described in the report
- 7.7 Equalities and Diversity Implications
None
- 7.8 Risk Assessment
None
- 7.9 Value for Money
None
- 7.10 Community Safety Implications
None
- 7.11 Environmental Impact
As described in the report
- 8. Background Papers**
- 8.1 Project Team notes and as set out in the final report.
- 9. Appendices**
- 9.1 Draft Final Report - 'Re-Imagining the Town Centre, in the Context of the Vision for Southend 2050'

Reimagining the Town Centre: Joint Scrutiny Project 2018/19

MARCH 2019

Place and Policy and Resources Scrutiny Committees Joint Scrutiny Project



Introduction from the Chair

Town centres up and down the country are facing the challenges of changing retail trends, digitisation, socio-economic shifts and cuts to local government budgets. This, however, is not the first time that high streets and town centres have had to adapt to changing circumstances. Over the course of this project we have heard how the retail sector specifically and town centres more generally have evolved over time and this is yet another transition point.

Through the Southend 2050 conversation started over the summer of 2018, the Council has heard how important the town centre is to its residents, students, visitors and businesses – the features they value and the aspects they would like to change. Some of these are current issues which are already being addressed through a range of interventions. Others articulated a longer term ambition for the town centre and the role it will play in the future. This has therefore been the starting point for this piece of work – who will the town centre serve in the future and how?

I would like to express my thanks to my Councillor colleagues who formed the project team. This has been an in-depth piece of work requiring a significant time commitment, assimilation of a myriad of information and courageous conversations about a bold future for our town centre. I would also like to thank those who have come on this journey with us including the reference group, witnesses, officers and those who have hosted visits from us. I am grateful for all the time and contributions made to assist us shape this report.

Cllr Kevin Robinson

Chair, Place Scrutiny and the Joint Scrutiny Working Group

March 2019

Contents

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2. Background
3. Southend 2050 and the Policy Context
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5. Evidence Gathering
6. Methodology
 - a. Process
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7. Appendices:
 - I. Summary of Evidence Sessions
 - II. Case Studies

1. Recommendations

The recommendations resulting from this project are set in the context of Southend 2050. The working group has therefore agreed a set of outcomes for a reimagined town centre and a number of recommended actions to help achieve these which have been mapped against the five Southend 2050 Ambition themes and divided into short and medium-long term actions. It is important to recognise that some actions have a longer lead-in time so while they may be completed in the long term they may require work to start in the short to medium term.

There is one overarching recommendation to which all others are related:

Recommendation: That the short term recommendations are adopted and implemented while the medium-long term recommendations are incorporated into a vision and approach to strategic, coordinated implementation. This approach should include a framework for prioritisation on the basis of impact, influence and investment return.

Theme	Recommendations	Short	Med - Long
Outcome 1 – The town centre is animated by day and by evening			
Active & Involved	1.1 That the events application process is reviewed with a view to simplification	✓	
Active & Involved	1.2 That an approach to actively managing and curating busking is explored	✓	
Pride & Joy	1.3 That dedicated performance space(s) are explored with the option for them to be curated by local arts organisations. This should include a covered piazza for year-round activity		✓
Opportunity & Prosperity	1.4 That the ends of the side streets, where they meet the High Street, are pedestrianised (where they aren't already), covered and given an identity with pop-up cafes, entertainment space etc		✓
Pride & Joy 55	1.5 That a broad range of public art is used innovatively to animate space on a temporary or permanent basis (which could include digital, sound, light, use of blank walls) and s106 and CIL contributions explored to (co)fund this		✓
Opportunity & Prosperity	1.6 That temporary and permanent use of vacant buildings is explored for use such as a comedy store, arts and entertainment venue, digital supervene and/or maker spaces		✓
Pride & Joy	1.7 That a suitably experienced and qualified organisation is commissioned to work with the Council and Southend BID to plan and implement a coordinated approach to animating the town centre and its entrance to the north	✓	
Pride & Joy	1.8 That greater emphasis is given to historic architecture through lighting, trails and addressing buildings which detract from it	✓	✓
Outcome 2 – The town centre offers a range of experiences and reasons to stay			
Opportunity & Prosperity	2.1 That opportunities for more and better quality employment space (non-retail) are actively pursued and integrated into the town centre		✓
Safe & Well	2.2 That the Council's policies and financial roadmap actively support more housing in the town centre through the development of new buildings, repurposing of existing and the introduction of further floors above current buildings	✓	✓

Pride & Joy	2.3	That existing retail is supported through initiatives such as a shop front scheme	✓	
Connected & Smart	2.4	That Southend's digital capacity is exploited to try to attract retailers trialing concept stores using new technology	✓	
Pride & Joy	2.5	That culture and leisure are key occupiers for new and existing space in the town centre, including the potential for the Thames Estuary Experience		✓
Pride & Joy	2.6	That the opportunities offered by big screens are exploited with more programmed for the existing screen and sites for further screen explored	✓	✓
Pride & Joy	2.7	That the principle of creating a 'Cultural Development Zone' in the town centre is explored as an area where policy is supportive of temporary and permanent cultural space, normal restrictions relaxed and investment is targeted	✓	✓
Active & Involved	2.8	That the public realm of the town centre is redesigned with seating / space to dwell designed-in and anti-social behavior designed-out	✓	✓
Active & Involved	2.9	That a unit is taken-on on a trial basis in the High Street as part of the Civic/public sector campus for front-facing and some back-office services	✓	✓
Outcome 3 – The town centre provides an environment where people want to be				
Connected & Smart	3.1	That a new approach to public realm is employed and invested in which uses quality materials of a resilient and easily maintainable nature and which enhance the side streets to the High Street drawing people down them	✓	✓
Active & Involved	3.2	That arrival in Southend is made more welcoming with improved wayfinding, including in car parks, and the areas outside Southend Central and Southend Victoria being improved and with clearer direction to the High Street	✓	
Pride & Joy	3.3	That the coastal identity of Southend is reflected in the public realm with the introduction of water features, fountains, play space, public art or other form		✓
Active & Involved	3.4	That more green space which is well maintained is introduced to the town centre, exploring the potential for a linear park, public square and green walls		✓
Active & Involved	3.5	That innovative space to play, both physically and cognitively, is prioritised in the public realm, public art and developments in the town centre		✓
Connected & Smart	3.6	That routes and permeability for sustainable travel are further integrated into the town centre including walking, cycling and electric and emerging technology		✓

Connected & Smart	3.7	That digital technology is an overt and accessible part of the offer of the town centre	✓	
Outcome 4 – The town centre is understood and well communicated				
Opportunity & Prosperity	4.1	That the future of the town centre is predicated housing, community and experience rather than retail-led regeneration while continuing to support the retail sector		✓
Pride & Joy	4.2	That a unique selling point which is authentic to Southend is established and used at the heart of a campaign to promote the town	✓	
Opportunity & Prosperity	4.3	That a ‘heatmapping’ exercise is undertaken to better understand people flows and use of the town centre	✓	
Opportunity & Prosperity	4.4	That a baseline and approach to implementation be established		✓
Opportunity & Prosperity	4.5	That a zoning approach is taken to the town centre through planning policy, asset management and development and that this should incorporate the side streets as well and the High Street		✓
57	Outcome 5 – The Council leads in relationship			
Opportunity & Prosperity	5.1	That the Council leases and purchases key buildings as appropriate and employs its CPO powers as necessary to create the space for an evolved town centre		✓
Opportunity & Prosperity	5.2	That a landlord and agent forum is established as the arena for discussion about strategic development and partnerships	✓	
Opportunity & Prosperity	5.3	That the Council leads and brokers conversations in relation to co-investment, match-funding and new partnerships		✓
Pride & Joy	5.4	That an individual is identified as a cultural ambassador for the town to open new conversations and promote the town’s offer	✓	
Opportunity & Prosperity	5.5	That the baseline and heatmapping data are used as the basis for a conversation with town centre retailers about opening hours and responding to demand	✓	
Active & Involved	5.6	That more opportunities for volunteering in the town centre are identified through existing partnerships	✓	

A ✓ in both columns indicates an ongoing or phased approach which starts in the short term but with delivery in the medium to long term.

2. Background

The Southend 2050 conversation, which was started in summer of 2018, has sought the views and input of residents, visitors, students and businesses alike to understand what they think Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The role of the town centre, the need to address current issues and the importance of its evolution to ensure a vibrant and thriving heart of the borough have been a key feature of the feedback to date. As a result the Place, and Policy and Resources Scrutiny Committees agreed to undertake a joint in-depth project for the 2018/19 year at their meetings in July 2018¹. This was agreed full Council on 19th July 2018² and the scope of the project then agreed at scrutiny committee meetings on 8th and 10th October respectively³. The full scope can be found [here](#)⁴ and the main focus on the project is extracted below.

In the context of the Southend 2050 Vision the project will:

(i) Reimagine and explore what the future of the town centre might be. This will consider the purpose/function of the town centre, who it serves/could serve and its future in regards to:

- Potential implications of the use of the town centre changing over time on its use, physical layout and environment;*
- Its look and feel - how people experience it; and*
- Its role in achieving shared outcomes in relation to community, skills, culture, health, housing.*

(ii) Consider the role of the Council (specifically) and partners (generally) in leading change as well as responding to it

(iii) Identify the aspects of the town centre of the future that the Council can directly influence and those which partners have greater influence over (for example the future role of retail) so as to deliver the reimagined space and activity, and prioritising subsequent interventions

(iv) Establish a framework to support the town centre's evolution ensuring a vibrant and attractive town centre at all stages of change

(v) Establish perceptions and truths about the town centre and consider its future promotion to visitors, residents and investors

(vi) Consider the resilience of the town centre through different scenarios and potential changes

¹ Minute 112 of Place Scrutiny Committee Meeting on 9th July 2018 and Minute 146 of Policy and Resources Scrutiny on 12th July 2018

² Minutes 175 and 178 refer

³ Minutes 339 and 370 refer respectively

⁴ <https://democracy.southend.gov.uk/documents/s27573/Draft%20Project%20Plan.pdf>

The scope also identified a number of aspects as being out of scope for the project. This was not a reflection of their importance but rather a recognition of the context for the project being the longer-term ambition for the town centre and that in the short term a number of the challenges are being addressed through a range of measures. These exclusions were:

- **Transport and parking** – this is being considered through the Access and Movement Strategy which will be considered by Cabinet in September 2018.
- **Homelessness** – There is considerable work in place that the Council currently commissions, largely from third sector partners. From Autumn 2018 this work will grow at pace as the Council deploys additional funding secured from the Ministry of Housing, Communities and Local Government’s Rough Sleeper Initiative. Additionally the recent publication of the national Rough Sleeper Initiative (August 2018) requires the progression of a local rough sleeper strategy which will be progressed through our local Housing Strategy which goes to Cabinet in November. Other homelessness work is being progressed through our local implementation of the Homelessness Reduction Act (2017) which came into force in April, with additional powers coming on line in October.
- **Community Safety** – this has recently been considered by Scrutiny and additional budget put in place to increase community safety team at the Council. Overseen by the Community Safety Partnership.
- **Better Queensway** – this is a live project progressing through procurement according to the agreed process so it is not appropriate to consider this beyond the impact that additional homes etc will have on the town centre
- **Air Quality** – Low Emission Strategy being considered by Cabinet Sept 2018 as part of the Air Quality Action Plan which will then be monitored through an Air Quality Steering Group.
- **Street cleansing** – this is managed through the MPR
- **Impact of current planning applications** – these will be considered through a development control process and there is a need to avoid pre-determination.

3. Southend 2050 and Policy Context

The Southend 2050 Ambition provides the context for this scrutiny project. This is an ongoing conversation which is currently captured in an ambition, roadmap and set of outcomes for the next 5 years based on the feedback and conversations had to date. In the same way that much of the feedback relates to the town centre directly, with specific aspirations as to what it should and shouldn't offer, as well as indirectly, such as valuing green space, so the Southend 2050 outcomes relate to the town centre indirectly and directly, with a specific outcome focusing on it:

We have a fast-evolving, reimagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities

The project has looked at the town centre through this lens and it has been used to shape and inform its development.

The Southend 2050 Roadmap identifies a number of key projects with milestones in coming years and which will significantly contribute to the identified outcomes. As before some of these relate to the town centre and the scope of the scrutiny project directly and indirectly and therefore provide further context to the project:



To give a flavour of the conversations had and ambitions for Southend a set of statements have been produced to help articulate what Southend 2050 means to different people. This feedback from the 2050 conversation to date has been considered as part of the project and is captured briefly below.

Theme	2050 Conversation feedback
Pride and Joy	<ul style="list-style-type: none"> ● We visibly celebrate our heritage and culture ● I feel inspired by the arts, culture and attractions that are available year round in Southend ● Our town centres and public spaces are clean, attractive, thriving, and reflect our success ● Everyone looks after the place
Safe and Well	<ul style="list-style-type: none"> ● My home suits my needs and is in harmony with the area ● We have creatively met housing need while enhancing the character of the area
Active and Involved	<ul style="list-style-type: none"> ● Southend is known for its warm welcome ● Southenders get together regularly – there are plenty of good places to do so ● We are developing Southend together – everyone who wants to can be involved to make this happen ● Young people feel invested in the future ● There is no divide between young and old
Opportunity and Prosperity	<ul style="list-style-type: none"> ● There is a good balance of quality retail, residential and social space in our town centres ● Innovative and easily accessible start-up opportunities are helping new businesses to thrive and develop ● It's easy to do business here – bureaucracy is minimal and overheads are affordable
Connected and Smart	<ul style="list-style-type: none"> ● Lots of opportunities to be in open spaces ● Technology/digital connectivity and inclusion ● Easy connectivity with minimal barriers, however I choose to travel

There are a number of other key policies and investments which underpin and support the delivery of the Southend 2050 ambition and the Council's activities, and which relate to the evidence considered by the project team and the resulting recommendations:

- Southend Central Area Action Plan (SCAAP)
- Housing, Homelessness and Rough Sleeping Strategy (2018-2028)
- New Local Plan – in development
- Better Queensway Regeneration
- Forum 2 Development
- Seaways Development
- Local Transport Plan 3
- Sunrise (European funded project)
- LGF bid – S-CATS
- TRIPS

4. Approach

Just as Southend 2050 is a conversation so the scrutiny project has been, with equal emphasis on the process of gathering evidence and the debate had as a result of it, and debate not just between members of the project team but with witnesses, officers and the reference group. Hearing the views of Youth Council members was also important in capturing the ideas and feedback of the next generation.

This approach has varied from traditional scrutiny projects, seeking to complement and reinforce the way in which the shared 2050 ambition is transforming how things are done and shifting the focus to outcomes.

Section 3 of this report sets out the relationship between the 2050 Ambition with this project and this has been interwoven into the approach to the project.

The 2050 Ambition has five themes so evidence roundtables were held for each of these themes with a mix of external specialists and experts alongside Council officers from different disciplines. Information considered at these sessions included examples and case studies of other town centres, relevant local and national policy, local data and trends, and ideas of what might be possible. Exploration of these stimulated debate, questions and ideas from the project team and those attending the sessions, providing different perspectives, challenges to pre-conceived ideas and identifying aspects around which most, if not all, could coalesce.

The challenges faced by town centres generally, and Southend specifically, were also discussed. While the project scope excluded some of the current challenges (due to there already being work underway so seeking to focus the project on the longer term reimagined town centre) it is vital that others are overcome so as to achieve a vibrant, diverse and thriving town centre of the future. This included the challenges of the long, linear nature of the High Street with too much retail space which is also in the wrong configuration and size; the latent potential of the town – recognising its role as a local centre, a centre of education and a visitor destination; the diffuse land ownership and the limited extent of the land owned by the Council; the perception and practical application of legislation and policy; and the messaging about the town centre – both in terms of awareness of what it offers and the civic pride it does, or doesn't, engender.

Recognising it is very easy to lose long-term ambition to discussion about immediate challenges faced by town centres, and the potential restrictions of possible recommendations, a Possibility Thinking workshops was held early in the process, facilitated by Traverse, to set a tone of ideas, opportunities and aspiration. This used prompts and concepts from other locations and encouraged the project team to draw and map out what those might mean for Southend town centre.

5. Evidence Gathering

As set out in **Appendices 1 and 2** a wide range of sources were used to understand the opportunities for a reimagined town centre and the different factors which should be taken into consideration when developing an approach to it.

The project heard about a number of towns nationally and internationally which are responding to the challenges in different ways. The findings showed that town centres are not changing beyond all recognition but instead are making adaptations, each with a local flavour, with the introduction of more housing, improved public realm, reductions in the volume and size of retail space, new look work space such as maker spaces and food and beverage offer. But also the spectre of a suggestion that eating and drinking might be peaking in some locations and should be an important facet of vibrant town centres but not the focus of change. There are innovations in the delivery of change in town centres, such as modular additions on top of existing buildings, or new mixed-use buildings which historically might not have been considered conducive to residential accommodation, the local character reflected in unique selling points (USP) which is then translated into social infrastructure and multi-functional public realm.

“High Streets are...where
commerce and community meet.”

**Ministry of Housing Communities
and Local Government**

December 2018

During the project it was useful to reflect on the timescales which can be involved when implementing a vision for a town centre which has assets, resources, community and commercial among the factors to be considered. During the visit to Chelmsford it was commented on that the Bond Street development in the city centre, which opened in 2016, was first set out in the 1984 local plan – the same

timescale as now to 2050. Delivering that vision first articulated in 1984 required a plan for implementation, which in this case included land assembly, commercial milestones and a mindset that was focused on what could be delivered. Reflecting on this and other case studies considered during the project the team concluded that that just because such things can seem daunting and be difficult to implement doesn't mean they aren't the right things to do.

The following provides a short summary of the key discussion points and conclusions reached so as to shape and inform the outcomes and recommendations.

Outcome 1 – The town centre is animated by day and by evening

The role of temporary and permanent activity, driven by a culture-led agenda, was an integral part of discussion throughout the project. The principle that this can be used to activate public space, regardless of the time of day, reoccurred throughout the project and various case studies showed how spaces have been created in different places to enable this. It was also recognised that public art, music, events, pop-up activity and the like were a draw and a reason for people using the town to come again and to stay longer. Further, bold art and events can drive self-perpetuating promotion for a place via social media if they feature in the Instagram, vlog and social media posts of those visiting and subsequently capture the imaginations of those viewing the posts.

The project heard that dedicated spaces to encourage this, beyond those already designated for bookings in the town centre, could be curated by the local arts community, reflecting the wealth and diversity of the cultural and creative sector in Southend. A covered piazza or stretch of the high street could provide year-round space for this and be the catalyst for a 'zone' of restaurants, cafes, galleries and other cultural outlets around it. The current events application process was felt to be a deterrent to individuals and organisations wishing to perform or plan an event in the high street so is an opportunity lost. However, there was also a note of caution about ensuring activity is safe for participants and audiences, and of a quality which further develops pride in Southend and repeat visitors.

“The sections that particularly resonated with me were the calls for better use of public realm. I very much agree with the 6PM-ish dead zone, where it can feel very intimidating to be in the town centre, especially alone.”
Southend Youth Council Member

The town centre has a very definite day economy and a separate night economy and can be seen to struggle in the transition between the two with shops closing 5.30-6pm leaving a quiet period before the evening activities animate certain parts of the town centre. These quiet periods can be intimidating for those walking through the town centre and are a missed opportunity for more trade, more activity and attracting different audiences and user groups. It is also a time of day considered by the Purple Flag and one which should be looked at as an opportunity to address concerns while exploiting latent potential.

Animating vacant buildings was also linked to this discussion recognising that the Council is not the landowner for much of the town centre, and predominantly highway rather than buildings. Therefore this would require engagement with landowners and agents which is challenging given the diffuse landownership pattern. A forum for engagement about temporary use of vacant premises as well as the longer term implementation plan for the town centre was a suggested mechanism to support this.

Outcome 2 – The town centre offers a range of experiences and reasons to stay

A common theme throughout the project from all witnesses, case studies and evidence, was the acknowledgement that town centres are no-longer driven by retail. However, the retail offer does still serve a local community and is part of the reason why people will use a town centre, but less frequently the sole driver for a visit. Town centre users are more likely to be attracted to a town centre or high street for the totality of the experience that it offers, be that as a space for community, the food and drink offer, culture and leisure activities, and the quality of the environment which wraps around it all. The diversification of the town centre and the quality, rather than volume, of the offer is key. The project team considered how, in the current context of a long, linear high street, this might manifest itself, and notwithstanding the opportunity to physically change the shape of the high street, discussed how policy, investment and property/asset management could be used to support a ‘zoning’ of the town centre to create related ‘quarters’ around a certain use or theme, such as a residential zone, retail zone, sustainability zone or cultural development zone.

The experience of the town centre and experience led uses are an increasingly significant part of the draw to town centres and can be an illustration of local identity and character. The project team’s visit to the escape rooms in the High Street, EscapeLive, demonstrated how space above retail units can be used differently and add another dimension to the town centre offer. The learning from this visit was that innovative, new experience-led activities work well together, clustering to create an enhanced offer and critical mass that attract people to the town centre for an extended period of time. A result of this is believed to be linked trips, with customers of these experiences shopping in the town centre, which they wouldn’t have otherwise done if they weren’t there for the other activity(s).

The digitisation of retail saw online retail account for 21.5% of the market at the end of 2018 which is inevitably having an impact on the sector. On the one hand there is the increase in people using stores for click and collect and the resulting opportunity for impulse purchases in store, and on the other the reducing need for as many, and as large stores with larger retailers being able to consolidate their activity around more populated centres while the internet fills the gaps. Technology can be implemented as a form of public art in the shape of big screens, such as that already at the Forum, where blank surfaces offer the opportunity for other forms of art and local identity to be shown. Several sites in the town centre were considered to have walls where such screens could be installed, including the railway bridge. The project heard that it also presents an opportunity for differentiation, particularly in the case of Southend where smart city aspirations are significant. Globally, in store retailing is starting to use digital to provide customers with a different experience, which may be trying on clothes virtually or building recipes using different items. Utilising the

“There is already too much retail space in the UK and that bricks and mortar retailing can no longer be the anchor for thriving high streets and town centres. They need to be repopulated and re-fashioned as community hubs, including housing, health and leisure, entertainment, education, arts, business/office space and some shops.”

Grimsey Review 2 2018

technology infrastructure of the town to understand the user base – where they come from, how they shop – to heatmap the town centre and inform retail, and other, investment decisions and opening hours, as well as it being a basis to attract trial digital concept stores. Technology, however, will not be the only factor for the user, the quality and personalisation of the customer service offered will play a significant role in differentiating someone’s experience so they make return visits.

Town centres are still places of employment and commerce, and should continue to be, but increasingly this will not be in retail, and therefore conversations about investment and regulation to allow land and premises to be used differently to create new, high quality employment space are key. This was reinforced by the research of Centre for Cities which shows that weak city centres don’t have enough office space and often the space available is of poor quality. On that scale Southend town centre needs to increase the volume and quality of office space of the right size and configuration to support modern businesses, and the technology to support it. Another aspect of the attraction of commercial occupiers to town centres is the skill base locally as research shows that high-skilled exporters will pay a premium to access benefits offered by city centres. Businesses and the public sector taking up this space is intrinsically linked with the perceived vibrancy, safety and quality of the surrounding area. Employment space should also recognise the different commercial activity which could be attracted into town centres, such as maker spaces, which can be a source of employment, local identity, upskilling and animation - a draw for users engage with the production of items.

Another reason for being, and spending time in the town centre, which was highlighted through the project was the addition of further residential accommodation. During the course of the project the Council agreed its preferred bidder to progress the Better Queensway regeneration with which will lead to an additional c1,200 homes at the north of the High Street and replacement of the existing 441 homes already there. This not only helps to address the housing pressure the borough is facing but will introduce significant footfall, activity and spend power within the town centre. Case studies explored showed similar new housing developments being brought forward in other locations, particularly focused around sustainable locations such as transport interchanges where associated parking provision was much reduced, or in some cases nonexistent. Other examples showed how additional homes can be sympathetically and innovatively included above existing buildings and structures, including the addition of modular homes added as additional floors to existing blocks. During the walking tours of the town centre the project team identified a number of locations which they felt homes could be added, including the travel centre which offers the potential to be redesigned to incorporate housing above. The introduction of more town centre homes was felt to be vital, however this needs to be in balance with the rest of the town centre, recognising there is a finite amount of space available.

“high-skilled, knowledge-based jobs are increasingly located in successful city centres because of the benefits on offer compared with other parts of the country. This has sparked a revival in city centre living, as the most vibrant city centres once more offer the lifestyle that residents — specifically young professionals — are looking for.
Centre for Cities, City Space Race

Outcome 3 – The town centre provides an environment where people want to be

As previously mentioned, the environment, in its broadest definition, of the town centre was consistently referred to in case studies, policy exposition and input from external specialists. With a desire for ‘experiences’ driving peoples’ decisions on where they spend time and money, the importance of factors such as quality, perception of safety, sense of community and wellbeing all have a direct effect on the economic and social vibrancy of a place.

“The public realm of our town centres is critical in creating successful and prosperous places. It offers the connective space for activities to draw people and it forms the social spaces we crave. Public realm will always offer what online retailing cannot: a social experience and the opportunity to meet others in a well-tempered environment, designed to bring urban and natural worlds into a harmonious relationship, capable of sustainably supporting human wellbeing.”

Ben Derbyshire, President of RIBA

The matter of public realm repeated itself through each of the evidence sessions, highlighting the need for it to be of a quality, durability and ‘look and feel’ that enhances the area; of a configuration that not only encourages people to dwell but also assists with wayfinding, supporting sustainable travel; and of the opportunity it presents as multi-functional space. The need to re-surface the High Street on a phased basis and in-line with the regeneration of the area was felt to be important. Case studies and examples were considered where the public realm investment has created multi-use space, designed to deliver a range of outcomes. For example linear parks which introduce greenery to an urban environment as well as colour and a space to play and

dwell. The health and wellbeing benefits of green space are well recorded as well as its impact on air quality and sense of space. Other examples considered the role of public art in creating an environment which tells some of the identity of the place while also being space to play, or a light display to be enjoyed of an evening, or sound or digital display which lead people to explore another part of the town. Similarly it was recognised that lighting has a role to play in ensuring space feels safe of an evening and that this could take the form of public art as well as more traditional lighting. Greening the town centre, creating space to play – physically and cognitively, and innovative use of public art were all agreed as priorities for the town centre; stimulating the senses and inviting people to come and enjoy.

It was considered important that through creating an environment for the town centre that the identity interwoven into it is one which authentic and true to Southend. The juxtaposition of the town centre with the coast, and Southend’s greatest icon, the pier, were felt to be vital to this with the suggestion of the use of water in the high street linking the two intellectually and emotionally, while improved public realm links them physically drawing those visiting the seafront into the town centre and vice versa. Similarly Southend’s heritage was considered something to be proud of an emphasised in the town centre by making more of the architecture seen above shops, drawing the eye upwards through lighting, festoons, heritage trails and the like, while activating blank walls and spaces to make more of them and tell more of Southend story.

Above all it was identified that town centres are about people and creating a space that they not only want to spend time in but care about and take ownership of. It was recognised that the active involvement of residents, employees, students and visitors in the design and creation of spaces, as has been recently done through the Council’s **Sunrise** project for part of London Road, is vital if they are to be spaces that people identify with, enjoy spending time in and are proud of to the point that they play a role in maintaining them. This could be people volunteering with Make Southend Sparkle to support the High Street spring clean, or other community and voluntary groups which engage with different aspects of the town centre, or simply individuals making sure that they, and others, put litter in the bins provided. Ownership of the space resulting in small steps and marginal gains.

Moreover it was felt that the role of young people in this was integral to this as not only will it be a

“I think having a piece of public art as a landmark somewhere in the town centre would be a great draw for visitors.

Especially with young people, social media is really important at the moment, how easy it is to show the world you’re having a good time can be a motive for visiting a place – it’s all about instagramming yourself in front of something novel, a landmark or an experience.”

Katie Gardener, Graduate Management Trainee

town centre that they, and generations following them, will use and enjoy, but they have different priorities and expectations to the generations which have gone before them. The Key Cities conference reflected that younger generations will go away for a weekend in the UK in search of an experience, while the 2050 feedback demonstrated their concern for others and the environment.

Outcome 4 – The town centre is understood and well communicated

The case studies and reports considered as part of the project all demonstrated the importance of truly knowing the town centre and being able to tell its story so that its evolution is authentic, and intervention and

investment are based on fact and evidence. Part of the work of the project has been to uncover some of the unknowns about Southend town centre, such as the land ownership along the High Street which has been found to be diffuse with over 270 owners and the Council’s primary landholding being the highway and car parks. Having this information is significant in understanding what strategic conversations about land and space might need to look like.

Similarly there is an ongoing need to further understand the current trends as well as being able to predict future ones. The project team heard how technology can be used to support a reimagined town centre; ‘heat-mapping’ visitor flows, the role and influence of technology on their movements and dwell time, demographics and footfall. Having such information could not only inform the Council’s decisions, particularly when overlaid with other data, but could also be used to attract new investors to the town, opening up conversations with those not already in Southend to understand what would attract them to the town while demonstrating to them what the town offers and how it operates. Such data would also be crucial for developing a town centre implementation plan. The

Institute of Place Management study of factors which influence vitality and viability⁵ found 201 factors that affected the performance of town and city centres, demonstrating their complexity and the need to understand them.

Not only is it important to understand the town centre with the support of robust evidence, it is equally important to communicate it. The Southend 2050 conversation feedback highlighted the importance of the town centre to those who responded, both in terms of challenges they wish to see overcome and aspirations for the future. In this context it was felt to be important that a new narrative about the town centre is developed recognising the multiple roles it performs as a local centre, education hub, visitor destination and location for investment. The need for this to be authentic to Southend resonated with the evidence, building on what it's known for, rather than trying to be something it's not.

In developing this narrative and what it means for an implementation plan it must recognise the different dimensions explored through this project, for example that, throughout all the changes, the town centre will continue to have a role in meeting the needs of a local, and growing community. There is a large number of residents who live within walking distance of the town centre and for whom it is the first stop for goods and services, and this will grow with Better Queensway and further housing development. It should also take into consideration that the town centre and high street mean something very different to young people than to older generations, their views and aspirations must be incorporated, attracting young people to live, work, and socialise in the town centre.

Finally, in establishing the town centre's story it must seek to set itself apart from others, identifying and understanding its unique selling point, and in doing so should take learning from this project into account. Evidence received and the 2050 ambition both reflect that people relate to Southend's sense of fun which historically has been associated with the seafront but is interwoven through other experiences. This, coupled with the emphasis through this project on space to play and the role of future generations, could mean it sets out to be the UK's first play-friendly town centre. Similarly culture was also considered to be a key component of the town's development as a growing sector for employment, a key driver of experiences and an attractor and differentiator. Also the relationship between the town centre and education with a significant student population and two major education institutions which it was felt aren't highlighted enough in promoting the town. The project concluded that there are a number of strengths which can and should be played to in this regard.

⁵ <http://www.placemanagement.org/special-interest-groups/managing-places/town-and-city-centresdowntowns/town-centre-policy-and-research/hsuk2020/>

Outcome 5 – The Council leads in relationship

The project team heard that the Council needs to take the lead as the catalyst for change in the town centre, a message repeated by various sources. Multiple witnesses directly referred to the expectation from investors and the development industry that Local Authorities should take the lead in the conversation. That Councils are considered to be in a unique position to lead and coordinate activity around the town centre, more so than any other stakeholder with the breadth of responsibilities, power and different aspects of funding and finance. Powers such as compulsory purchase, responsibilities across the public realm not just for maintenance but for space which encourages healthy and active lifestyles, and the ability to use resources to deliver outcomes which are about more than just financial return. The value of cross-party leadership was also emphasised so as to provide certainty if others are to invest.

It was also recognised that the Council cannot do it alone. It needs the buy-in, support, ideas and investment of time and resources from a range of different stakeholders if a town centre vision and implementation plan are to be meaningfully and successfully delivered. In the case of Southend the Council is not a strategic landowner so has limited direct influence on the use of buildings and the rents paid by occupiers. If the sort of change explored through this project is to be implemented the Council must use its ability to convene, bringing together landowners and agents for strategic conversations about the future development and uses of the town centre, as well as the short term opportunities to animate and activate the space to everyone's benefit. Over the course of two walkabouts of the town centre a number of buildings were felt to be out of keeping with the desired look and feel for the area or identified as 'blockers' to the creation of improved public realm, connectivity or new opportunities.

Similarly the project team felt there was a role for town centre ambassadors; people who would take the lead in garnering the support and telling the Southend story, such as a cultural 'heavyweight' who would be able to lend their weight to the cultural development of the town. Local advocates for community engagement developing new relationships and encouraging participation in co-production as well as a shared sense of responsibility for the town centre, manifested through volunteering and support. Business peer to peer conversations changing the way land, premises and uses are shaped so as to maximise activity and opportunity.

Finally this shared vision and leadership must be communicated clearly and coordinated through an implementation plan which sets out how the vision is going to be delivered, what the priorities are, the desired impact, influences and investment. Such an approach not only ensures that resources are prioritised where they can make the greatest impact but gives confidence locally and further afield.

"The most important questions a developer will ask in looking at a new development opportunity are: is the local authority behind the project, and is there strong meaningful leadership to support its delivery of a number of years to fruition"

David Atkins

Chief Executive, Hammerson

6. Methodology

6.1. Process

The Project Team was agreed to be constituted of Councillors: K Robinson (Chair), B Ayling, K Buck, N Folkard, J Garston, I Gilbert, D McGlone and D Nelson. By agreement with the Chair Cllr Mulroney joined the Project Team on their consideration of the evidence presented over the course of the project.

The project drew on a wide range of evidence from a variety of sources as the Project Team sought to explore and understand what factors might be vital to a reimagined town centre.

The Project Team was supported by a number of officers from across the Council who can be found listed in **Appendix 1**.

Evidence roundtable sessions were held aligned to the Southend 2050 Ambition and themes. These were facilitated by officers with subject specific knowledge while also benefitting from input from external witnesses.

Learning from other places in regards to best practice, the factors considered and journey taken was considered to be an important aspect of the project. This was undertaken through a site visit, a virtual visit and a range of case studies in the context of different themes as set out in **Appendix 2**. The Project Team also made two visits to Southend town centre, one by day, and another by evening, to consider the area through the lens of the project and the different factors at play.

The project commenced following the publication of the Grimsey Review II, reflecting its conclusions around local leadership. This was the first of multiple documents reviewed during the course of the project. Further town centre studies and publications have been issued while the project has been in train, such as the Timpson Review and Centre for Cities: City Centres Past, Present and Future February 2019. These have also been considered, recognising the stage of the project's development at the time of publication. The Government also published its plan to support town centres in the autumn of 2018. The £675m Future High Streets Fund opened its call for Expressions of Interests 26th December 2018 and closes 22nd March 2019. The extensive research and engagement undertaken by this project should be used to support an application to the fund and as a basis for engagement with other facets of the Town Centre package such as the Town Task Force when it is established spring 2019.

An overview of all the evidence sessions held and attended can be found in **Appendix 1**.

6.2. Reference Group

A Reference Group was established in line with the project scope agreed in October 2018. The group members were selected to represent a broad mix of stakeholders, expertise and experience in relation to the town centre. The reference group was constituted of representatives of the following organisations and sectors: Southend BID, University of Essex, Citizens Advice Bureau, Commercial Property sector, Culture and Creative sector, digital sector, and a resident, in line with the requirement of the scrutiny committees.

The initial project scope was shared with the Reference Group for comment at the start of the project and a meeting held to discuss the project and its approach with Reference Group members. At the start of 2019 a mid-project summary was shared with the Reference Group to review the evidence received to date and the emerging messages. At the end of the project a copy of the draft report was shared with the group to consider the recommendations made and for final review. At this point the report was also shared with the Youth Council so as to be able to take their views into account before finalising the report.

Members of the Reference Group were also invited to attend a number of the evidence sessions held during the project's span including a meeting to consider the Government's consultation on planning reform, a presentation from Centre for Cities, the Key Cities Town Centre conference and the Local Plan consultation event for the town centre.

The Project Team expressed their thanks to the reference group members for their time and contributions.

Appendix 1 – Summary of Evidence

Evidence	Date	Attendees
Overview & Grimsey Review	18/10/2018	<p>Cllrs Robinson, Ayling, Buck, Folkard, D Garston (for J Garston) and D McGlone and Arscott (observing)</p> <p>Officers: Emma Cooney, Tim Row</p>
Reference Group Meeting & Consideration of planning consultation: <i>Planning Reform - Supporting the high street and increasing the delivery of new homes</i>	13/11/2018	<p>Cllrs Robinson, Jones (for Cllr Gilbert), Ayling, Nelson, Folkard, McGlone</p> <p>Reference Group Members: Southend BID, University of Essex, Citizens Advice Bureau, Sorrell Property Agents, Revive Digital, town centre resident</p> <p>Officers: Emma Cooney, Tim Row, Claire Victory, Chris Burr</p>
Centre for Cities Presentation	3/12/18	<p>Rebecca McDonald and Anthony Breach (Centre for Cities)</p> <p>Cllrs Robinson, Ayling, J Garston, Folkard and McGlone</p> <p>Officers: Emma Cooney, Chris Burr, Tim Row</p>
Chelmsford Visit	3/12/18	<p>Stuart Graham and Spencer Clarke (Chelmsford City Council)</p> <p>Cllrs Robinson, Folkard, McGlone, Ayling and Garston</p> <p>Emma Cooney, Tim Row, Paul Jenkinson</p>
Possibility Thinking workshop	4/12/18	<p>Rob Francis (Traverse)</p> <p>Cllrs Robinson, Buck, Nelson, Folkard, Gilbert, McGlone and Mulroney</p> <p>Officers: Emma Cooney, Tim Row</p>
Virtual Visit to Altrincham	7/12/2018	<p>Martin Ledson (Trafford Council)</p> <p>Cllrs Robinson, McGlone, Folkard and Ayling</p> <p>Officers: Emma Cooney, Tim Row, Chris Burr</p>
Evidence Session 1: Pride and Joy	17/12/2018	<p>Cllrs Robinson, Buck, Gilbert, J Garston and Mulroney</p> <p>Officers: Scott Dolling, Emma Cooney, Tim Row</p>
Evidence Session 2: Safe and Well	21/1/2019	<p>Cllrs Robinson, Folkard, Nelson, McGlone, Gilbert, J Garston and Mulroney</p> <p>Marcus Wilshire (IBI)</p> <p>Officers: Tim Holland, Simon Ford, Carl Robinson, Drew Jones, Mark Murphy, Tim Row, Emma Cooney, Jeremy Martin</p>

Evidence Session 3: Active and Involved	23/1/19	Cllrs Robinson, Gilbert, Folkard, J Garston, McGlone and Mulroney Alison Dewey (Southend BID), Dennis Baldry (Southend BID), Ross McGrane (Little Smash Comedy) Officers: Krishna Ramkelawon, Paul Jenkinson, Kamil Pachalko, Emma Cooney, Tim Row
Key Cities Conference	29/01/2019	Emma Cooney; Alison Griffin
Local Plan Consultation	5/2/2019	Cllrs Robinson, JGarston, Folkard and Mulroney Officers: Emma Cooney, Tim Row
Town Centre Walkabout and visit to Escape Live (Day)	5/2/2019	Cllrs Robinson, J Garston, Folkard and Mulroney Officers: Emma Cooney, Tim Row
Evidence Session 4: Opportunity and Prosperity (1)	5/2/2019	Cllrs Robinson, J Garston, Folkard and Mulroney Steven Norris (Lambert Smith Hampton) Murray Foster (Southend Business Partnership) Officers: Bridgette Cowley, Chris Burr, Marzia Abel, Alison Dewey, Alan Richards, Tim Row, Emma Cooney
Evidence Session 4: Opportunity and Prosperity (2)	5/2/2019	Cllrs Robinson, McGlone, J Garston, Buck, Folkard, Gilbert and Mulroney Tim Johnson (Cushman & Wakefield) Officers: Emma Cooney, Marzia Abel, Alan Richards, Tim Row, Chris Burr
Evidence Session 5: Connected and Smart	07/02/2019	Cllrs Robinson, Ayling, Gilbert, Folkard, McGlone and Mulroney Officers: Peter Geraghty, Neil Hoskins, Nick Corrigan, David Cummings, Katie Gardener, Emma Cooney, Tim Row
Town Centre Walkabout (evening)	18/02/2019	Cllrs Robinson, Nelson, Folkard, McGlone and Mulroney Officers: Emma Cooney, Carl Robinson, Tim Row

Appendix 2 – Location Case Studies

Throughout the project a range of locations undertaking activity in relation to their town centres were explored as case studies. The consideration of each location varied; some as illustrations of a particular aspect of town centre investment and intervention, others were more in-depth to understand their focus, approach to planning town centre change, mix of interventions, funding and impact. This has provided a rich mix of ideas, provocations and debate to support this report. These were:

- Almere, Netherlands
- Altrincham
- Barnsley
- Basildon
- Bournemouth
- Bude
- Camden
- Chelmsford
- Great Yarmouth
- Hemel Hempsted
- Hull
- Kings Cross
- Kingston
- Lambeth
- Lisburn
- Newbury
- Newport
- Norwich
- Nuneaton
- Streatham
- Stevenage
- Slough
- Superkilen, Copenhagen, Denmark
- Worthing
- Woking

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