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SOUTHEND-ON-SEA BOROUGH COUNCIL

Policy and Resources Scrutiny Committee

Date: Wednesday, 10th April, 2019 @ 18.30
Place: Committee Room 1 - Civic Suite
Contact: Fiona Abbott - Principal Democratic Services Officer
Email: committeesection@southend.gov.uk

AGENDA

**** **Part 1**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on Wednesday, 30th January, 2019

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

5 **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.

6 **Transport Procurement**

Minute 770 (Report circulated separately, Agenda Item No.5 refers)

Called in by Councillors R Woodley and M Terry
(Also called-in to the People Scrutiny Committee)

7 **Southend-on-Sea Commissioning Framework**

Minute 771 (Cabinet Agenda Item No.6 refers)

Called in by Councillors L Burton, I Gilbert, A Chalk and R Woodley

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

NONE

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

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**

9 Exclusion of the Public

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

**** **Part 2**

**** **ITEM CALLED IN FROM CABINET - Tuesday, 12th March, 2019**

10 Transport Procurement - Confidential Report

Minute 783 (Confidential Report circulated separately, Cabinet Agenda Item No.18 refers)

Called in by Councillors R Woodley and M Terry
(Also called-in to the People Scrutiny Committee)

The Chairman & Members of Policy & Resources Scrutiny Committee:

Councillor B Ayling (Chair), Councillor C Mulroney (Vice-Chair),
Councillors B Arscott, D Burzotta, F Evans, N Folkard, D Garston, I Gilbert, R Hadley,
H McDonald, D McGlone, D Nelson, D Norman MBE, G Phillips, M Stafford, M Terry and
C Walker

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Wednesday, 30th January, 2019

Place: Committee Room 1 - Civic Suite

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Present: Councillor B Ayling (Chair)
Councillors C Mulroney (Vice-Chair), B Arscott, K Buck*,
D Burzotta, F Evans, N Folkard, D Garne*, I Gilbert, H McDonald,
D McGlone, D Nelson, D Norman MBE, G Phillips, M Stafford and
M Terry
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors J Courtenay, T Cox and M Flewitt (Cabinet Members)
Councillors M Borton, A Jones, M Dent and C Walker
J K Williams, F Abbott, A Lewis, J Chesterton, J Ruffle,
A Richards, I Ambrose, G Halksworth and N Laver

Start/End Time: 6.30 pm - 9.45 pm

662 Councillor Julian Ware-Lane

The Committee stood in silent tribute in memory of Councillor Julian Ware-Lane, who very sadly passed away the previous week following illness.

663 Apologies for Absence

Apologies were received from Councillor R Hadley (substitute Cllr D Garne), Councillor C Walker (substitute Cllr J McMahon – also sent apologies) and Councillor D Garston (substitute Cllr K Buck).

664 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Courtenay, Cox and Flewitt (Cabinet Members) – interest in the referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Cox - agenda item relating to the proposed development of the Seaway Car Park - Disclosable Pecuniary Interest – family member is employed by Stockvale and is a business involved in discussions with regard to the development and lobbying of Councillors (withdrew).
- (c) Councillor Mulroney – agenda item relating to the proposed development of the Seaway Car Park – non-pecuniary interest – Member of Development Control Committee;
- (d) Councillor Mulroney – agenda item relating to Council Tax Base - non-pecuniary interest – Member of DCC; member of Leigh Town Council;
- (e) Councillor Nelson – agenda item relating to Brexit – disclosable interest – employer is an MP – withdrew;
- (f) Councillor Phillips - agenda item relating to Brexit - non-pecuniary interest – son works in Brexit team in Westminster civil service;

- (g) Councillor Terry - agenda item relating to the proposed development of the Seaway Car Park – non-pecuniary interest – knows people involved with scheme; Fossetts Farm also mentioned – is SUFC season ticket holder;
- (h) Councillor Ayling - agenda item relating to the proposed development of the Seaway Car Park – non-pecuniary interest – knows people involved with scheme;
- (i) Councillor McGlone - agenda item relating to Future phases of Affordable Housing Development Programme – non-pecuniary interest - lives in the vicinity of Lundy Close and knows individual residents;
- (j) Councillor Flewitt – agenda item relating to Draft Housing Revenue Account Budget 2018/19 and Rent Setting - non-pecuniary interest - friends and family are tenants of South Essex Homes matter (was not present for agenda item however);
- (k) Councillor Flewitt - agenda item relating to Future phases of Affordable Housing Development Programme – non-pecuniary interest – lives in the vicinity of Lundy Close and knows individual residents and has been lobbied by some residents on the matter (was not present for agenda item however);
- (l) Councillor McDonald – agenda item relating to Employment Appeals – non-pecuniary interest - member of Unison, but not local branch consulted;
- (m) Councillor Buck – agenda item relating Draft General Fund Revenue Budget – non-pecuniary interest – Governor at The Eastwood Academy.

665 Questions from Members of the Public

The responses to the questions submitted by Mr Webb and Mr Miller will be forwarded to them as they were not present at the meeting.

666 Minutes of the Meeting held on Thursday, 29th November, 2018

Resolved:-

That the Minutes of the meeting held on Thursday, 29th November, 2019 be confirmed as a correct record and signed.

667 Southend 2050 - Strategic Delivery Plans

The Committee considered Minute 604 of Cabinet held on 17th January 2019, which has 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

668 The Proposed Development of the Seaway Car Park

The Committee considered Minute 605 of Cabinet held on 17th January 2019, which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Strategic Director (Finance and Resources) reviewing the proposed Development of the Seaway Car Park and associated land and the Agreement for Lease and Sale dated 10th December 2014 made between the Council and Turnstone Southend Limited. The preamble to Minute 605 sets out assurances given by the Strategic Director (Finance and Resources) as to the financial advantages of the Development and that independent experts have certified that the terms represent best consideration for the Council pursuant to S.123 Local Government Act 1972.

The report dealt with the proposed Development in the context of the Council's land ownership, regeneration and economic development responsibilities. It was noted that whilst the strategic planning context was mentioned in the report, the planning application recently submitted for the Development (Ref: 18/02302/BC4M) must be considered quite separately by the Council as local planning authority through the Development Control Committee.

The Strategic Director (Legal & Democratic Services) drew attention to the following:

- (a) Answers to a series of questions from Councillor Ayling which had been circulated to all Councillors on 25 and 29 January 2019, including the provision of additional information from Savills and the DVS;
- (b) A letter from Homes England that had been tabled, confirming that their position is fairly represented in the report to Cabinet; and
- (c) The legal position has been examined and the full Savills Report cannot be disclosed since it contains confidential and commercially sensitive information which would be very damaging to the economic interests to a number of parties if disclosed. The Information Commissioner's Office (ICO) has previously decided that the Council was entitled to withhold disclosure of confidential information relating to the Development and this ICO decision is clearly a material consideration.

However (and this is most important), comprehensive independent valuation advice has been supplied to all Councillors which provides the necessary information to make a decision on the matter, namely:

- Savills Report on Best Consideration for the Agreement for Lease dated 21 November 2018 (Appendix 4 to the Cabinet report) which was supplied in a specific format which could be considered by Councillors;
- The full DVS Valuation Review dated 21 December 2018 which was circulated to all Councillors on 25 January 2019;

- Supplementary letter from Savills dated 24 January 2019 which was circulated to all Councillors on 25 January 2019; and
- Further letter from the DVS dated 25 January 2019 which was circulated to all Councillors on 25 January 2019.

In answer to a question, the Cabinet Member for Growth confirmed that the valuation of the Seaways Car Park Development has been undertaken on the basis of leisure /tourism uses. This is because it has been a long term Council ambition for the site to be developed for such uses, as the strategic planning and economic sections of the Cabinet report (and the Appendices) set out. Against this background the Council has not sought to simply maximise value by pursuing the most lucrative form of use, for example high density residential development. Instead the Council has sought to achieve the best form of development for the Town, residents and visitors, with a significant number of new jobs created: In that sense the site has been devalued to reflect the leisure/tourism uses.

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That it be noted, that unless either party takes a decision to terminate, the Agreement for Lease and Sale dated 10 December 2014 made between the Council and Turnstone Southend Limited (“the Agreement”) for the development of the Seaway Car Park and associated land (“the Development”) remains in full legal force.

2. That the Council does not seek to terminate the Agreement at the present time, but maintains its support for the Development based on the strong and viable economic case, the fresh independent valuations under S.123 Local Government Act 1972, the contribution to the Council’s published Ambition and Outcomes, the level of commitment (including investment) made by Turnstone and the progress which has been made to date.

3. That the contractual ‘End Date’ of 10 December 2018 be extended to 17 January 2020 for the discharge of all conditions (including obtaining planning permission) in the Agreement to be dealt with so that the Lease can be granted. Under the Lease, practical completion is then required within 3 years of granting the Lease which necessitates an early start on site.

4. That amendments be made to the Agreement as set out in section 5.8 of the submitted report, including the extension of time referred to in recommendation 3 above, on the basis of the fresh valuations referred to in sections 6.2 (e) and 9.2 and attached at Appendices 4 and 5 to the report.

5. That the Chief Executive, in consultation with the Group Leaders and the Cabinet Member for Growth, be authorised to make further minor amendments to the Agreement if required.

6. That the agreements with Homes England in relation to 1-3 Herbert Grove, 29 Herbert Grove and the Rossi Factory (31 Herbert Grove) as set out in section 5.11 of the report be completed.”

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

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

669 Brexit - Implications for the Council

The Committee considered Minute 606 of Cabinet held on the 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Strategic Director (Transformation) setting out for consideration the implications for the Council of the UK leaving the European Union (EU).

Resolved:-

That the following decision of Cabinet be noted:

“That the likely implications, including risks and opportunities, for the Council leaving the EU and the action being taken by the Council to address these, be noted.”

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

670 Council Tax Base and Non Domestic Rating Base 2019/20

The Committee considered Minute 608 of Cabinet held on the 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Strategic Director (Finance and Resources) concerning the calculation of the Council Tax Base for 2019/20 and the submission of the National Non Domestic Rates (NDR1) form to the Department of Communities and Local Government (DCLG) by 31st January 2019.

Resolved:-

That the following decisions from Cabinet be noted:-

“In respect of the Council Tax Base:

1. That in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended by the Local Authorities (Calculation of Council Tax Base) (Amendment) (England) Regulations 2003) and Local Government Finance Act 2012 (Calculation of billing authority’s council tax base Section 15):

The Local Council Tax Support Scheme for 2019/20 approved by Council on 13 December 2018, be incorporated into the Council Tax base setting as outlined in Appendices A and B to the submitted report;

That the following changes to Council Tax discounts and exemptions approved by Cabinet on 5 January 2016 will remain unchanged, with the exception of the premium increase from 50% to 100% on Long Term Empty properties (those properties which have been empty for over 2 years or more) from 1 April 2019, these will be incorporated into the Council Tax Base:-

- Properties requiring or undergoing structural alteration or major repairs (Class D) as allowed by Section 11A of the Local Government Finance Act 2012 is set at 0%;
- Vacant and substantially unfurnished properties (Class C) as allowed by Section 11A of the Local Government Finance Act 2012 to be entitled to receive a discount of 100% for up to 1 month.
- The second homes discount and exemption (Classes A and B) that were approved by Council on 13 December 2012 will remain unchanged from 1 April 2019 and these are incorporated into the Council Tax Base;
- Long-term empty homes (Class C) as allowed by Section 11A of the Local Government Finance Act 2012, a current surcharge of 50% is set allowing a full charge of 150% where they have been unoccupied for more than 2 years. From April 2019 this surcharge will increase to 100% allowing a full charge of 200%;
- That a continuous 6 week period of occupancy is required between empty periods before a further discount can be awarded;

2. That the amount calculated by Southend-on-Sea Council as its Council Tax Base for the year 2019/20 shall be 58,424.44 (Appendix A).

3. That the amount calculated by Southend-on-Sea Council as the Council Tax Base in respect of Leigh-on-Sea Town Council for the year 2019/20 shall be 8,839.09 (Appendix B).

In respect of the Non-Domestic Rates Base (NNDR1 Form):

4. That the NNDR1 form at Appendix C to the submitted report be approved for submission to the Ministry of Housing, Communities and Local Government.”

Note: This is an Executive Function

Referred direct to: Policy and Resources Scrutiny Committee

Cabinet Member: Cllr Lamb

671 Draft Housing Revenue Account Budget 2019/20 and Rent Setting

The Committee considered Minute 609 of Cabinet held on the 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny

Committee together with a joint report of the Deputy Chief Executive (People) and Strategic Director (Finance and Resources) setting out the Housing Revenue (HRA) budget for 2019/20, together with the information necessary to set a balanced budget as required by legislation.

In response to questions that an Equalities Impact Assessment had not been undertaken in respect of the proposals contained in the report, the Cabinet Member for Adults and Housing said that this would be considered as part of the proposals to be discussed by Cabinet at the meeting on 12th February 2019.

Resolved:-

That the following decisions from Cabinet be noted:-

“1. That a rent reduction of 1% on secure tenancies, as required by the Welfare Reform and Work Act 2016, be endorsed.

2. That an average rent increase of 4.86% on shared ownership properties, be endorsed.

3. That the proposed rent changes in 1 and 2 above be effective from 1 April 2019.

4. That the increase in garage rents by 2.5% to £11.70 per week for tenants (£14.04, being £11.70 plus VAT for non-tenants), with all variants on a standard garage receiving a proportionate increase, be endorsed.

5. That the South Essex Homes core management fee of £5,738,000 for 2019/20, be endorsed, with additional one-off funding also being made available of:

- £10,000 for the data cleansing, training and embedding of new data protection practices in compliance with General Data Protection Regulations (GDPR); and
- £140,000 to undertake a project to achieve better integration between the various ICT systems that the company uses, with the aim to achieve efficiencies going forward.

6. That the South Essex Homes proposals for average changes of 4% in service charges and 17% in heating charges, be endorsed.

7. That the following appropriations, be endorsed:

- £60,000 to the Repairs Contract Pensions earmarked reserve;
- £1,397,000 to the Major Repairs earmarked reserve; and
- £444,000 HRA to the Capital Investment earmarked reserve.

8. That, subject to 1 to 7 above, the HRA budget as set out in Appendix 1 to the submitted report, be endorsed.

9. That the value of the Council's capital allowance for 2019/20 be declared as £37.326M, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations."

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 Cox

672 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

673 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

674 Future Phases of Affordable Housing Development Programme/Update

The Committee considered Minute 612 of Cabinet held on 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Deputy Chief Executive (People). This provided an overview of the future phases of the HRA Land Review project and requesting agreement to progress with Phases 3 and 4 of the project, to fund and construct 56 units of affordable housing and undertake feasibility studies for Phases 5 and 6 of the project. The report also sought agreement to undertake Modern Methods of Construction (MMC) pilot projects across 2 garage sites and develop a Land Purchase Fund using existing S106 contributions.

In response to questions regarding the report, the Cabinet Member for Adults and Housing confirmed the following:-

- in the context of this report, 'affordable housing' means Council housing for rent at locally affordable rent levels
- the Council will continue to undertake the necessary business case assessment on any future disposals of isolated housing assets in the General Fund, to identify whether they can be used for housing
- if the modular build is successful, this will be tested on larger scale.

Resolved:-

That the following decisions of Cabinet be noted:-

"1. That sites be brought forward within Phases 3 and 4 of the HRA Land Review.

2. That further feasibility work be undertaken on a number of sites that will form Phases 5 and 6 of the HRA Project.

3. That the proposed method of funding for the projects and the use of S106 funds for the feasibility works for Phases 5 and 6, to a maximum of £50,000, be endorsed.

4. That the options for the delivery of 2 garage sites for Modern Methods of Construction (MMC) pilots be investigated, including undertaking a procurement exercise of solutions put forward by the market and also a value for money exercise. Furthermore, to explore subsequent pilot sites to test Modern Methods of Construction on a broader scale, including Lundy Close.

5. That the use of S106 contributions received from developers, in order to facilitate the provision of affordable housing through the creation of an ongoing fund for the purchase of developable land in the borough, be endorsed."

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

675 Notice of Motion - Social Housing for Rent

The Committee considered Minute 616 of Cabinet held on 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee. This concerned the notice of motion calling on the Council to explore all avenues for building social housing for rent at the former NHS land at Fossetts Farm and investigate potential funding options and calculating the potential benefit, both financial and social to Southend's residents.

Resolved:-

That the following decisions from Cabinet be noted:-

"1. That the notice of motion, be noted.

2. That the Council continues the work to identify housing development opportunities and the best way to deliver the scale of new housing, and specifically locally affordable housing, needed in Southend.

3. That through the work in 2 above, to identify the best delivery methods for those opportunities, including those which are best delivered through Southend Housing Ltd.

4. To continue working in partnership with Homes England to achieve the best outcome for development of the Fossetts Farm site, in terms of the number, tenure, affordability, design and overall quality of the homes to be built.”

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

676 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

677 Council Debt Position to 30 November 2018

The Committee considered Minute 618 of Cabinet held on 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Strategic Director (Finance and Resources) on the above.

Resolved:-

That the following decisions from Cabinet be noted:-

“1. That the current outstanding debt position as at 30th November 2018 and the position of debts written off to 30th November 2018, as set out in Appendices A and B of the submitted report, be noted.

2. That the write-offs greater than £25,000, as detailed in Appendix B to the report, be approved.”

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

678 Employment Appeals

The Committee considered Minute 619 of Cabinet held on 17th January 2019 which had been referred direct to the Policy and Resources Scrutiny Committee together with a report of the Strategic Director (Transformation). This recommended amendments to the Constitution and the Council's employment policies in respect of the dismissal appeal process.

Resolved:-

That the following recommendations of Cabinet be noted:-

"1. That amendments to the Constitution and the Council's employment policies so that appeals against dismissal by employees below Director level will be dealt with by the Chief Executive or a Deputy Chief Executive, be approved.

2. That the amendments to the following provisions of the Constitution as set out in Appendix 1 to the submitted report, be approved:

- Terms of Reference of the Appointments and Disciplinary Committee (Part 3, Schedule 2);
- Terms of Reference of the Appeals Committees A and B (Part 3, Schedule 2); and
- Delegations to Chief Officers (Part 3, Schedule 3).

3. That the amendments to the appeal process within the following Council employment policies, as shown in Appendix 2 of the report, be approved:

- Disciplinary & Dismissal Policy;
- Redundancy Policy;
- Sickness Absence Policy;
- Capability Policy."

Note: This is a Council Function
Cabinet Member: Cllr Lamb

679 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

680 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.

681 Standing Order 46

The Committee considered Minute 622 of Cabinet held on 17th January 2019, which had been referred direct to scrutiny relating to item 1.1 (Grant of agreement lease of land at East Beach for a Restaurant Development).

Resolved:-

That the decision of Cabinet be noted:

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

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

Further to Minute 504 of its meeting held on 29th November 2018, the Committee received a brief oral update on the progress that had been made with the joint in-depth study to date.

Resolved:-

That the update be noted.

Note:- This is a Scrutiny Function.

683 Exclusion of the Public

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

684 Standing Order 46 Confidential Sheet

The Committee considered Minute 624 of Cabinet held on 17th January 2019, which had been referred direct to the Policy and Resources Scrutiny Committee relating to item 1.1 (Grant of agreement lease of land at East Beach for a Restaurant Development).

Resolved:-

That the decision of Cabinet be noted:

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

Chairman: _____

MONTHLY PERFORMANCE REPORT

January 2019

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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>

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Section 1: 2018-2019 Exceptions - Current Month Performance





Comments on Indicators rated Red or Amber

Generated on: 29 February 2019 10:31


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
17 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
18 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
22 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
24 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

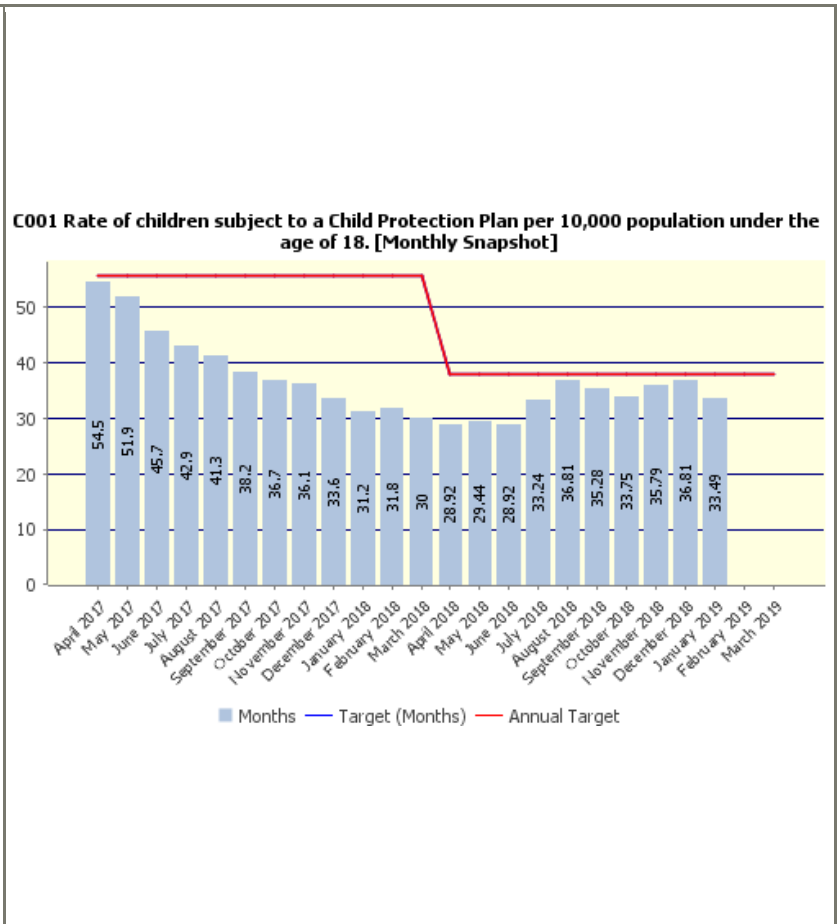
Section 3: Detail of indicators rated Red or Amber

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		

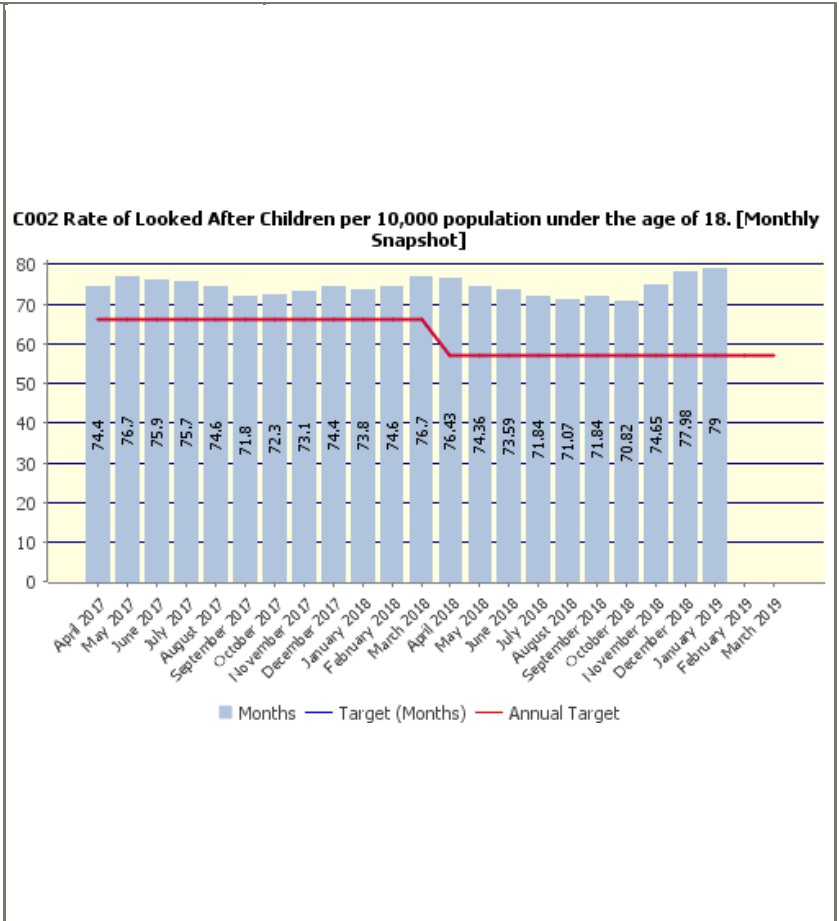
Date Range 1		
	Value	Target
April 2017	54.5	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017	38.2	50.4 - 55.7
October 2017	36.7	50.4 - 55.7
November 2017	36.1	50.4 - 55.7
December 2017	33.6	50.4 - 55.7
January 2018	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]			<p>January 2019 result</p> <p>59.85 57 57 54.15 0 79 120</p>
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

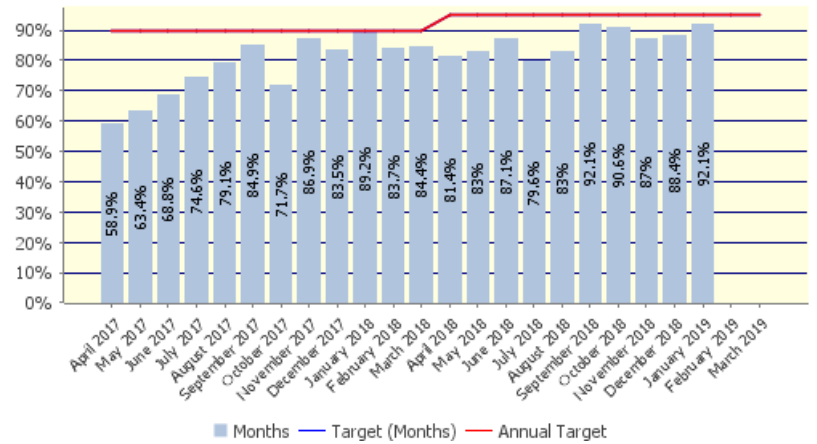


CLA rate remains above target and increasing - demand measurement and key question is whether the right children are brought into care. Head of Service has reviewed all children that became CLA since Apr-18 and identified decision making as appropriate. There is an increase in two groups - older adolescents (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]

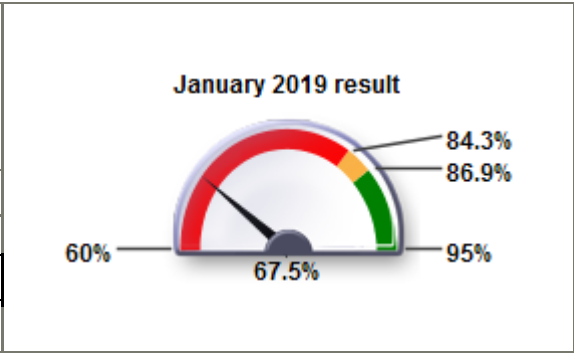


This month has shown improvement but this is missing target. This is still an area of focussed work with staff and managers. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.

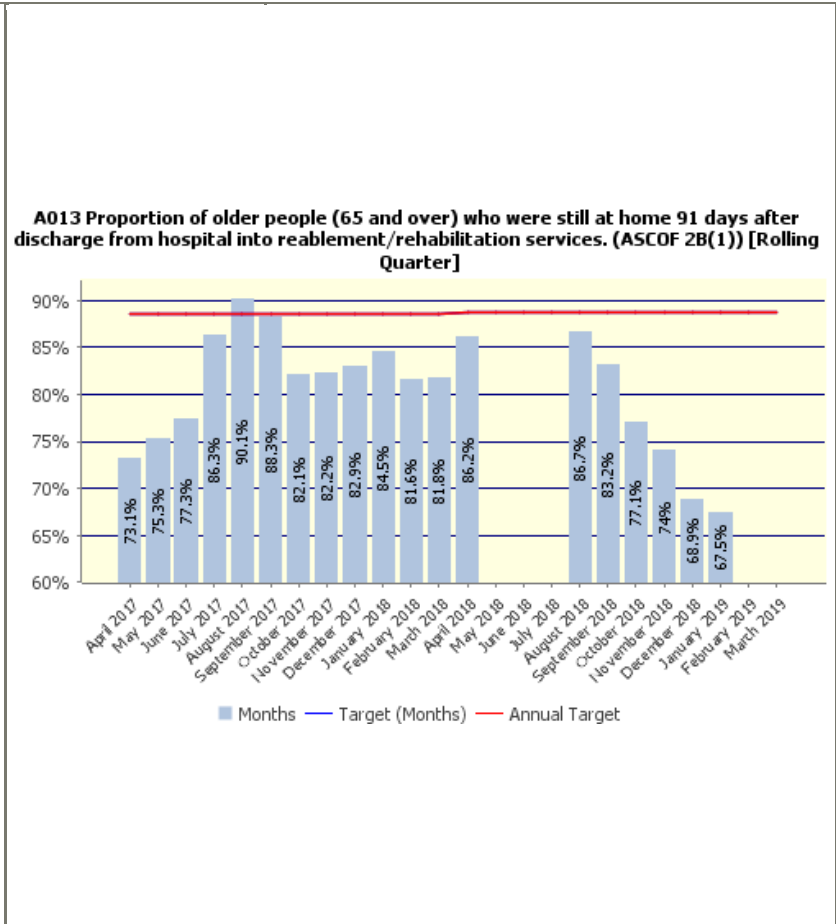
Aim: HEALTHY: Priorities • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social deprivation 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]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sarah Baker		
Year Introduced	2012		

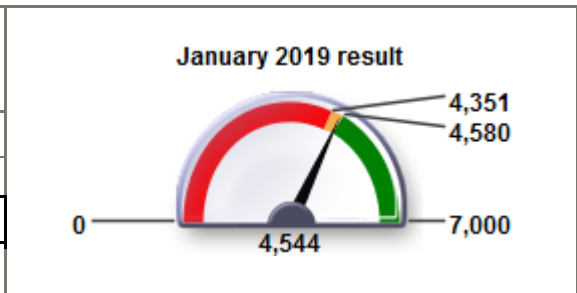


Date Range 1		
	Value	Target
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
October 2017	82.1%	88.6%
November 2017	82.2%	88.6%
December 2017	82.9%	88.6%
January 2018	84.5%	88.6%
February 2018	81.6%	88.6%
March 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%

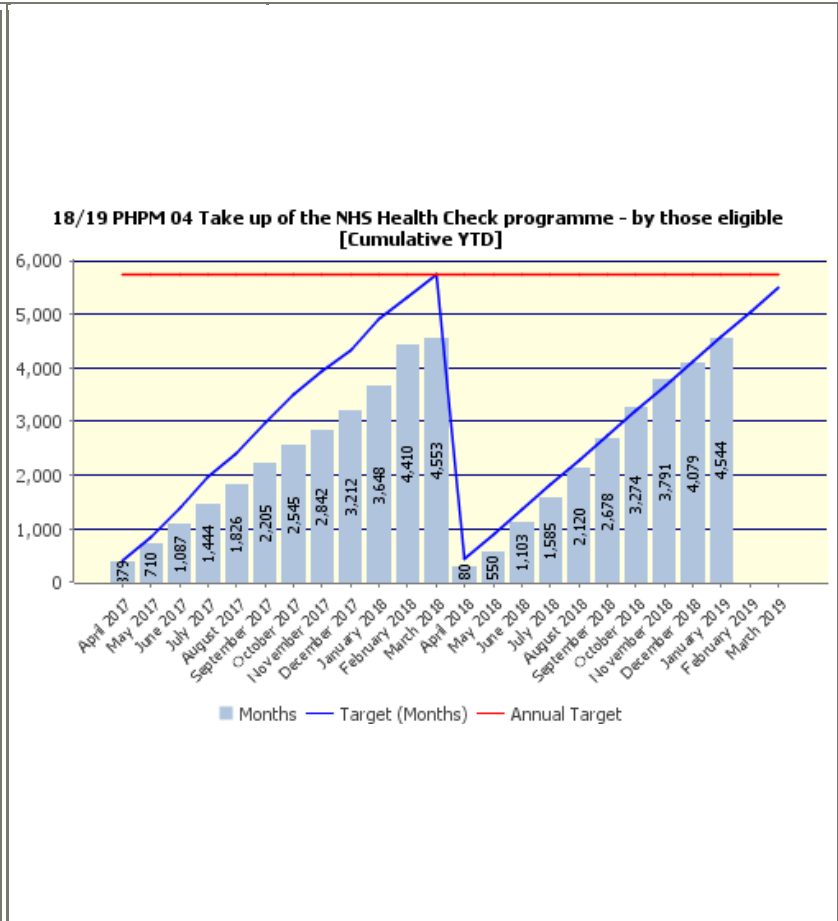


The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as 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		



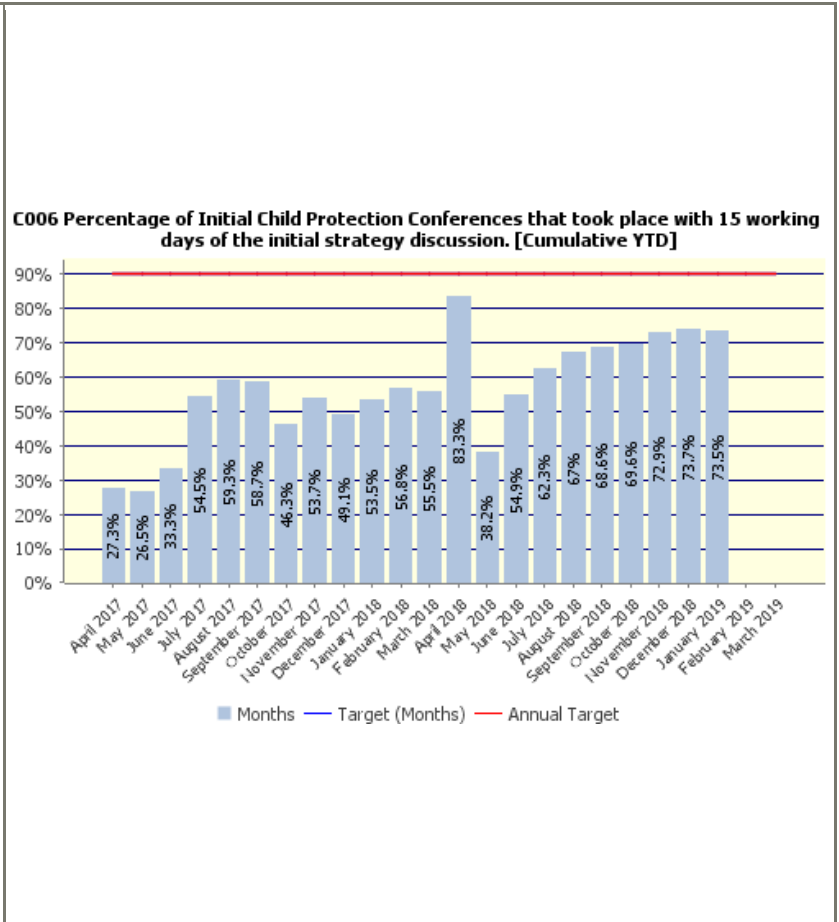
Date Range 1		
	Value	Target
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017	2,205	2,976
October 2017	2,545	3,506
November 2017	2,842	3,920
December 2017	3,212	4,334
January 2018	3,648	4,912
February 2018	4,410	5,326
March 2018	4,553	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>January 2019 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	John O'Loughlin		
Year Introduced	2017		

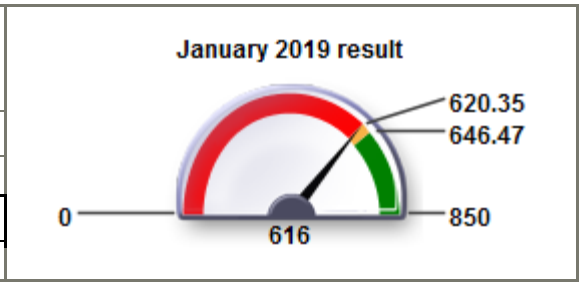
Date Range 1		
	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%
September 2017	58.7%	90%
October 2017	46.3%	90%
November 2017	53.7%	90%
December 2017	49.1%	90%
January 2018	53.5%	90%
February 2018	56.8%	90%
March 2018	55.5%	90%
April 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%



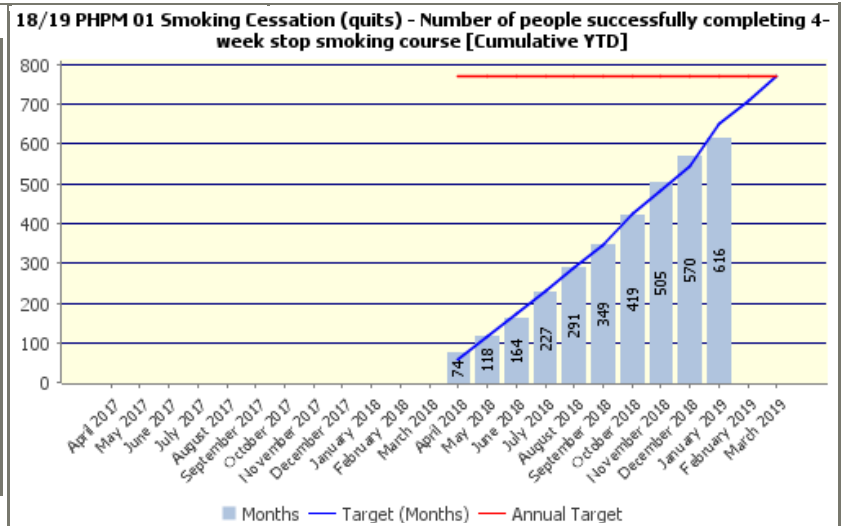
Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and Jan- 19 was 16.2 days.

CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise

Managed By	Ian Diley
Year Introduced	



Date Range 1		
	Value	Target
April 2018	74	59
May 2018	118	117
June 2018	164	176
July 2018	227	233
August 2018	291	291
September 2018	349	349
October 2018	419	425
November 2018	505	482
December 2018	570	546
January 2019	616	653



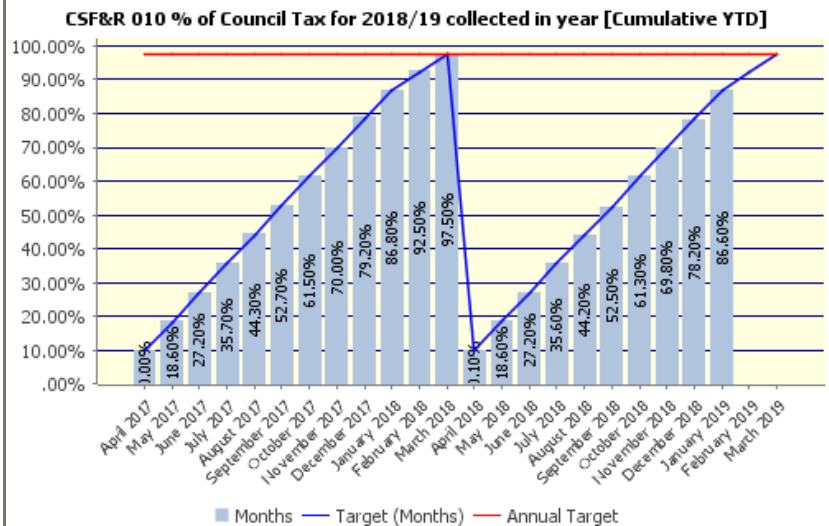
Newly commissioned vape shops delivering quits. Continuing to support Primary Care & community support to deliver stop smoking support.
 Level 2 advisor training undertaken. Planning E-cigarette event for local provider.

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			

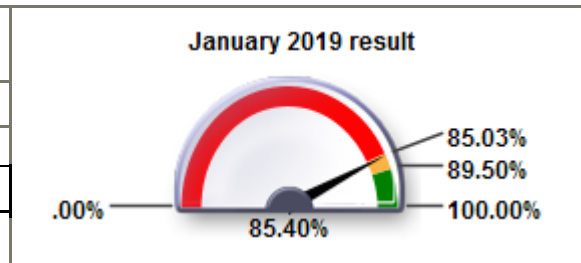
Date Range 1		
	Value	Target
April 2017	10.00%	10.00%
May 2017	18.60%	18.40%
June 2017	27.20%	27.10%
July 2017	35.70%	35.50%
August 2017	44.30%	44.00%
September 2017	52.70%	52.60%
October 2017	61.50%	61.30%
November 2017	70.00%	69.80%
December 2017	79.20%	78.30%
January 2018	86.80%	86.70%
February 2018	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%



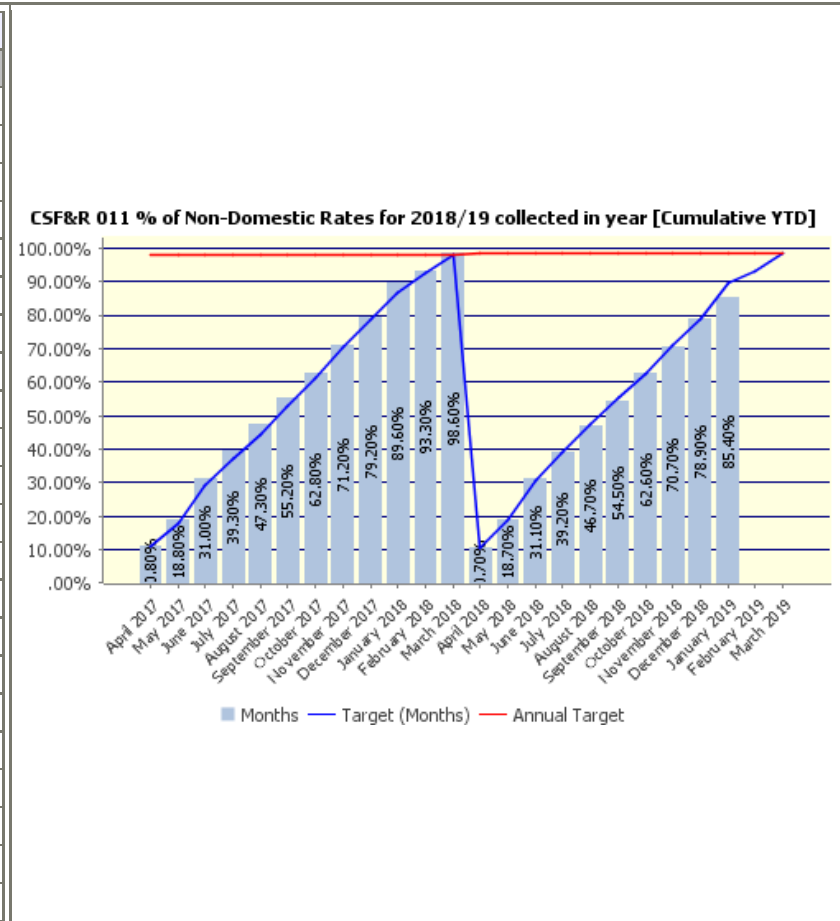
The collection rate for Council Tax as at the 31st January 2019 is 86.6%, which is 0.1% below the profiled target to the end of January. We have now successfully recruited the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases 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		



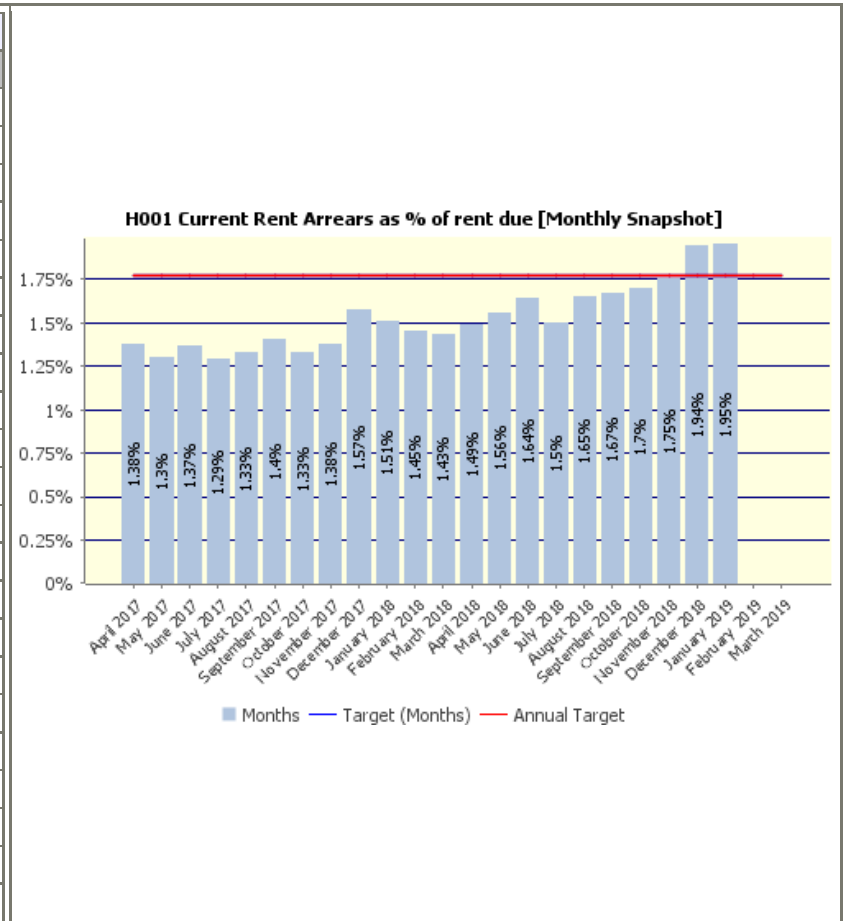
Date Range 1		
	Value	Target
April 2017	10.80%	10.80%
May 2017	18.80%	17.80%
June 2017	31.00%	29.00%
July 2017	39.30%	37.10%
August 2017	47.30%	44.50%
September 2017	55.20%	53.00%
October 2017	62.80%	61.10%
November 2017	71.20%	70.60%
December 2017	79.20%	78.70%
January 2018	89.60%	86.60%
February 2018	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			

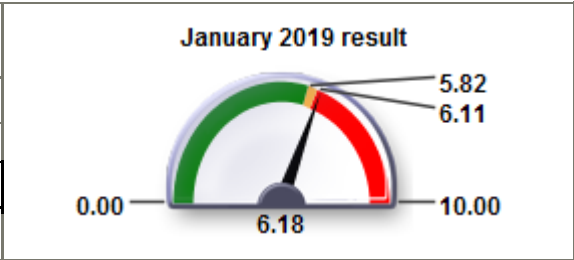
Date Range 1		
	Value	Target
April 2017	1.38%	1.77%
May 2017	1.3%	1.77%
June 2017	1.37%	1.77%
July 2017	1.29%	1.77%
August 2017	1.33%	1.77%
September 2017	1.4%	1.77%
October 2017	1.33%	1.77%
November 2017	1.38%	1.77%
December 2017	1.57%	1.77%
January 2018	1.51%	1.77%
February 2018	1.45%	1.77%
March 2018	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%



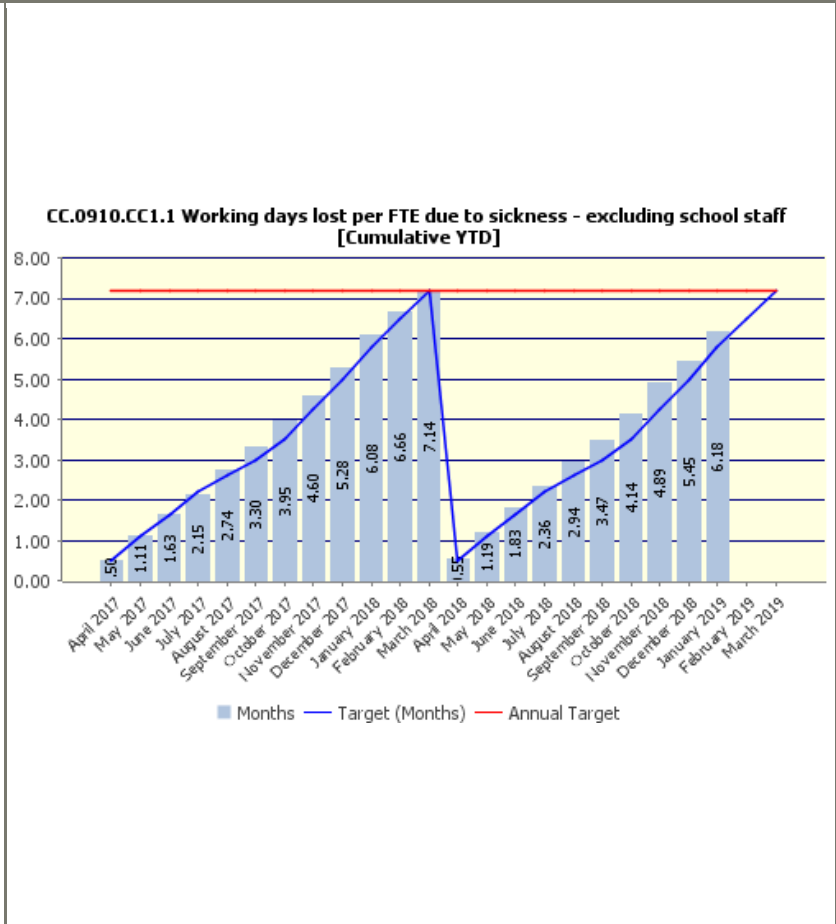
The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in both the numbers of Universal credit (UC) claims, together with an increase in the level 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		

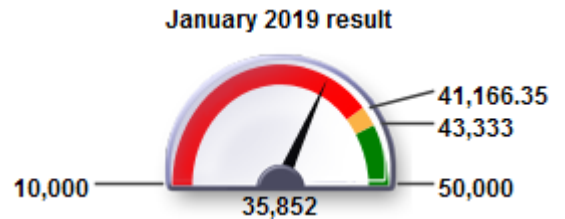


Date Range 1		
	Value	Target
April 2017	0.50	0.51
May 2017	1.11	1.10
June 2017	1.63	1.65
July 2017	2.15	2.21
August 2017	2.74	2.61
September 2017	3.30	3.01
October 2017	3.95	3.51
November 2017	4.60	4.27
December 2017	5.28	4.99
January 2018	6.08	5.82
February 2018	6.66	6.49
March 2018	7.14	7.20
April 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

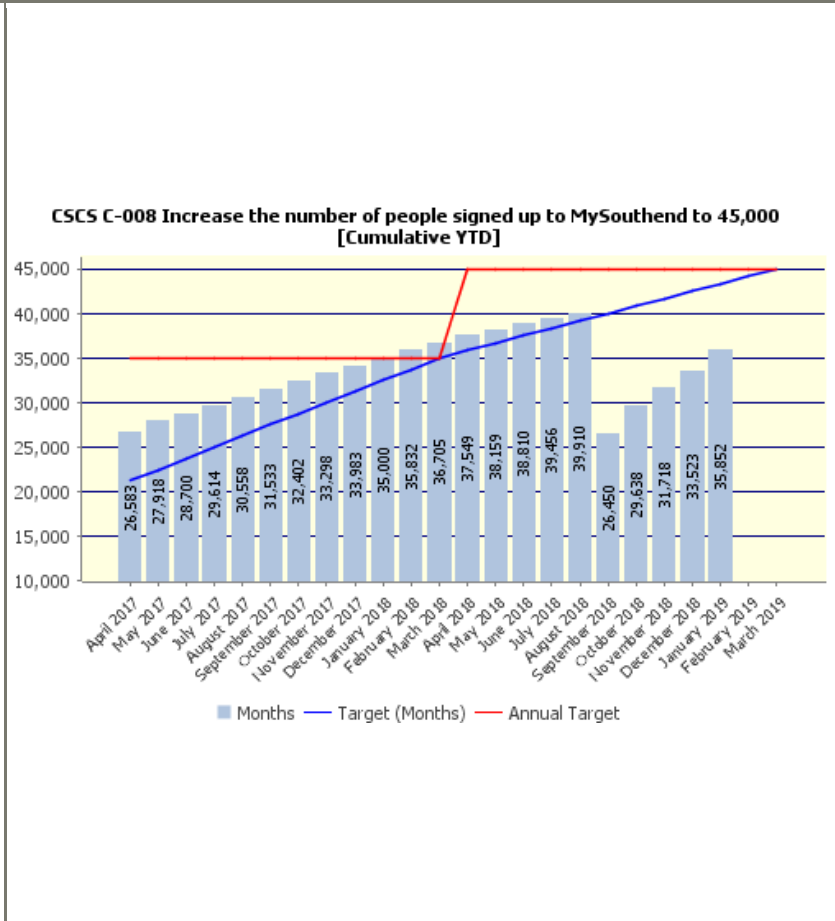


The council's absence levels have been below the target for the last 2 months. For year to date the Council is still above its target by 0.36 average days lost per FTE. HR have just completed the procurement process for a new Occupational Health service and will be running a series of workshops with 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>	<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>	<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>	<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>	<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>	<p>National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.</p>	<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>	<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>	<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>	<p>Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.</p>	<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-left: auto; margin-right: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <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										
Average Price	£268,776.00	£282,019.00										
% Change	2% (December 17-18)	2.6% (December 18-19)										
2.	Planning Applications	<table border="1" style="margin-left: auto; margin-right: 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											
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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>																																				
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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

Report of the Deputy Chief Executive (People)

To

Cabinet

On

12th March 2019

Report prepared by: Gillian Shine, Senior Procurement
Advisor and Mark Atkins, Lead Procurement Advisor

Passenger Transport - Operating Model and Procurement Process

**Scrutiny Committee(s): People (including Health), Place and
Policy and Resources**

**Cabinet Member(s): Cllr Helen Boyd, Cllr Tony Cox and
Cllr Andrew Moring**

A Part 1 Public Agenda item save for Appendix 2
which is not for publication by virtue of paragraph 3
of Part 1 of Schedule 12 A to the Local Government Act 1972

1. Purpose of Report

- 1.1 The purpose of this report is to update Members on the procurement for the preferred bidder to create a Joint Venture Partnership (JV) to deliver the Council's Passenger Transport Service.
- 1.2 Part 2 of this report details the procurement process that was undertaken through a Public Contracts Regulations 2015 compliant competitive dialogue procedure and the outcome of this procurement which has resulted in identifying the preferred bidder.
- 1.3 Part 2 of this report also seeks Members approval on other provisions required as part of the partnership proposal.

2. Recommendations

- 2.1 That Cabinet confirms the selection of the preferred bidder as detailed in the Part 2 report attached and that a Joint Venture Partnership (JV) is established with the preferred bidder for a period of 10 years with an option to extend for a further 5 years.
- 2.2 That Cabinet approves the Council's annual contribution to the JV of £1.8M.

- 2.3 That Cabinet approves the proposed additional community benefits as detailed within the Part 2 report.
- 2.4 That Cabinet agrees the additional financial arrangements as set out in the Part 2 report.
- 2.5 That the Strategic Director, Transformation (in consultation with the Deputy Chief Executive of People and the Strategic Director of Finance and Resources) shall be authorised, to:
- 2.5.1 Negotiate and settle the final details of the contractual obligations and responsibilities of each party which will be formalised and documented within a Partnership Agreement and further legal documents that are ancillary to this;
- 2.5.2 Take decisions associated with the creation of the JV (including organisational structure, Council representation and the appointment of directors) to ensure agile and timely decision making keeping the implementation of the JV to timetable and protecting the Council's position;
- 2.5.3 Finalise and complete any ancillary agreements or documents necessary to give effect to the constitution, implementation and functioning of the JV company in accordance with this Report and its appendices;
- 2.5.4 That the terms of reference of the Council's Shareholder Board be amended to include this JV.

3 Background

- 3.1 The Council currently provides passenger transport to adults and children across various service areas (as outlined in Appendix A). This is currently provided through a mixture of in house and contracted services.
- 3.2 The total cost for this provision is now in the region of £2.2M per annum (although the actual budget provision is circa £1.8M) which is split between nine external contractors and the services/resources provided in-house as follows:

Transport Service Routes	Contract/ In-house	2018/19 Budget £*	2018/19 Forecast Spend £*
Home to School (SEND)	Contract	1,180,000	1,400,000
Children's (Supervised Contact)	Contract	130,000	180,000
Respite Care for Disabled Children	Contract	10,000	20,000
Dial-a-Ride	In-house	100,000	100,000
Adults with Learning Disabilities	Contract and In-House Provision	340,000	520,000
TOTAL		1,760,000	2,220,000

*rounded to the nearest £10,000

- 3.3 Contracts with the Council's current Passenger Transport providers across the service areas will now expire in July 2019 and there is no option to extend within the current contracts. However, all external contracts and the in-house provision will now be extended in the interim period for a maximum period of 9 months to allow the creation of the JV and provide adequate mobilisation time to confirming licencing, staff DBS and licencing checks, setting up premises and stakeholder and

incumbent provider engagement as outlined in 8.1 below. As the Council will have completed the procurement process and agreed the extension before the current contract period has expired - this is permissible within the procurement regulations to allow the Council to continue its statutory services.

3.4 Procurement

3.4.1 The procurement was undertaken via the Competitive Dialogue procedure as previously agreed by Cabinet in January 2018 (see Appendix B).

3.4.2 Details of the procurement process is outlined in the Part 2 report.

3.5 The Joint Venture Partnership Proposal

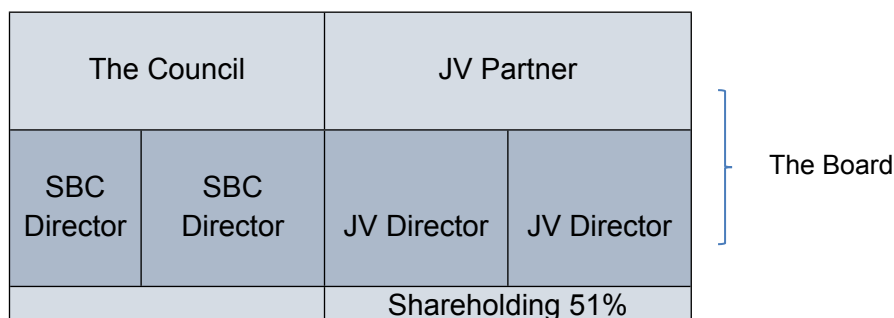
3.5.1 As previously reported in Appendix C of the January 2018 Cabinet report, the proposals from market engagement indicated that the JV partner is likely to be the majority shareholder if the JV partner was committing substantial investment as this places the JV partner at a much higher commercial risk than the Council. The details of the JV proposal is outlined in the Part 2 report.

3.5.2 The JV will be governed by a Board comprising of two directors appointed by each organisation in a company limited by shares . The JV is proposed to be owned 49% by the Council and 51% by the JV partner. The JV partner needs to be the majority shareholder in order to be able to:

- Establish and incorporate the new JV under the JV partnership on behalf of the shareholders;
- Manage all of the back office financial, Human Resources and commercial functions for the JV;
- Establish and publish the monthly Financial (operational) Accounts and the Annual Accounts;
- Provide a set of independently audited accounts to the Board and shareholders annually.

3.5.3 However, the accepted proposal from the preferred JV partner is that the profit realised through the new working model would be split equally 50:50 for core services (as outlined in Appendix A) and 15:85 Council:JV Partner for additional business/non-core services. Details of the approach are shown in Diagram 1 below.

Diagram 1. The diagram below illustrates the structure of the JV



Shareholding 49%	
Profit Share 50% (Core Services)	Profit Share 50% (Core Services)
Profit Share 15% (Additional Business/ Non Core Services)	Profit Share 85% (Additional Business/ Non Core Services)

3.5.4 As referred in the Cabinet report of 9th January 2018, inevitably there will be a small degree of financial risk to the Council in setting up a JV with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage. There will be no transfer or joint ownership of assets planned and costs for the service will be invoiced to the Council through the JV whereby the JV Partner will be leasing (or will own) the purchased vehicles including other overheads/supporting costs to deliver the passenger transport services.

4. Next Steps

4.1 To confirm the two directors that will be representing the Council in the JV, as outlined in 3.5.2 above. It should also be noted that the nominated directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.

4.2 To proceed with the creation and setting up of the JV as a limited company with the preferred bidder as identified in the Part 2 report.

4.3 In addition to 4.1 and 4.2 above, to also proceed with the following:

- Formalising services/partnering agreements including the shareholders agreement and articles of association
- Application for a full operating licence
- Appointment and mobilise a project team for a 9 month implementation as outlined in 8.1 below.

5. Other Options

5.1 Do Nothing. This option has been rejected because there is an ongoing, statutory need for this service. To allow existing arrangements to continue without an agreed contract established would place the Council in a non-compliant position, and the continuation of an 'in house' service would require significant capital investment in our fleet.

5.2 It should also be noted that there are no options to extend current contracts as the options to extend have already been utilised and are being extended again prior to the award of this proposal.

5.3 In November 2017, a report on Passenger Transport – ‘Operating Model and Procurement Process’ was presented to Cabinet which had outlined the various options that were explored as part of the Transport Review and that the Joint Venture approach was identified as the recommended operating model for the provision of passenger transport (see Appendix C).

6. Not used

7. Reasons for Recommendations

7.1 Cabinet (*Minute 448*) of the November 2017 report approved the recommendation that a JV approach is the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have joint control in the delivery of the service.

7.2 The proposed partnership provides the platform to deliver the Council’s aims and objectives as follows:

- To deliver and operate the whole of its passenger transport services while delivering efficiencies and savings in the delivery of such core services; and
- To act as a joint venture strategic partner in relation to the delivery and future development of the core services and to offer a platform to develop and deliver income-generating opportunities for the Council;
- Promoting independence and life skills through more independent travel training;
- The ability to encourage and promote the use of the Dial-a-Ride service to make it more accessible (enhanced service) for new and existing members to enable more Southend residents to be independent and get out and about within the borough of Southend.

7.3 More details on the benefits of the preferred JV partner’s proposal are outlined in the Part 2 report.

7.4 The Council has a statutory duty to provide the passenger transport services (with the exception of the dial-a-ride) so there is an ongoing requirement for the provision of an integrated passenger transport service and to allow existing arrangements to continue without an agreed contract established would place the Council in a non-compliant position. There is also the added risk by not proceeding with this proposal is that the Council will end up paying much more for these services and it would undermine its decision to resolve the current issues in regards service improvement or efficiency as also reported in the November 2017 Cabinet report.

8. Timescales – Implementation and Mobilisation of Services

8.1 Below is the revised indicative timescale to conclude the procurement and implement the services:

Date	Activity
19 February 2019	EB update

12 March 2019	Cabinet – Members update and approval to proceed with the procurement
8 April 2019	Place Scrutiny
9 April 2019	People Scrutiny
10 April 2019	Policy Scrutiny
18 April 2019	Full Council
28 April 2019	Award Contract
April-December 2019	<ul style="list-style-type: none"> ▪ Implementation and mobilisation ▪ Licencing confirmed ▪ Staff licencing and DBS checks completed ▪ Setting up JV incl premises ▪ Stakeholder and incumbent provider engagement
1 August 2019	Non-home to school services including meet and greet introductions for Adults with Learning Disabilities commence via extended contracts
1 August 2019	Meet and Greet Introductions for Home to School Provision commence via extended contracts
1 September 2019	Home to School Services commence via extended contracts
1 January 2020	<p>JV go Live:</p> <ul style="list-style-type: none"> ▪ Management of the sub-contracted Home to School (SEND) transfers to the JV ▪ Delivery of the Kingsdown School commences with the JV ▪ Delivery of the Adults with Learning Disabilities provision commences with the JV ▪ Delivery of the Dial-a-Ride provision commences with the JV ▪ Management of the sub-contracted Children Social Care Transport transfers to the JV

8.2 As per 3.3 above, all existing arrangements will continue in the interim period for a maximum of 9 months to minimise the risks to the service provision during the transitional period. This approach also allows existing services (such as the home to school transport) to continue without causing any disruption to the transport services or its users.

8.3 The above revised timetable also allows the transfer and delivery of the services via the partnership in a planned implementation that includes adequate time to undertake stakeholder engagement.

8.4 As reported in the November 2017 Cabinet report, it is best practice to implement changes to the home to school transport during a school closure period, to ensure adequate implementation timescales, and reduce the risk of any disruptions in service and negative impact on service users. Therefore, the Council is proposing to transition the Kingsdown School Provision in December 2019 as part of the following two-phased implementation approach:

- Phase 1 - all home to school services (including Kingsdown School) will continue under the extended current provision but work will take place over

this period in terms of engagement with service users, their parents/carers and other key stakeholders.

- Phase 2 - Kingsdown School will transfer to the new service that will be delivered by the preferred bidder in January 2020

8.5 The above phased implementation approach allows continuity of service and a planned timetable to undertake the necessary stakeholder communications well in advance of December 2019 to introduce the new Kingsdown Home to School service that will be delivered on larger buses as from January 2020. The other passenger transport service will then be delivered as per the time table in 8.1. above and this phased approach will minimise disruption to all services as this is a continuation of existing arrangements.

8.6 The rationale as to why the preferred bidder has chosen Kingsdown School as the school which they will deliver in the first year is outlined as part of their commercial bid and detailed in the part 2 report.

9. Corporate Implications

9.1 Contribution to the Southend 2050 Road Map

This project will contribute towards the Council Ambitions for its 2050 Vision as outlined in the Part 2 report as it is part of the preferred bidder innovation around their proposed operating model and commercial element of their bid.

9.2 Financial Implications

The full financial implications of this proposal are detailed in the Part 2 report, but it should be noted, that the core annual commitment of the Council's contribution to this partnership is £1.8M as referenced in previous cabinet reports.

9.3 Legal Implications

9.3.1 Section 1 of the Localism Act 2011 is a broad based power which allows local authorities to do anything that an individual may do subject to certain statutory restrictions.

9.3.2 Section 4 of the Localism Act 2011 provides that if an authority is exercising the general power for a commercial purpose then the local authority must do it through a company. The Council has a power to create joint venture companies under the Localism Act 2011 Section 3.

9.3.3 The JV will need to supervise and monitor drivers in accordance with the Driver and Vehicle Standards Agency (DVSA) and the Driver and Vehicle Licencing Agency (DVLA) licensing and permit requirements and also the holding of insurance.

9.3.4 Details of the arrangements between the two parties forming the JV will be documented within 'Articles of Association' that contain the purpose of the company as well as the duties and responsibilities of its shareholders and directors. Contractual obligations and responsibilities of each party will be formalised and

documented within a 'Partnership Agreement' and any further legal documents that are ancillary to this.

- 9.3.5 The JV board will consist of 4 directors; two appointed by the preferred bidder and two appointed by the Council. Their duty will be to the JV and to act in the best interests of the JV. The Council representatives must declare their interest as a director and consider any potential conflict that arises in their position as part of the JV board.

9.4 People Implications

- 9.4.1 As per the 9th January 2018 Cabinet report, a full consultation will be required with staff that will be transferred to the JV as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 9.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 9.4.3 The JV partner would be expected to provide their expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.

9.5 Property Implications

The preferred bidder has identified potential premises and the cost is included in the £1.8M per annum.

9.6 Consultation

- 9.6.1 As per the 9th January 2018 Cabinet report, consultations will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts.
- 9.6.2 The preferred bidder will in liaison with the Council also undertake the necessary communications to introduce the new contract. The preferred bidder will conduct the 'meet and greet' introductory meetings with the new service users and parent/carers in relation to the home to school (SEND) Kingdown School and adults with learning disabilities passenger transport provision.
- 9.6.3 See also the Part 2 report.

9.7 Equalities and Diversity Implications

As per the 9th January 2018 Cabinet report, the JV proposal involves a re-modelling of service delivery therefore there will be a requirement for the procurement and service area leads to conduct an Equality Analysis. An Equality Analysis has already been completed in respect of rolling out the policies for travel assistance and is available on request. In respect of the remodelled service an Equality Analysis will need to undertake by the JV prior to commencement of delivery the new service.

9.8 Risk Assessment

- 9.8.1 As per the 9th January 2018 Cabinet report, inevitably there will be a small degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the Council other than the loss of one-off set up/investment costs (as outlined in the Part 2 report) should the company fail at an early stage.
- 9.8.2 As also noted in the 9th January 2018 Cabinet report, there is the potential for risk to reputation through negative media campaigns and adverse criticism from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements. A stakeholder engagement plan has been developed by the preferred bidder and in liaison with the Council a communications plan in relation to communicating details of the new contract and the 'meet and greet' introductory sessions should mitigate this risk.
- 9.8.3 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with the Council.
- 9.8.4 It should be noted any other potential risks identified during the procurement process are outlined in the Part 2 report.

9.9 Value for Money

- 9.9.1 As previously reported in the January 2018 Cabinet report, this proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.
- 9.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

9.10 Community Safety Implications

Details are outlined in the Part 2 report.

9.11 Environmental Impact

As per the January 2018 Cabinet report, improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

10. Background Papers

None.

11. Appendices

- 11.1 Appendix A – Passenger Transport (Core Service)
- 11.2 Appendix B - January Cabinet Report (9th January 2018) - Passenger Transport - Operating Model and Procurement Process (including Appendices)
- 11.3 November Cabinet Report (7th November 2017) - Operating Model Options and Procurement Process (including Appendices) appended to 11.2.

Passenger Transport (Core Services)

1. ***Home to School Passenger Transport Provision for Special Educational Needs and Disabilities (SEND):***

- 1.1 The Council has a statutory duty to provide travel assistance to enable children to attend education. Applications for travel assistance are assessed by the Council's Education Entitlement Team and are provided as per the eligibility criteria set out in the Council's Special Educational Needs Travel Assistance Policy:

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

- 1.2 This service is required to provide appropriate transportation for the safe conveyance of 385 Service Users with special educational needs and disabilities (where applicable), to their respective educational establishment, the majority of which are within the Borough of Southend-on-Sea, although there may be a requirement in the future to provide transport for service users to schools outside of the Borough of Southend-on-Sea. It should be noted that the number of service users is as stated at the time of publishing the tender and is now currently 367 service users but subject to change at the beginning of each academic year or if a service user needs changes.

- 1.3 The Council's Transport and Contracts team currently books the Service Users' transport requirements received from the Education Entitlement Team.

- 1.4 This service includes the requirement of wheelchair accessible mini-buses that will operate with pick-ups and drop-offs either at bus stops or door to door service.

- 1.5 This service is also required to provide special equipment, which ranges from car seats to harnesses, where required.

2. ***Children's Social Care – Passenger Transport Provision for Disabled Children's Respite Care and Supervised Contact Visits for Families***

- 2.1 The Council has a statutory duty to provide children's social care and provide supervised contact for families which are determined by decisions made by the family court of law. Part of this statutory duty includes providing travel assistance to respite care for disabled children and supervised contact visits for families. Applications for travel assistance are assessed by the Council's Children's Social Care Team and are provided as per the eligibility criteria set out in the Council's Travel Assistance Policy for Looked After Children and Young People:

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

- 2.2 The Council's Transport and Contracts Team currently books the Service Users' transport requirements received from the Children Social Care Team and the team based at the Allan Cole Contact Centre as well as staff at the Allan Cole Contact Centre also booking transport needs. Whilst both the Council's Transport and Contracts Team and staff at the Allan Cole Centre currently book transport for the Supervised Contact visits, the partnership will be looking at how such bookings will be done in the integrated service.

- 2.3 As outlined above, the Children's Social Care passenger transport is divided into 'Respite Care' and 'Supervised Contact'.
- 2.4 This service is required to provide appropriate transportation for the safe conveyance of Service Users to their respective destination. Between 65-85 Service Users are being transported across the two services.
- 2.5 It must be noted that the number of Service Users being transported changes on a frequent basis. Transport to 'Respite Care' can occur on a regular or on an ad-hoc basis. The Council's policy specifies a minimum notice period of three working days for transport provision wherever possible. However there may be occasions where the notice for booking this service is less than the three working days. The majority of transport to respite is provided by taxis, unless the person requires a wheelchair accessible vehicle.
- 2.6 The service is required to provide 'Respite Care' passenger transport with pick-ups either after school or during school holidays and this service can vary from a return to and from the child's home or a one-way trip. These return trips could also be spread over a weekend or a couple of days.
- 2.7 The service is also required to provide passenger transport for 'Supervised Contact' with pick-up either after school or from the foster care home and sometimes at weekends. This service is to be provided by taxis, unless a wheelchair accessible vehicle is required. Trips may be a return or one-way trip. It must be noted that whilst this service is usually provided by a taxi, there may be occasions where this involves a number of siblings and the requirement of multiple car seats, so a minibus may be used on these occasions and these must be provided as part of the service.
- 2.8 The service for 'Supervised Contact' visits may be booked at short notice, but the Council's policy states that a minimum of three working days' notice should be provided wherever possible. The majority of contact visits take place at the Allan Cole Centre in Shoeburyness.
- 2.9 There may be occasions where this service is also required to provide a Passenger Assistant when this is requested by the Council.

3. *Adults Social Care - Adults with Learning Disabilities and Older Adults Passenger Transport*

- 3.1 The Council has a statutory duty to provide adult social care which includes travel assistance to enable adults to access day care facilities. Applications for travel assistance are assessed by the Council's Adult's Social Care Team and are provided as per the eligibility criteria set out in the Council's Adult Social Care Travel Assistance Policy:

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

- 3.2 The Council's Transport and Contracts Team currently books the Service Users' transport requirements received from the Adult Social Care Team. This service is required to provide appropriate transportation for the safe conveyance of 127 Service Users with learning disabilities to their respective establishment. It should be noted that the number of service users is as stated at the time of publishing the tender and is subject to change.

3.3 This service includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service (Monday to Friday between 7.30am and 5.30pm all year round except during bank holidays and Christmas Day through to the New Year bank holiday period. In addition to the morning and afternoon trips to and from Project 49 and Viking (adult with learning disabilities day facilities), the service is required to provide a service during the day for passenger transport for day trips to activities and educational establishments.

3.3 This service also includes passenger transport to adult education sites – SEEVIC; Westcliff Centre; South Essex College; and Southend Adult Community College.

4. ***Dial a Ride Passenger Transport***

4.1 The Council currently provides a community transport service for its residents who are unable to access conventional public transport services. Whilst other local authorities have made the decision to withdraw this service, the Council made the decision to keep this essential service for its residents. However, to ensure this service is financially viable it has reduced the hours of operation from 1st April 2018 but introduced a policy to enable other residents to have better access to it.

4.2 Applications for travel assistance are currently assessed by the Council's Transport and Contracts Team and are provided as per the eligibility criteria set out in the Council's Dial-a-Ride Policy:

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

The Council's Transport and Contracts Team currently books the transport requirements based on the assessments carried out by this team.

4.3 This service is required to provide appropriate transportation for the safe conveyance of 61 Service Users to their respective destination. This service is aimed to provide passenger transport for essential facilities and services for Southend residents who are unable to access conventional public transport services and includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service. It should be noted that the number of Service Users has since increased to 71 Service Users since the publication of the tender.

4.4 This service may also require driver assistance to carry the Service Users shopping to their front door (where applicable).

4.5 All destinations are within the Borough of Southend-on-Sea although trips to hospital appointments are not permissible. The hours of operation for this service have recently been amended to operate Mondays-Fridays between 10:00 and 14:30 providing two types of service as follows:

- i) a scheduled 'shopper' service – taking clients into central Southend or to a local supermarket and returning users home
- ii) an on demand service – a bookable service taking clients from home to any destination within the Borough of Southend-on-Sea (excluding day centres and hospital appointments) and returning them home

- 4.6 Service Users currently pay an annual membership fee of £12.00 which is reviewed annually on the 1st April. The preferred bidder will be responsible for all bookings for this service. The booking facility provided by the preferred must allow Service Users to make a booking by telephone call, although other booking methods could be considered if accessible for the user. Each user currently pays a mileage-based fare for each trip, with mileage organised into fare bands, and are also charged a £1.50 booking fee for each booking made.

Miles	Single Journey	Return Journey
0-1 miles	£3.40	£6.80
1-4 miles	£4.00	£7.90
4-6 miles	£5.10	£10.10
6+ miles	£6.10	£12.20
Additional escort to travel	£3.00	£6.00

Southend-on-Sea Borough Council
Report of the Deputy Chief Executive (People)
to
Cabinet
on
9th January 2018

Agenda Item No.

Report prepared by: Gillian Shine, Senior Procurement
Advisor and Mark Atkins, Lead Procurement Advisor

Passenger Transport - Operating Model and Procurement Process
Policy & Resources Scrutiny Committee
Executive Councillor: Councillor Moring
A Part 1 Public Agenda item

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval to progress the passenger transport review to procurement stage to identify a preferred partner through a competitive dialogue process.
- 1.2 The report details a series of processes that need to be undertaken in order to meet the proposed procurement timetable. To enable a number of approvals delegated authority is required and the report seeks Members' agreement to this.

2. Recommendations

- 2.1 That the following key elements are agreed for inclusion in the procurement documentation to set out the Council's ambitions, parameters and expectations for its Passenger Transport Service and to enable the procurement process (refer to Appendices A and C).
- 2.2 That Competitive Dialogue is agreed as the procurement approach to securing a preferred partner.
- 2.3 That commencement of the competitive dialogue process, based on the timetable set out in 4.4 is approved.
- 2.4 That the term "Partnership Approach" via a Corporate Structure be used in defining the approach to be developed by tenderers in response to the Council's objectives and that this be used throughout the procurement documentation.
- 2.5 That the proposed Passenger Transport objectives/requirements are agreed as an appropriate and comprehensive set of underpinning statements to be included in procurement documentation and to form the basis for evaluation questions.

2.6 That the Director of Strategy Commissioning and Procurement (in consultation with the Directors of Transformation, Learning, Adults Services, Finance and Resources) shall be authorised, to take decisions during the procurement process to ensure agile and timely decision making keeping the procurement to timetable and protecting the Council's position.

3. Background

3.1 The Council currently provides transport to adults and children across various service areas. The cost for this provision is estimated to be circa £2.1m per annum which is split between nine external contractors and the services/resources provided in-house. Contracts across the service areas will now expire in July 2019. New procurement arrangements are therefore required in the near future to continue the provision of passenger transport.

3.2 In November 2017, a report on Passenger Transport – 'Operating Model and Procurement Process' was presented to Cabinet which had outlined the various options that were explored as part of the Transport Review and that the Joint Venture approach was identified as the recommended operating model for the provision of passenger transport (see Appendix B).

4. Procurement

4.1 Cabinet agreed *that further work be undertaken on the Joint Venture operation as well as identifying the procurement route for the preferred partner.* Extensive work has been undertaken by the Council and its transport advisors to fully scope the necessary information to pursue competitive dialogue as the procurement route.

4.2 Competitive dialogue seeks to drive innovation from the market through an iterative process. It will put the provision of Passenger Transport to the market for response which, through dialogue, should result in significant added value while addressing the Council's requirements and objectives.

4.3 Below is an indicative timescale to undertake the procurement and implement the services:

Date	Activity
9 January 2018	Cabinet approval to proceed with the procurement
22 February 2018	Full Council
March 2018	Publication of Procurement
March – May 2018	Selection Stage
May-October 2018	Dialogue, Detailed Solution and Final Tender stages
November 2018	Award Contract
November 2018 - July 2019	1) Set up JV 2) Contract mobilisation for JV partner
July - August 2019	Implementation period for home to school transport
1 August 2019	All passenger transport services go live

4.4 Procurement will be undertaken in accordance with the requirements for the **Selection Stage** (formerly known as Pre-Qualification Stage), which will assess applicants' past experience of delivering similar services and their capacity/capability to deliver a fully integrated passenger transport service.

4.5 It should be noted that the procurement route will be seeking a preferred partner to provide a transport solution with its main purpose to deliver a passenger transport service. However, by procuring a transport solution means the JV model could consider additional services as listed under section 6 of Appendix A (if a commercial partner could provide this).

5. Governance and Shareholding Structure of JVC

5.1 The potential governance and shareholding structure of the JVC is detailed in Appendix C.

6. Other Considerations

6.1 Should the requirements, and processes outlined in this report not be approved this could further delay work that needs to be undertaken in order to be proceed with the recommended procurement approach. This would also impact on the procurement timescale and progress on shaping a robust tender specification as well as ensuring the implementation of the home to school service being ready for the start of the school summer holiday period and going live for the start of the academic school year in 2019.

7. Reasons for Recommendation

7.1 It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in this report in order to shape the procurement documents and to ensure that the Council's ambitions for its Passenger Transport Service is delivered through the partnership.

7.2 On 7th November 2017, Cabinet endorsed the recommendation that a JV approach is the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have some control in the delivery of the service. This approach, assuming a partner with appropriate experience, existing infrastructure and resources can be found, reduces risk to the Council.

7.3 This report is now asking for approval to commence the competitive dialogue process and agree the indicative timetable.

8. Corporate Implications

8.1 Contribution to Council's Vision & Corporate Priorities

This project will contribute towards the following Council Priorities:

Safe	To: <ul style="list-style-type: none"> • Look after and safeguard our children and vulnerable adults.
Clean	To: <ul style="list-style-type: none"> • 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.
Healthy	To: <ul style="list-style-type: none"> • Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.
Prosperous	To: <ul style="list-style-type: none"> • Ensure the town is ‘open for businesses’ and that new, developing and existing enterprise is nurtured and supported. •
Excellent	To: <ul style="list-style-type: none"> • Work with and listen to our communities and partners to achieve better outcomes for all. • Enable communities to be self-sufficient and foster pride in the town. • Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.

8.2 Financial Implications

8.2.1 The expectation is that efficiencies will be delivered through the proposed new operating model and thus there will be a contribution to the Council’s savings targets in future years. It is anticipated that the integration of services will demonstrate savings across the duration of the contract and business growth will in turn demonstrate some income generation opportunities.

8.2.2 Further savings could be achieved through the implementation and adoption of the revised/new travel assistance policies which will need to be enforced prior to the implementation of the JVC so the Council benefits in advance and these savings are then not shared with the JVC. The Council will also need to ensure that there is a mechanism in place whereby the Council policies shape the service being delivered by the JVC.

8.3 Legal Implications

8.3.1 Any new operator will need to supervise and monitor drivers in connection with DVSA and DVLA licensing and permit requirements and holding of insurance.

8.4 People Implications

- 8.4.1 A full consultation will be required with staff that will be transferred to the JV partnership as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 8.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 8.4.3 The JV partner would be expected to provide their own expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.
- 8.4.4 The Council needs to consider the contract management arrangements with the JV partner. This would form part of the dialogue process.
- 8.4.5 Policies would need to be developed to confirm the duties of a Company Director for the JVC. The primary obligation and legal duty of care of directors of the JVC constituted as the JVC is to itself and not to the person of whom they are representative or by whom they are nominated. They have an obligation to exercise independent judgement and act in good faith as to promote the success of the JVC.
- 8.4.6 Further to 8.4.5, it should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.

8.5 Property Implications

- 8.5.1 Whilst some space in the Tickfield yard could be released, the JV will still need to source premises to store the fleet and sites presented by the Council's asset team may need to be explored as part of the implementation.

8.6 Consultation

- 8.6.1 Consultation will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts. Further consultation with service users as and when necessary.

8.7 Equalities and Diversity Implications

- 8.7.1 As the JV proposals involve a re-modelling of service delivery there will be a requirement for the procurement and service area leads to conduct an Equality Analysis.
- 8.7.2 Equality analyses have been initiated on the basis of the proposed policies.

8.8 Risk Assessment

8.8.1 Inevitably there will be a degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage.

8.8.2 There is the potential for risk to reputation through negative media campaigns and dissent from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements.

8.8.3 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with the Council.

8.9 Value for Money

8.9.1 This proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.

8.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

8.10 Community Safety Implications

8.10.1 The proposed JV partnership will aim to provide a more comprehensive service that ensures access to suitable transport as required by clients.

8.11 Environmental Impact

8.11.1 Improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

9. Background Papers

9.1 None

10. Appendices

10.1 Appendix A - Service Requirements

10.2 Appendix B – November 2017 Cabinet Report

10.3 Appendix C – The Joint Venture Partnership

Service Requirements

Below is an outline of the minimum requirements:

Service Requirements	
The Council is seeking a partner to form a Joint Venture Company (JVC) to deliver a compliant fully integrated passenger transport service.	
1.	Home to School Transport for Children with Special Educational Needs and Disabilities and Looked After Children
1.1	The service is required to provide appropriate transportation for the safe conveyance of service users with special educational needs and disabilities (where applicable), to their respective educational establishment.
1.2	The Council requires service users (currently 386) to be transported into and out of specific establishments, the majority of which are within the borough of Southend on Sea
1.3	As well as transporting service users with special educational needs and disabilities, this transport provision also includes home to school transport for children's social care (looked after children). The requirement of this transport can vary i.e. two weeks to allow the child to settle in with a new foster carer, or in some cases could run for the whole of the academic year
1.4	This service includes the requirement of wheelchair accessible mini-buses that will operate with pick-ups and drop-offs either at bus stops or a door to door service
1.5	The service will be required to provide one Passenger Assistant (PA) per vehicle and it is also expected that the PA will need to be epileptic and diabetic trained. There will also be occasions when an additional PA is required as a one-to-one requirement and in this instance; there will be two PAs on the vehicle. (Please note: for eight seater mini-buses one PA is the standard requirement and for 16 seater mini-buses or larger vehicles two PAs is the standard requirement).
1.6	The service must ensure the maximum "on the vehicle" time for a service user, does not exceed 1 hour for children under the age of 11 and 1 hour and 15 minutes for children over the age of 11 years.
2.	Adults with Learning Disabilities and Older Adults Passenger Transport
2.1	The service is required to provide appropriate transportation for the safe conveyance of service users with learning disabilities to their respective establishment.
2.2	The Council currently requires adults (currently 123) to be transported across various Passenger Transport routes to and from the Council's own adult social care day centres – 'Project 49' and 'Viking'.
2.3	A maximum of 14 users are being transported per mini-bus on the inbound (morning) and outbound (afternoon) trips for Project 49 which are wheelchair accessible and currently three wheelchairs are being transported per minibus on the round trips for Viking.
2.4	In addition to the morning and afternoon trips to and from Project 49 and Viking, trips are provided during the course of the day to various destinations in the

	borough. Transport to these destinations is provided by six in-house 16-seater mini-buses, along with an extra two eight-seater vehicles (non-wheelchair accessible) and one mini-bus (for three wheelchair users).
2.5	This service also includes passenger transport to adult education sites – SEEVIC, Westcliff Centre, South Essex College, Southend Adult Community College – which is provided by a range of external contractors. Certain people are provided with transport to adult education sites on a ‘fully funded’ basis, others are required to make a contribution to the Council for their transport.
2.6	The service must ensure the maximum “on the vehicle” time for a service user, does not exceed 1 hour and should aim for normal operation of the service within a window of 45 minutes where travelling is within the borough of Southend.
2.7	The service will be required to provide one Passenger Assistant (PA) per vehicle where applicable. It is also expected that the PA will need to be epileptic and diabetic trained. There will also be occasions when an additional PA is required as a one-to-one requirement and in this instance; there will be two PAs on the vehicle. (Please note: for eight seater mini-buses one PA is the standard requirement and for 16 seater or larger mini-buses two PAs is the standard requirement).
3.	Children’s Social Care Passenger Transport
3.1	The service is required to provide appropriate transportation for the safe conveyance of service users to their respective destination.
3.2	There are currently 65-85 children being transported across this service area which is divided into ‘Respite Care’ for Disabled Children and ‘Supervised Contact’.
3.3	It should be noted that the number of children being transported changes on a frequent basis. Transport to respite care can occur on a regular or ad hoc basis. The Council’s policy specifies a minimum notice period of three working days for transport provision wherever possible, however there may be occasions where the notice for booking this service is less than the three working days.
3.4	The majority of transport to respite is provided by taxis, unless the person requires a wheelchair accessible vehicle.
3.5	The service must ensure the maximum “on the vehicle” time for a service user, does not exceed 1 hour and should aim for normal operation of the service within a window of 45 minutes where travelling is within the borough of Southend on Sea.
3.6	The service will be required to provide respite care passenger transport with pick-ups either after school or during school holidays and this service can vary from a return to the child’s home or one-way trip. These return trips could also be spread over a weekend or a couple of days.
3.7	The service for supervised contact visits may be booked at short notice, but the Council’s policy states that a minimum of three working days’ notice should be provided wherever possible. The majority of contact visits take place at the Allan Cole Centre in Shoeburyness.
3.8	The Service will be required to provide passenger transport for supervised contact with pick-up either after school or from the foster care home visits and sometimes on weekends. This service is to be provided by taxis, unless a wheelchair accessible vehicle is required. Trips may also be a return or one way trip. It should be noted that whilst this service is usually provided by a taxi, there may be occasions where this involves a number of siblings and the requirement of multiple car seats, so a minibus may be used on these occasions and these must be provided as part of the service.

3.9	The service may on occasions also need to provide a passenger assistant where this is requested by the Council. For respite care and supervised contact visits, the policy states that the Council will determine whether or not a passenger assistant is required on a case by case basis, following a risk assessment.																		
4.	Dial a Ride Passenger Transport																		
4.1	The dial-a-ride service provides transport to essential facilities and services for Southend on Sea residents who are unable to access conventional public transport services.																		
4.2	All destinations are within the borough of Southend on Sea. Trips to hospital appointments are not permissible on the service. The hours of operation will reduce to 10:00 until 14:30 Monday to Friday from 1st April 2018, providing two types of service as follows: i) a scheduled 'shopper' service – taking clients into central Southend or to a local supermarket and returning users home ii) an on demand service – a bookable service taking clients from home to any destination within the Borough of Southend On Sea (excluding day centres and hospital appointments) and returning them home																		
4.3	This service currently has 61 members, two-thirds of whom travel on a regular basis. Users pay an annual membership fee of £12.50 which is reviewed annually and users currently call the Council to book a trip. Each user pays a mileage based fare for each trip, with mileage organised into fare bands and are charged a £2.50 booking fee for each booking made. It should be noted that the number of service users and routes stated were current at the time of publication and are subject to change.																		
4.4	It is expected that the operator will consider ways in which to promote this service to make it more accessible for new members to join. Where possible the operator may also consider extending the hours of operation if it is feasible, does not affect other transport services operated for the Council and does not have a cost implication.																		
4.5	This service includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service.																		
4.6	The service must ensure the maximum "on the vehicle" time for a Service User for the on-demand service only, does not exceed the necessary time taken for the journey and should aim for normal operation of the service within a window of 30 minutes where travelling is within the borough of Southend on Sea. However, this time can be extended to 45 minutes to account for the loading and unloading of wheelchairs/mobility scooters.																		
4.7	Service users pay an annual membership fee of £12.50 which is reviewed annually. The operator will be responsible for all bookings for this service. The booking facility must allow service users to make a booking by telephone call however other methods could be considered if appropriate for the user.																		
4.8	Each user pays a mileage based fare for each trip, with mileage organised into fare bands and are charged a £2.50 booking fee for each booking made. Fares are currently based on the charging structure below (It should be noted that the structure below will have a 2% increase applied on an annual basis): <table border="1" data-bbox="319 1814 1276 2027"> <thead> <tr> <th>Miles</th> <th>Single Journey</th> <th>Return Journey</th> </tr> </thead> <tbody> <tr> <td>0-1 miles</td> <td>£3.35</td> <td>£6.70</td> </tr> <tr> <td>1-4 miles</td> <td>£3.90</td> <td>£7.75</td> </tr> <tr> <td>4-6 miles</td> <td>£4.95</td> <td>£9.90</td> </tr> <tr> <td>6+ miles</td> <td>£6.00</td> <td>£11.95</td> </tr> <tr> <td>Additional escort to travel</td> <td>£2.75</td> <td>£5.45</td> </tr> </tbody> </table>	Miles	Single Journey	Return Journey	0-1 miles	£3.35	£6.70	1-4 miles	£3.90	£7.75	4-6 miles	£4.95	£9.90	6+ miles	£6.00	£11.95	Additional escort to travel	£2.75	£5.45
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6+ miles	£6.00	£11.95																	
Additional escort to travel	£2.75	£5.45																	

4.9	The service must ensure that the fare charging structure does not exceed the current fare structure although an annual 2% uplift on the above is permissible. The service user is also able to travel with their care dogs which travel free of charge.
5.	Income Generation
5.1	The JVC will provide the opportunity for additional income generation via the ability to bid for contracts via the JVC to delivering passenger transport services for academies, schools, other local authorities and local businesses for example. This mechanism will also allow the potential for profits to be shared between both parties.
6.	Optional
6.1	<p>Whilst the service will be to provide passenger transport services, the new model will be a transport solution which could also include but would not be limited to the following aspects once a JV is set up:</p> <ul style="list-style-type: none"> ▪ Fleet including Electric Vehicles, Mowers and other Grounds Maintenance vehicles ▪ Courier/Library Services ▪ Bus Passes ▪ Other transport provisions as required across the Council ▪

Southend-on-Sea Borough Council
Report of the Deputy Chief Executive (People)
to
Cabinet
on
7th November 2017

Report prepared by: Gillian Shine, Senior Procurement
Advisor and Mark Atkins, Lead Procurement Advisor

Passenger Transport - Operating Model and Procurement Process
Policy & Resources Scrutiny Committee
Executive Councillor: Councillor Moring

A Part 1 Public Agenda item

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval to progress this review to procurement stage to identify a preferred partner
- 1.2 In order to commence procurement it is critical that the Council has an agreed position on the type of operating model it wants passenger transport to operate under in the future. The report sets out the options that were considered and seeks Members' agreement to the preferred operating model
- 1.3 The report also details an indicative procurement timescale associated with procuring a partner for the preferred operating model and implementation date of the new service. To achieve these dates a number of approvals are sought, specifically around the extension of existing contracts and the report seeks Members' agreement to these
- 1.4 As part of this review, a consultation on the recommended policy changes was also undertaken with stakeholders, parents/carers and service users which will be presented for approval in a separate Cabinet report. In regards the transport operating model there will be two parts:
- a) Part 1 – The purpose of this report is:
 - (i) to update members on the transport review and seek members' approval on the preferred operating model.
 - b) Part 2 – Subject to approval with the recommendations above, a further report is to be presented to Cabinet in January 2018 that will provide details of:
 - (i) how the agreed Joint Venture (JV) will operate on a day to day basis
 - (ii) confirmed procurement procedure to procure the JV partnership – competitive dialogue or open procedure

2. Recommendations

2.1 That the following key elements are agreed to enable procurement activities to commence around this passenger transport review, in parallel with completing the policy consultation with users. Approval is requested for the Council to:

2.1.1 Procure a partner to develop a 'For Profit' JV partnership as the recommended operating model for providing all its passenger transport services

2.1.2 Use a full procurement procedure (either competitive dialogue or open procedure) to procure a partner to develop a 'For Profit' JV partnership as opposed to contracting directly with a local authority owned company under Regulation 12 (the old teckal arrangements)

2.1.3 Implement the new service from 1st August 2019 based on the time table set out in 6.2 below

2.1.4 Grant a tender exemption to extend existing contracts, based on the understanding that market conditions and potential legislative changes have hindered the Council's ability to procure a partner to develop other types of JV partnership

Next Steps

2.1.5 Subject to approval with the recommendations above, a further report to be presented to Cabinet in January 2018 that will provide details of the confirmed procurement procedure to procure a partner to develop the JV partnership

3. Background

3.1 The Council currently provides transport to adults and childrens across various service areas. The cost for this provision is estimated to be circa £2.1m per annum which is split between nine external contractors and the services provided in-house (this cost also includes the internal transport team). Contracts across the service areas are close to their expiry dates, having been extended as far as possible to enable the transport review to be undertaken. New procurement arrangements are therefore required in the near future to replace the existing contracts.

	Provision		Contract end date	Comments
1.	Home to School Transport	One School One Operator Contractor (SEN)	July 2019	There is an option in the contract to extend the existing contract to July 2019
		Individual and New Routes (SEN) Framework of 9 suppliers	July 2018	There are no options in the existing contract to extend beyond July 2018

	Provision	Contract end date	Comments
2.	Adults and Children's Social Care	Children's Respite care	July 2018 There are no options in the existing contract to extend beyond July 2018
		Supervised Contact	July 2018 There are no options in the existing contract to extend beyond July 2018– any extension should be done as part of the Home to School (individual and new routes framework)
		Adults with Learning Disabilities (External)	July 2018 There are no options in the existing contract to extend beyond July 2018. Awarded as part of the Home to School individual and new routes framework (Currently extended to end March 2018)
		Adults with Learning Disabilities (Internal – Project 49)	No Contract (in-house) Current vehicle leases will need to be extended until July 2019.
3.	Community Services	Dial-a-Ride	No Contract (in-house) Current vehicle leases will need to be extended until July 2019.

3.2 The initial review of the existing passenger transport service was undertaken to identify any areas of service improvement or efficiency that needed addressing prior to considering a recommended procurement route. The issues identified were:

- a) key components of the service such as planning, scheduling, eligibility criteria using inconsistent existing policies meant the transport services were not being utilised effectively or to full capacity
- b) whether a more effective service can be achieved through better route optimisation, service integration and streamlined contract management
- c) the annual costs of running the transport service are perceived as high in comparison to other local authorities where similar services are being provided.

3.3 Following the initial passenger transport review, the Council procured independent transport advice to assist with undertaking an in-depth analysis of the initial transport review which included reviewing the services, existing policies and identifying potential cost and efficiency savings.

3.4 The in-depth analysis of the transport review as highlighted in 3.3 above made the following recommendations:

(i) Policies

That a consultation is undertaken with service users and stakeholders regarding the following draft policies:

- Home to School for Students with Special Educational Needs (SEN) pre and post-16 students
- Adults with Learning Disabilities and Older Adults attending Day Centres and Activities
- Supervised Contact for children and families
- Dial-a-Ride

(ii) Procurement route and operating model

That the use of a JV partnership is the most sustainable and best value option for the Council.

(iii) Timescales

That the Council ensures that the transfer of all home to school transport to the new operating model is during the school summer holiday to ensure readiness for the start of the academic school year.

(iv) Leased Vehicles

That the Council procures new leases in order to be able to continue to provide the in-house adults with learning disabilities service until these services are transferred to the new operating model.

4. Operating Model

4.1 Initial investigation by the Passenger Transport Review showed that there were five potential operating models for delivering passenger transport services (see Appendix A).

4.2 As detailed below further analysis eliminated a number of options considered in Appendix A, leaving use of a JV as the most sustainable and viable option.

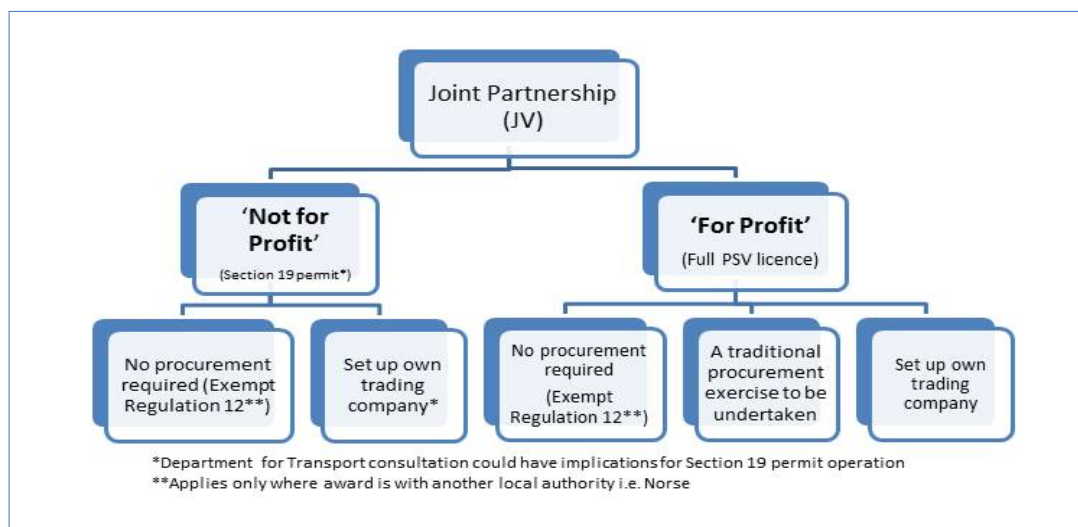
4.2 Use of a traditional 3rd Party supplier/outsourcing provider

4.2.1 The nature of the 3rd-party market, including traditional private sector transport/outsourcing companies has been shown not to offer the Council the benefits it requires. In particular, the drive to provide benefits and savings directly to the Council is absent. There is no transparency of actual operating costs or visibility of profits unless contract clauses are provided for and which are difficult to enforce. The Council does not have the ability to have an ongoing say or influence on the method of service delivery under this type of model. It has also been found that this market's experience of delivering the types of transport required is limited. Our experience of the 3rd party outsourcing model is that the provider makes efficiencies within the service which are difficult to contract manage with a resultant loss of quality in the service or excess profits to the 3rd Party supplier.

4.3 Use of a Joint Venture (JV)

- 4.3.1 A JV approach has been identified as being the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have some control in the delivery of the service. It also offers the opportunity for income generation via ability to enter into contracts with academies, schools, other local authorities and local businesses for example. This approach, assuming that a partner with appropriate experience, existing infrastructure and resources can be found, takes risk away from the Council.
- 4.3.2 A JV partnership is usually governed by a Board comprising of Directors from each party in a shareholding structure. A shareholding structure determines the profit share that is to be distributed between both partners. This structure allows the Council to have far greater control of the way the services are being delivered. Alongside this a JV offers flexibility that is not available in rigid contracts, which often end up costing more and where contract variations are required.
- 4.3.3 A JV partnership also offers the Council the ability to draw upon the partner's expertise and experience in running a passenger transport service. This model also has the ability to integrate the transport services to maximise the efficient use of its fleet, drivers and staff so that the transport service is used to its fullest capacity and can potentially provide for future pressures or increased demand thus providing a financial safeguard. It is also anticipated that the JV would be able to open up the opportunity for the creation of new jobs for Southend residents (subject to TUPE from existing contracts and inhouse staff), the opportunity to create numerous apprenticeships (drivers, Passenger Assistants and Administration) and make improvements to the local environment/air quality through route optimisation.
- 4.3.4 The majority of the current transport services will be delivered via the JV through mainly a mini-bus transport service with some taxi provision. It is therefore anticipated that the JV partner will provide the bulk of the service via mini bus provision, this will be supplemented with taxi provision, which will be sub-contracted via an approved contractor framework (this could include a stipulation to use local businesses).
- 4.3.5 There are two types of JV partnerships that could be established as follows:
- (i) A partnership with a company that is wholly owned by a local authority which is exempt of the regulation 12 of the Public Contract Regulations 2015 and offers a relatively straightforward and quick set up process or a Joint Venture. This option could be either a 'not for profit' or a 'for profit' partnership depending on the permit or licence this partnership would operate under.
 - (ii) A partnership with a privately owned company via a JV partnership would require a traditional procurement to be undertaken and would widen the competition in the market and does not exclude local authority owned companies or incumbent suppliers and other local business to put in a bid. However, this option requires a traditional procurement exercise to be undertaken and is a lengthy process due to the contract mobilisation required following contract award. This option could only operate on a 'for profit' partnership that would need to operate under a full PSV operating licence.

4.3.6 The diagram below confirms the structure for a procurement process for either a ‘not for profit’ and a ‘for profit’ JV partnership model:



‘Not for Profit’ JV

4.3.7 Organisations that provide transport on a ‘not-for-profit’ basis can apply for permits under Section 19 or Section 22 of the Transport Act 1985. This means a ‘not for profit’ JV partnership could operate under a Section 19 permit required for the mini-bus provision of passenger transport. To be eligible for a Section 19 permit the organisation has to meet criteria set by the Driving Vehicle Standards Agency (DVSA). This operating model is less costly in terms of DVSA licencing requirements (i.e. £9 per vehicle) and there is no requirement to have a qualified transport manager that attracts the higher cost of a licence for a full PSV operating licence (£4,000 required for first vehicle and £3,200 for each vehicle thereafter). As well as this money needs to be held in a bank account and evidence of this available to the traffic commissioner.

4.3.8 In order to meet the timescales to ensure the home to school transport would be implemented during the school holidays and be live at the start of the schools’ academic year in September 2018, the Council decided to further explore the establishment of a JV partnership with a local authority owned company under a ‘not for profit’ model operating under Section 19 permits. However, the recent announcement from the Department for Transport (DfT) advised it will be undertaking a consultation on the use of Section 19 and 22 permits. In view of this, the local authority owned company that was approached alongside others, are now being extra cautious around delivering any new transport provisions under a Section 19 permit with the Council. They have since withdrawn their proposal to enter into a ‘not for profit’ partnership with Southend at this time, although they would be happy to consider a partnership under a ‘for profit’ model. The local authority owned company that we had approached is currently the only local authority owned company that would have been able at this time to offer a partnership under a ‘not for profit’ model.

'For Profit' JV

- 4.3.9 As outlined above, a Section 19 permit is only applicable for transport services operated by 'not for profit' organisations. Therefore a 'for profit' model would have to operate under a full PSV operating licence. As outlined in 4.3.7 above, the licencing requirements around this operation attracts higher costs to operating under a Section 19 permit and requires money to be held in a bank account. The full PSV operating licence also requires a transport manager who is held accountable for transport operation. As per 4.3.8, the local authority owned company that had been identified confirmed that they cannot consider a 'not for profit' JV partnership at this time. They would be interested in a 'for profit' JV partnership that would operate under a full operating licence via the local authority's's trading arm.
- 4.3.10 It is still possible to enter into a partnership with the local authority owned company as it does not require a traditional procurement exercise which is a lengthy process. However, the reduced timescale now means that it would not be possible to have this partnership set up and implemented in time for the start of the schools' academic year in September 2018 and then the implementation would have to be delayed to September 2019. Bearing in mind that a partnership with another local authority owned company would be delayed to meet the start of the academic year in September 2019, a 'for profit' model should now be opened up via a competitive procurement exercise to widen the competition to ensure best value to the Council.
- 4.3.11 As outlined in 2.1.2 and 4.3.10 above, the proposal is to undertake an open procurement exercise that allows for local businesses and incumbent contractors to bid in the tendering exercise as the main JV partner or as a sub-contractor with the main JV partner. This procurement exercise widens the competition and other local authority owned companies can also bid with the aim of getting best value for the Council.
- 4.3.12 Market research with 13 potential JV partners has been undertaken. This list was initially shortlisted to seven; and then only two confirmed at this time that they were interested and able to put in the time to develop a proposal within the current timescale for the Council's transport review:
- (i) A company that is wholly owned by a local authority
 - (ii) A private owned company (being a national bus operating company).
- 4.3.13 The table below outlines the benefits and issues regarding a 'Not for profit' and a 'For profit' arrangement:

Issues	'Not for Profit' JV	'For Profit' JV
Procurement Path	No procurement requirement – relatively quick process to set up. However, as there was only one local authority owned company identified as a potential partner who have since withdrawn their interest in this model.	A traditional procurement is required – a lengthy process which requires at least a nine month mobilisation period (fleet acquisition, TUPE etc) following contract award

Issues	'Not for Profit' JV	'For Profit' JV
Commercial Risk	JV Partner will assume the majority of the risks due to the Commercial investment and the Council risk is low as this only applies to the initial start up and set up costs.	JV Partner will assume the majority of the risks due to the Commercial investment and the Council risk is low as this only applies to the initial start up and set up costs.
Initial set up and investment	Shared - leverage partner structure and resources	Shared - leverage partner structure and resources
Variations to service	Flexible	Flexible
Financial Benefits through efficiencies	Shared with JV Partner	Shared with JV Partner
Potential for wider trading	No	Yes
Operational resilience	Takes advantage of partner resources	Takes advantage of partner resources
Experience	Experienced partners in market	Experienced partners in market
Service and eligibility efficiency	Yes	Yes
Flexibility across services	Yes through greater depth of resources	Yes through greater depth of resources
Council Management of Service	Direct as partner	Direct as partner
Permit or Operational Licencing	Section 19 permit or Full PSV Operating Licence	Full PSV Operating Licence
Licencing Costs	£9 per vehicle (valid for 5 years)	£4,000 required for first vehicle and £3,200 for each vehicle thereafter. (This money must remain in a bank account to prove to the traffic commissioner that the provider is able to replace vehicles when required)
Other licencing requirements		A qualified transport manager is required for the full operating licence
Challenges from incumbent providers	This model excludes incumbent providers from bidding to be the JV partner, but they could bid to act as a sub-contractor	This option allows incumbent providers to either bid as the main JV partner or a sub-contractor to the main JV partner
Potential JV Partners	There is only one JV partner under this option (local authority owned company)	The procurement exercise would generate interest from other parties including incumbent suppliers

4.4 Recommended Approach:

- 4.4.1 Further to 2.1.5, this report proposes to explore the procurement route of a partner to develop a JV partnership. The proposed JV partnership will be set up as a 'for profit' transport organisation under a full public service vehicle (PSV) licence. The use of a full PSV operating licence will ensure the Council is fully compliant in providing passenger transport and allows the JV partnership to operate under a 'for profit' model. The aim of the JV partnership will be to maximise quality, transparency, reduce costs where possible and achieve longer- term benefits (i.e. Income/Profit generation).
- 4.4.2 Therefore, it is recommended that a traditional procurement exercise is undertaken to seek a JV partner under a 'for profit' model operating under a full operating licence. This option would ensure the Council is fully compliant and not at risk of any implications arising from of the DfT consultation on Section 19 permits and would allow the Council to widen the competition for incumbent and local contractors to participate in the tender exercise as well as other local authority owned companies. It is anticipated during the course of the tender exercise, DfT's decision on Section 19 permits may be clearer and the risk on the local authority owned company's full operating licence should be clarified. However, by having to undertake a procurement exercise , it will only be possible to commence operation in September 2019. The lengthy procurement process is due to the requirement to incorporate a nine month mobilisation period following the award of the contract, to ensure competitive fairness where lead times are required for contractors to purchase vehicles.
- 4.4.3 This recommended approach also eliminates the risk of challenge from contractors who would have been excluded from being able to participate in a tender exercise due to their current licenced operation.
- 4.4.4 If the decision is taken to enter into a competitive tender process with a longer timeframe, it is highly likely that some of those companies already approached initially in the market research exercise would now enter into that procurement process. Due to the additional costs associated with the requirement of a full operating licence this option would widen the competition with the aim of achieving best value for the Council.

5. Other Options

- 5.1 Should the requirements, and processes outlined in this report not coalesce with Cabinet expectations this could further delay work that needs to be undertaken in order to be able to develop the recommended procurement approach. This would also impact on the procurement timescale and progress on shaping a robust tender specification.
- 5.2 Other procurement options have already been rejected as per 4.1 above.

6. Timescales – full procurement process to procure a 'for profit' partner

- 6.1 As outlined in 3.4(iii), the majority of transport provided is home to school transport – any changes to such services should be made during the summer for implementation in early September. Changes to the home to school transport services at schools have been made over the Christmas and Easter periods in the past, but the result has always been both a degree of chaos in the implementation and a greater negative

impact on service users and their families. The requirement to undertake a procurement exercise means that the home to school transport will not be able to go live until September 2019. The lengthy procurement process is due to the requirement to incorporate a nine month mobilisation period following the award of the contract, to ensure competitive fairness where lead times are required for contractors to purchase vehicles.

6.2 Below is an indicative timescale to undertake the procurement and implement the services:

Date	Activity
9 January 2018	Cabinet approval to proceed with the procurement
30 January 2018	People Scrutiny approval of Cabinet's decision
22 February 2018	Full Council's approval of Scrutiny's approval
March-April 2018	Invitation to Tender
April-May 2018	Tender Evaluation
June 2018	Cabinet approval of contract award
July 2018	People Scrutiny approval of Cabinet's approval of contract award
July 2018	Full Council approval of Scrutiny's approval of contract award
August 2018	Award Contract
September 2018-June 2019	1) Set up JV 2) Contract mobilisation for JV partner
July - August 2019	Implementation period for home to school transport
1 st August 2019	All passenger transport services go live

7. Tender exemption is granted to extend existing contracts

7.1 As per 2.1.4 and 3.1 above, the following contracts will need to roll on until July 2019 via an extension to the existing contracts as the Council has a statutory duty to provide these services which will be out of contract if the Council does not extend:

- a) Home to School and Respite Care (Individual and new routes)
- b) Supervised Contact (via the Individual and new routes framework)
- c) Adults with Learning Disabilities (via the Individual and new routes framework)

7.2 Recommended Approach:

7.2.1 Further to 2.1.4 in accordance with the Section 8.10 of the Council's Contract Procedure Rules, the Council is seeking Cabinet's approval for an exception to extend the existing following contracts for a period of 12 months via rolling on existing terms and conditions with the current contractors:

- a) Home to School and Respite Care (Individual and new routes)
- b) Supervised Contact (via the Individual and new routes framework)
- c) Adults with Learning Disabilities (via the Individual and new routes framework)

7.2.2 This exception request is due to the contracts expiring in July 2018 and the need to roll on existing contracts via an agreed contract extension and this is due to

regulatory forces that have hindered the timescales and have also created a risk to operating a transport service with compliant licencing. To mitigate this risk a procurement process will need to be undertaken which also allows competitive fairness. The Council has a statutory duty to provide the services in 7.1 and there is a need to have contractual arrangements in place. Therefore to confirm, the Council needs Cabinet’s approval to roll on existing contracts via an agreed extension while the procurement process can be progressed.

7.2.3 The extensions will be awarded via the existing individual and new routes framework to the same contractors on a goodwill basis under the existing terms and conditions. In the event a contractor does not want to continue their contract, the framework of nine contractors allows for a mini-competition to be undertaken and the contract to be awarded to another.

8. Reasons for Recommendation

8.1 It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in this report in order to shape the procurement approach and to ensure that the Council’s ambitions for passenger transport are delivered through the partnership. Not reaching agreement on any of these matters risks delaying the procurement process.

9. Corporate Implications

9.1 Contribution to Council’s Vision & Corporate Priorities

This project will contribute towards the following Council Priorities:

Safe	To: <ul style="list-style-type: none"> • Look after and safeguard our children and vulnerable adults.
Clean	To: <ul style="list-style-type: none"> • 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.
Healthy	To: <ul style="list-style-type: none"> • Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.
Prosperous	To: <ul style="list-style-type: none"> • Ensure the town is ‘open for businesses’ and that new, developing and existing enterprise is nurtured and supported. •
Excellent	To: <ul style="list-style-type: none"> • Work with and listen to our communities and partners to achieve better outcomes for all. • Enable communities to be self-sufficient and foster pride in the town. • Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.

9.2 Financial Implications

- 9.2.1 The expectation is that financial efficiencies will be delivered through the proposed new operating model and thus there will be a contribution to the Council's savings targets in future years. The savings derived will be dependent upon the outcome of the Procurement process and the final agreed format of a 'for profit' joint venture (JV) model.
- 9.2.2 It is also expected that there will be initial start up and set up costs, which would need to be factored into the agreement of the 'for profit' joint venture (JV).

9.3 Legal Implications

- 9.3.1 Any new operator will need to supervise and monitor drivers in connection with DVSA and DVLA licensing and permit requirements and holding of insurance.
- 9.3.2 Details of the arrangements between the two parties forming the JV will be documented within 'Articles of Association' that contain the purpose of the company as well as the duties and responsibilities of its members. Contractual obligations and responsibilities of each party will be formalised and documented within a 'Joint Venture Shareholders Agreement' including the right of either party to terminate.
- 9.3.3 As the proposal is to procure a JV under a full PSV operating licence any changes that follow the DfT consultation will not apply as the Council will be fully compliant and will not be affected by any changes. During the course of the procurement exercise it is anticipated that the implications of the DfT consultation should be clearer and thus ensure that if the local authority owned company that was identified became the preferred JV partner that all risks to their other operations would have been eliminated (i.e. this risk relates to the local authority's Section 19 permit operations which could also have an implications for their PSV operating licence).

9.4 People Implications

- 9.4.1 A full consultation will be required with staff that will be transferred to the JV partnership as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 9.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 9.4.3 The JV partner would be expected to provide their expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.

9.5 Property Implications

- 9.5.1 Whilst some space in the Tickfield yard could be released, the JV will still need to source premises to store the fleet and sites presented by the Council's asset team will need to be explored as part of the implementation.

9.6 Consultation

9.6.1 Consultations will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts.

9.7 Equalities and Diversity Implications

9.7.1 As the JV proposals involve a re-modelling of service delivery there will be a requirement for the procurement and service area leads to conduct an Equality Analysis.

9.7.2 Equality analyses have been initiated on the basis of the proposed policies.

9.8 Risk Assessment

9.8.1 Inevitably there will be a small degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage.

9.8.2 There is the potential for risk to reputation through negative media campaigns and dissent from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements.

9.8.3 Further to 4.3.8, it is unknown yet what the implications of the Department for Transport consultation will be yet, although it is anticipated during the procurement process that any implications from the outcome of the DfT consultation will become clearer prior to any award to the preferred bidder.

9.8.4 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with SBC.

9.9 Value for Money

9.9.1 This proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.

9.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

9.10 Community Safety Implications

9.10.1 The proposed JV partnership will aim to provide a more comprehensive service that ensures access to suitable transport as required by clients.

9.11 Environmental Impact

9.11.1 Improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

10. Background Papers

10.1 None.

11. Appendices

11.1 Appendix A – Operating Model Options Explored.

The Joint Venture Partnership

Governance Structure and Initial Set up

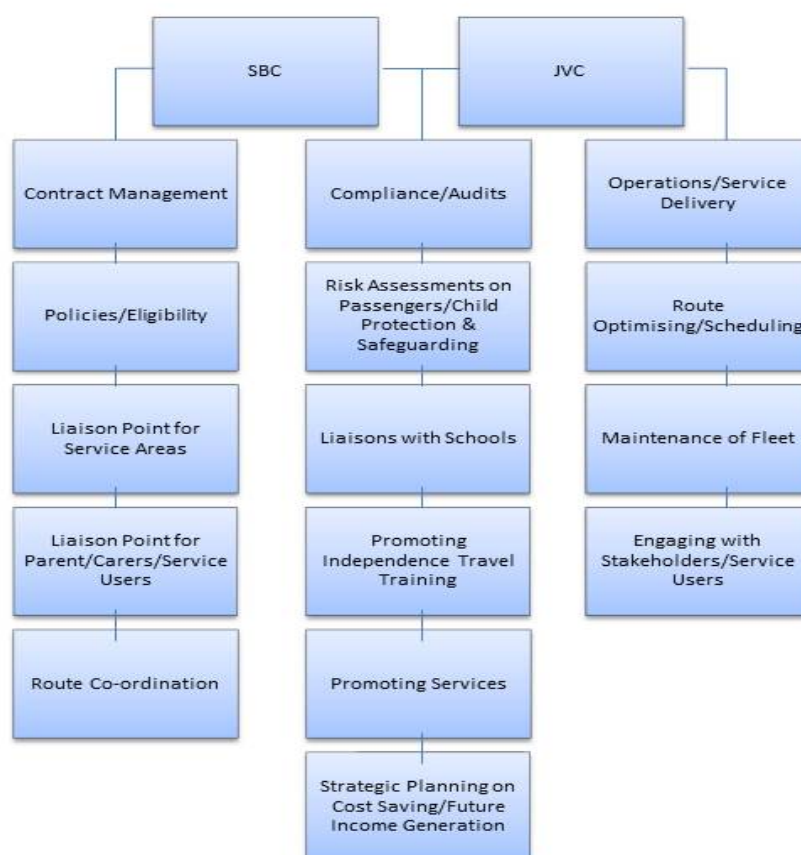
The procurement route will be selecting a preferred partner to form a Joint Venture under a Corporate Vehicle (JVC) with the Council, providing all of the Council's passenger transport services. This model allows the Council to access the skills and expertise of the market, whilst sharing the risk of delivery and any potential upside to the delivery of the service. The JVC is a well-recognised form of delivery vehicle and accepted by the private sector. Public sector controls can be maintained through reserved voting matters.

It should be noted that there will be initial start-up, set up and legal costs and for contract mobilisation to include staff recruitment, training, and management which will be established as part of the procurement process. In respect of the requirement for a full PSV operating licence, there will also be the need to hold £4,000 for first vehicle and £3,200 for each vehicle thereafter in a bank account so evidence of this available to the traffic commissioner. The number of vehicles that will require a PSV licence will be determined through the procurement exercise which is aiming to integrate the transport service so less vehicles will require a licence

The JVC will be governed by a Board comprising of Directors from each organisation in a shareholding structure. A shareholding structure determines the profit share that is to be distributed between both partners. This structure allows the Council to have far greater control of the way the services are being delivered. Therefore this model usually offers the flexibility that is not available in rigid contracts, which often end up costing more and where contract variations are required and it will be essential that this flexibility will be built into the JVC agreement. It should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.

Management and Service Structure

The management structure of the JV would need to be determined as part of the procurement process and development of the JVC with a structure that best reflects the Council's objectives, whilst ensuring the JVC can act commercially. Whilst the procurement exercise will determine the development of the management structure it is anticipated that the roles and responsibilities are likely to be split between the Council and the JVC as per the example on page 2:



Management and Service Structure

Share Holding Structure

The proposals from market engagement have indicated that the JVC partner would be the majority shareholder if the JVC partner was committing substantial investment as this places the JVC partner at a much higher commercial risk than the Council. During the procurement exercise the Council will make it clear that if the JVC Partner is the majority shareholder that a Council representative holds a corporate veto to ensure that the Council's policies and requirements are delivered.

It should be noted that whilst the proposed shareholding split demonstrates that the Council will be the minority shareholder for the reasons set out above the market engagement exercise has indicated that the profit from **additional** income generation could be split equally between the two JVC partners on a 50/50 basis which will need to be incorporated into the distribution policy and developed as part of the JVC agreement.

The indications from the market engagement have indicated that the JVC partner may be the majority shareholder as they will also assume the day to day management control of the

business. As part of the procurement process a JVC agreement will need to be drawn up which will set out the commitment of both partners.

Inevitably there will be a small degree of financial risk to the Council in setting up a JVC with a third party. However, given the nature of the proposed JVC this risk is not considered high. It is unlikely that the creation of the JVC would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail and at an early stage. There will be no transfer or joint ownership of assets planned and costs for the service will be invoiced to the Council through the JVC whereby the JVC Partner will be leasing (or will own) the purchased vehicles including other overheads/supporting costs to deliver the passenger transport services.

The proposed 'For Profit' JV model will operate under a full PSV operating licence although its sub-contractors could operate under a Hackney Carriage Licence. The 'For Profit' model provides the Council with the opportunity for additional income generation via ability to enter into contracts with academies, schools, other local authorities and local businesses for example.

Details of the arrangements between the two parties forming the JVC will be documented within 'Articles of Association' and/or shareholders agreement that contain the purpose of the company as well as the duties and responsibilities of its members. Contractual obligations and responsibilities of each party will be formalised and documented within a 'Joint Venture Shareholders Agreement' including the right of either party to terminate

Company Director Roles

Policies would need to be developed to confirm the duties of a Company Director for the JVC. The primary obligation and legal duty of care of directors of the JVC constituted as the JVC is to itself and not to the person of whom they are representative or by whom they are nominated. They have an obligation to exercise independent judgement and act in good faith as to promote the success of the JVC.

It should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship

Duration of the JVC

The duration of the JVC will be determined through the procurement exercise, although it should be noted that indications from the market engagement exercise have suggested that a minimum 10 year JVC agreement with options to extend or a 15 year JVC agreement would be more attractive to the JVC partner which is due to their substantial investment in the vehicles. By having a 15 year term means the JVC partner can purchase new vehicles (assets) which could be utilised to their fullest operating capacity. This in turn should also attract a more competitive bid than a shorter period for the JVC.

Southend-on-Sea Borough Council

Agenda
Item No.

7

Report of Strategic Director (Transformation)

To

Cabinet

On

12th March 2019

Report prepared by: Glyn Halksworth, Interim Director of Housing; Lysanne Eddy, Head of Corporate Strategy; Mike Bennett, Head of Strategy, Planning & Performance; Neil Hoskins, Group Manager Major Projects & Strategic Transport Policy; Sharon Wheeler, Head of Libraries & Physical Wellbeing & Lee White, Head of Corporate Procurement

Southend on Sea Commissioning Framework

Policy & Resources Scrutiny Committee

Cabinet Member: Councillor John Lamb

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To seek agreement from Cabinet to devise and implement a commissioning framework that supports the Council's ability to become an Outcome Based Commissioning Organisation.

2. Recommendations

- 2.1 **That the definition of commissioning for Southend-on-Sea Borough Council to be as follows :-**
“the process by which we understand the collective approach needed in order to deliver the Southend 2050 outcomes; and what we need to do with others to make them happen. In practice, this is not in-sourcing or out-sourcing but clearly ‘right-sourcing’.”
- 2.2 **The overarching principles of the Southend-on-Sea Commissioning Framework are agreed.**
- 2.3 **The Thematic Annual Procurement Plan 2019/20 is agreed as part of a transitional period to an outcome based investment model.**
- 2.4 **That Council be recommended to make the amendments to the Constitution set out in paragraph 5.6 and Appendix 3.**
- 2.5 **The Market Position Statement be agreed for publication as set out in paragraph 5.7 and Appendix 4.**

3. Background

- 3.1 Effective outcomes driven commissioning is the backbone of everything that we do and the means by which we will achieve the Southend 2050 ambition and outcomes.
- 3.2 Strong commissioning is essential for the direct delivery, contracting and grant making elements of our business. It is therefore essential that the organisation has a clear and concise understanding of how to do this consistently well.
- 3.3 The strategic commissioning role of Councillors is fundamental to driving forward an outcome-based commissioning approach for the Council and its partners. Having a robust, clear commissioning approach supports Councillors' roles in directing priorities, in providing strategic direction and in the policy development that enables them to most effectively deploy the Council's resources across the breadth of the Council's portfolio.
- 3.4 The borough faces major challenges. As our population increases, gets older, and birth rates rise, there will be greater demand for school places, homes, health and other public services. Our changing climate provides challenges to our valued coast. Our economy is also changing and we need a better skilled workforce to meet the needs of the future. This includes developments in robotics, artificial intelligence and technology. These have huge potential to enhance our lives by enabling independent living, ending the drudgery of many jobs and providing more leisure time. We also have significant and unacceptable inequalities across the borough, particularly relating to residents' health.
- 3.5 The loss of Government grant funding for the Council will continue to put pressure on budgets and by 2020 the Council will receive no grant at all. However, with expenditure of around £228m, and more financial independence, the ability to shape our future and meet local needs is in our hands. This will mean, increasingly, the Council will move towards enabling others to do more for themselves, rather than being a universal and direct provider of services for all. To do this effectively, we will need to adopt a robust commissioning approach to help us achieve the outcomes needed for the borough.
- 3.6 To this end we have developed 10 key principles to be incorporated into all commissioning activity:
- Focussed on outcomes for our residents
 - A consistent commissioning approach
 - The right people at the right stage of commissioning
 - Driving innovation
 - High quality robust evidence informing decisions
 - Collective accountability
 - People at the heart of what we do
 - A commitment to building capacity
 - Optimising social value
 - Sustainability

3.7 The next phase is to draft the framework and develop a set of commissioning competencies which can be embedded into the organisation to coach and guide the commissioning process, clarifying the relationship with components of the process, i.e. procurement, the Market Position Statement and Contract Procedure Rules.

4. Other Options

4.1 The alternative to the introduction of a commissioning framework for Southend-on-Sea Borough Council would be to carry on deploying a range of approaches to the commissioning, procurement and contracting activity to which this would relate. It is felt that this would not best support the delivery of the Southend 2050 ambition and outcomes.

5. Reasons for Recommendations

5.1 There are currently many different definitions of the term Commissioning used across the organisation and its partners; to provide clarity and for the purpose of the Southend-on-Sea Commissioning Framework it has been defined as :-

“the process by which we understand the collective approach needed in order to deliver the Southend 2050 outcomes; and what we need to do with others to make them happen. In practice, this is not in-sourcing or out-sourcing but clearly ‘right-sourcing’. “

5.2 The adoption of this definition and an outcome based commissioning approach ensures that Councillors are best placed to maximise the return on the Southend pound by providing the organisation, our partners, stakeholders and communities with a clearly defined understanding and transparent approach.

5.3 The proposed commissioning approach ensures that Councillors are at the heart of all strategic decision making and through its strong outcomes focus supports the optimal allocation of the Council’s resources.

5.4 Our goal is to drive a robust and balanced framework for commissioning into the fabric of the organisation. This will include full alignment of the annual procurement plan, contract procedure rules and market position statements going forwards, work towards which will be actively pursued during 2019/20 with expectations that all commissioning work, including procurement and contract management operates in line with the above principles and the forthcoming framework within six months. Designed alongside the ‘creating the conditions’ work, this framework will embed the values and behaviours required in everything we do as an authority through a set of core principles.

5.5 These principles and what they mean in practice will be outlined in the Southend-on-Sea Commissioning Framework, the purpose of which will be to ensure that:

- We are consistently commissioning to high standards, making best use of the tools and resources available;

- We utilise best practice, Statutory Guidance and legislation (e.g. The Social Value Act) to best effect in order to achieve our ambition;
- We are all accountable for ensuring that these principles are embedded within the organisation;
- We each recognise and respect the important roles we play in ensuring that these principles are reflected through our commissioning activities;
- Our assurance processes for commissioning are robust and agile to best support achievement of our ambition and outcomes.

5.5 In previous years the Annual Procurement Plan has been aligned to departments as this generally categorised expenditure and also aligned with the departmental budget setting process. As the Council is now focussed on the delivery of the Southend 2050 outcomes and outcome based budgeting, this year's Annual Procurement Plan has been re-developed and is now aligned to the 5 Themes within Southend 2050:

- Pride and Joy
- Safe and Well
- Active and Involved
- Opportunity and Prosperity
- Connected and Smart

This new approach to setting the Annual Procurement Plan will:

- Challenge the current commissioning approach and align to Southend's new Commissioning Framework
- Highlight opportunities for contracts to contribute to similar outcomes
- Increase the level of working across service areas and departments
- Increase the delivery of Social Value through contracts by a wider consideration of how services can assist in delivering the Southend 2050 outcomes

Appendix 1 provides a copy of the Thematic Annual Procurement Plan for 2019/20 and Appendix 2 provides a list of those Procurements with a value above £1m due in 2019/20.

5.6 The proposed changes outlined above and our intention to move to an Outcome Based Commissioning Organisation impacts directly on the way we currently award grants and three year community commissioning funding. The adoption of a clear and concise commissioning framework will set out how we will work in the future, so a Grants Strategy Working Party is no longer required. It is therefore recommended that the Grants Strategy Working Party is removed from the Constitution and that minor amendments are made to the Delegations in Paragraph 3, Schedule 3 as per Appendix 3 of this report.

5.7 Local Authorities are encouraged under the Care Act 2014, to publish information which will assist the wider provider market to understand the direction in which services are developing in relation to Adult Social Care.

Feedback from providers has informed the decision to offer a short form, infographic version of our Market Position Statement, containing links to other

information and data sources. Providers said the traditional lengthy versions are difficult to navigate and don't provide easy access to the most current information.

The proposed short version will be easier to navigate and keep up to date as there are embedded web links rather than static tables and references. Providers will also be encouraged to give feedback on the new format and what other information would enable them to develop service delivery to meet the outcomes of our 2050 ambitions.

6. Corporate Implications

6.1 Key contributor to the delivery of the Southend 2050 Ambition and Five Year Road Map.

6.1.1 The adoption of an outcome based commissioning framework is a key delivery arm of the council's ability to realise the full potential of achieving the Southend 2050 ambition and associated outcomes.

Transforming Together

6.1.2 The Council will need to change fundamentally to be able to take advantage of the opportunities and challenges ahead. This will mean a Council that is more agile, more efficient, more entrepreneurial and more engaged with residents and customers.

6.1.3 Work is underway to put in place the conditions staff have identified as being necessary to make us 'match fit' for the future. These conditions now form an overarching transformation programme for the organisation and includes the need for:

- A clear vision & delivery strategy
- Digital enablement to support the vision
- A trusted, empowered and engaged workforce
- An appetite to invest in people and outcomes and to accept risk
- Closer collaboration with staff, members, residents and partners
- Simple and effective governance
- An open mind-set that will drive forward transformation and change

6.1.4 With a renewed Mission Statement - **Southend-on-Sea Borough Council – "working to make lives better"**; these conditions are supported and underpinned by refreshed Values that will drive the outcomes based investment approach going forward.

INCLUSIVE – we put people at the heart of what we do

COLLABORATIVE – we work together

HONEST – we are honest, fair and accountable

PROUD – we are proud to make lives better

The Southend 2050 Ambition and Five Year Road Map allow us to re-focus the allocation of our resources where they will have most impact and effect. Our outcome based Investment model will align our planning approach with commissioning and procurement to ensure we match priorities to spend.

- 6.2 Financial Implications – Initial investment for a comprehensive training package to be scoped and implemented. The commissioning framework will be applied to all procurements from this year onwards and will look to continuously align existing contracts to this framework as the year goes through, as part of a transition period to an outcome based investment model.
- 6.3 Legal Implications – this commissioning framework will support delivery of robust procurement in line with legislative requirements.
- 6.4 People Implications - all new and existing staff will be expected to adhere to the principles of the Commissioning Framework and its core principles and competencies.
- 6.5 Property Implications - none
- 6.6 Consultation - none
- 6.7 Equalities and Diversity Implications – the principles of the Competency Framework provide a robust approach to equality and diversity at key decision making points; with particular emphasis on the requirement of commissioning activity to ensure an equality analysis is conducted appropriately.
- 6.8 Risk Assessment - none
- 6.9 Value for Money – the principles of the competency framework provide a robust assessment of value for money. The new thematic approach to the Annual Procurement Plan should assist the council in securing best value in terms of outcomes and also increase opportunities for efficiencies and stronger commissioning across services.
- 6.10 Community Safety Implications - none
- 6.11 Environmental Impact - none

7. Background Papers

8. Appendices

Appendix 1- Thematic Annual Procurement Plan 2019/20
Appendix 2- Top 25 Value Based Procurements in 2019/20
Appendix 3 – Extract from the Constitution
Appendix 4 – Market Position Statement

Thematic Annual Procurement Plan 2019/20

This year will be the first year that the Annual Procurement Plan has been aligned to the Southend 2050 Thematic Outcomes. Delivery of the plan will align with Southend's Commissioning Framework and as such during 2019/20 the Corporate Procurement Team will be aligning their resource to the Themes rather than the Procurement Categories which has been the approach in the past. The benefit of aligning the team's Procurement Advisor roles to the 5 Themes is to ensure that cross-departmental opportunities and collaboration is at the forefront of the Commissioning for Outcomes approach. The tabs within this workbook are set out against the 5 Themes. Clearly some of the Council's Procurements will contribute to a Primary Theme and may also identify a secondary theme/s which the procurement will influence. This is noted within the first two columns of each tab within the spreadsheet. Below is the colour designation for the Southend 2050 Themes.

PRIDE & JOY
SAFE & WELL
ACTIVE & INVOLVED
OPPORTUNITY & PROPSPERITY
CONNECTED & SMART

Please note that any cells which remain uncoloured are where the Procurement doesn't primarily align to a Theme

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Primary Southend 2050 theme and E-Procurement ref	Secondary Southend 2050 theme/s	Category	Department	Procurement Lead	Title	Contract Manager or Budget Requestor	Named ICT Service Delivery Manager	Info Gov - DP contact	Estimated value	Revenue, Capital or Income	Start date	Expiry date	Contract period	Tendered previously ?	Option to extend till?	Mandatory, Essential, Optional Service	Suppliers	Estimated annual value
		Southend Pier	Place	Sam Riddoch	Southend Pier - Timber Outer Pier Head	Scott Dolling	to be assigned	to be assigned	£7,992,000	Capital- C10886	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Property	Place	Sam Riddoch	Repair & Maintenance of Public Buildings inc Minor Works & Foreshore (Commercial Property Maintenance and Property Refurbishment Programme as detailed on Capital prog.)	Neil Pointer	Matthew White	Sharon Cohen	£3,500,000	Revenue and Capital	1.4.2019	31.3.2024	3+1+1	Yes	No	Essential	Millane	£700,000
		Southend Pier	Place	Ola Haker	Southend Pier - Replacement of Pier Trains	Scott Dolling	to be assigned	to be assigned	£3,250,000	Capital- New	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture	Place	To be assigned	Arboriculture Services (Lot 1: Term Contractor) (Lot 2 Approved List)	Ian Brown	To be assigned	To be assigned	£2,653,000	Revenue	01/02/2015	Lot 1: 31/01/2020 Lot 2: 31/01/2018	5+2	Yes	31/01/22	Essential	Lot 1: Treefella Ltd Lot 2: Essex Arboriculture Ltd Gristwood and Toms Ltd Bartlett Tree Experts Treefella Ltd	£379,000
		Southend Pier	Place	Sam Riddoch	Southend Pier - Prince George Extension (Phase Two)	Scott Dolling	to be assigned	to be assigned	£2,308,000	Capital- C10905	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Southend Pier	Place	Sam Riddoch	Southend Pier - Condition Works Engineers (Inc. Re-tender of Pier Professional Services)	Scott Dolling	to be assigned	to be assigned	£1,615,000	Capital- C10697	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture and Tourism	Place	Sam Riddoch	New Artist Studios	Scott Dolling	to be assigned	to be assigned	£805,000	Capital- C10973 & Grant	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Parking	Place	To be assigned	Parking Guidance information and variable message signs	Richard Backhouse	Mark Churchill (SMART City links)	To be assigned	£800,000	Capital and Revenue	Dependant upon completion of the Parking Strategy	Dependant upon completion of the Parking Strategy	5	Yes	5	Essential	Swarco	30,000- ongoing revenue expenditure after capital investment
		Coastal Defence	Place	To be assigned	Coastal Defence Support	Richard Backhouse	To be assigned	To be assigned	£770,000	Capital	01/08/15	31/07/18	3+2	Yes	31/07/20	Essential	McDonald Highway Services Ltd	£110,000
		Works to Property	Place	to be assigned	Public Toilet Provision	Scott Dolling	to be assigned	to be assigned	£700,000	Capital- New	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture	Place	To be assigned	Ground Maintenance Machinery	Graham Owen	To be assigned	To be assigned	£600,000	Revenue	01/04/14	31/03/2015- annual one-off contract	Various lease terms	Yes	Various Leases	Essential	Various lease arrangements	£600,000
		Culture	Place	To be assigned	Grounds Maintenance Machinery Spare Parts (Framework - 5 Lots)	Graham Owen	To be assigned	To be assigned	£550,000	Revenue	19/09/16	18/09/2019	3 + 2	Yes	18/09/21	Essential	Briggs Equipment UK Ltd Central Spares Ltd Spaldings Ltd Ernest Doe & Sons Ltd Hansa-Flex Hydraulics UK Ltd	£110,000
		Southend Pier	Place	Sam Riddoch	Southend Pier - Condition Works Surveyors	Scott Dolling	to be assigned	to be assigned	£518,000	Capital- C10918	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Southend Pier	Place	Sam Riddoch	Southend Pier - Structural Works Inc. Timber Decking	Scott Dolling	to be assigned	to be assigned	£500,000	Capital- New	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Works to Property	Place	to be assigned	Crematorium - Urgent Structural Repairs to Chimney	Scott Dolling	to be assigned	to be assigned	£500,000	Capital- New	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Culture and Tourism	Place	Sam Riddoch	Property Refurbishment Programme	Scott Dolling	to be assigned	to be assigned	£337,000	Capital- C10626	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Culture	Place	To be assigned	Parks nursery materials	Graham Owen	To be assigned	To be assigned	£320,000	Revenue	TBC	TBC	2+1+1	no	new	Optional	to be procured	£80,000
		Culture	Place	To be assigned	Golf Starters	Ian Brown	To be assigned	To be assigned	£300,000	Revenue	22/01/15	21/01/20	5+2	Yes	21/01/22	Optional	The School of Golf	£60,000
		Property	Place	To be assigned	Flood Risk Consultant	Neil Hoskins	To be assigned	To be assigned	£300,000	Revenue	10/10/16	09/10/19	3+1	Yes	09/10/20	Essential	AECOM Infrastructure & Environment UK Limited	£75,000
		Property	Place	To be assigned	De-icing salt (6mm Rock salt)	Imran Kasalbash	To be assigned	To be assigned	£300,000	Revenue	22/09/16	21/04/19	3+1	Yes	21/04/20	Essential	CompassMinerals UK Ltd.	£100,000
		Culture and Tourism	Place	to be assigned	Central Museum Works	Scott Dolling	to be assigned	to be assigned	£249,000	Capital- C10867	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture	Place	To be assigned	Ground Maintenance Machinery Repairs and Maintenance (Framework)	Graham Owen	To be assigned	To be assigned	£240,000	Revenue	19/09/16	18/09/2019	3 + 2	Yes	18/09/21	Essential	Briggs Equipment UK Ltd P Tuckwell Ltd	£60,000
		Culture and Tourism	Place	to be assigned	Cliffs Pavilion - External Refurbishment works	Scott Dolling	to be assigned	to be assigned	£223,000	Capital- C10876	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Cliffs Pavilion – Chiller	Scott Dolling	to be assigned	to be assigned	£170,000	Capital- C10971	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Cliffs Pavilion - Power Supply Equipment	Scott Dolling	to be assigned	to be assigned	£170,000	Capital- New	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Palace Theatre - Power Supply Equipment	Scott Dolling	to be assigned	to be assigned	£170,000	Capital- New	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Works to Property	Place	to be assigned	Seaways - HCA Condition Funding	Scott Dolling	to be assigned	to be assigned	£170,000	Capital- C10656	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Lift servicing & Maintenance (Pier Lift)	Steve Harris	To be assigned	To be assigned	£145,000	Revenue	01/04/15	31/03/20	5	Yes	31/03/20	Essential	Jacksons Lifts	£29,000
		Works to Property	Place	to be assigned	Replacement Boiler at Southend Crematorium	Scott Dolling	to be assigned	to be assigned	£129,000	Capital- C10866	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Lift servicing & maintenance (Other)	Steve Harris	To be assigned	To be assigned	£125,000	Revenue	01/04/15	31/03/20	5	Yes	31/03/20	Essential	Reliable Elevators	£25,000

		FM	Place	To be assigned	Window Cleaning	Shona Rowe	Matthew White	To be assigned	£120,000	Revenue	23/06/2014	01/06/19	4 yrs + 6mths	Yes	Y (6 months)	Optional	F&G Cleaners	£30,000
		Culture and Tourism	Place	to be assigned	Cliffs Pavilion – Boiler Flues	Scott Dolling	to be assigned	to be assigned	£115,000	Capital- C10970	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Asbestos- Theatres and Leisure Centres	Scott Dolling	to be assigned	to be assigned	£115,000	Capital- New	New	New	New	New	N/A	Mandatory	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Energy Improvements in Culture Property Assets	Scott Dolling	to be assigned	to be assigned	£110,000	Capital- C10565	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		ICT	Place	To be assigned	Footfall cameras	Chris Burr	To be assigned	To be assigned	£105,000	Capital	01.08.2019	31.07.2022	3 years	no	new	Optional	to be procured	£35,000
		Property	Place	To be assigned	Electrical Fixed wire Testing (Council assets)	Michael Walsh	To be assigned	To be assigned	£100,000	Revenue	New	To be decided	TBC	No	New	Mandatory	New contract	£20,000
		Culture and Tourism	Place	to be assigned	Cliffs Pavilion – Auditorium Air Handling Unit	Scott Dolling	to be assigned	to be assigned	£90,000	Capital- C10969	New	New	New	New	N/A	Essential	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Automatic Doors and Shutters	Property	To be assigned	To be assigned	£65,000	Revenue	01/04/15	31/03/20	5	Yes	N/A	Essential	Blakes	£13,000
		Property	Place	To be assigned	Generator Servicing	Property	To be assigned	To be assigned	£47,565	Revenue	01/04/15	31/03/20	5	Yes	N/A	Essential	GPS	£9,500
		Property	Place	To be assigned	Lift Servicing & Maintenance (Cliff Lift)	Steve Harris	To be assigned	To be assigned	£45,000	Revenue	01/04/15	31/03/20	5	Yes	31/03/20	Essential	Lift specialists	£9,000
		Works to Property	Place	to be assigned	62 Avenue Road - demolition	Scott Dolling	to be assigned	to be assigned	£44,000	Capital- C10922	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Works to Property	Place	to be assigned	Civic East Car Park Redevelopment	Scott Dolling	to be assigned	to be assigned	£42,000	Capital- C10748	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Pier Sprinkler System	Property	To be assigned	To be assigned	£36,850	Revenue	New	New	TBC	Yes	N/A	Essential	Hall and Kay	£7,300
		Culture and Tourism	Place	to be assigned	Inflatable Planetarium	Scott Dolling	to be assigned	to be assigned	£35,000	Capital- New	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Prittlewell Prince Storage	Scott Dolling	to be assigned	to be assigned	£35,000	Capital- C10696	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Works to Property	Place	to be assigned	East Beach Café Project	Scott Dolling	to be assigned	to be assigned	£32,000	Capital- C10644	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Falls Arrest systems and stage lighting	Property	To be assigned	To be assigned	£30,875	Revenue	01/04/15	31/03/20	5	Yes	N/A	Essential	Zarafa	£6,000
		Culture and Tourism	Place	to be assigned	Prittlewell Prince Research	Scott Dolling	to be assigned	to be assigned	£25,000	Capital- C10043	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Culture and Tourism	Place	to be assigned	Resorts Services signage	Scott Dolling	to be assigned	to be assigned	£25,000	Capital- C11007	New	New	New	New	N/A	Optional	New contract	Capital one-off expenditure
		Property	Place	To be assigned	Grease Extraction	Property	To be assigned	To be assigned	£24,290	Revenue	New	New	TBC	No	N/A	Essential	H2O Nationwide	£5,000
		Property	Place	To be assigned	Quantity Surveyors	Drew Jones	To be assigned	To be assigned	TBC	Revenue	TBC	TBC	3+1	no	new	Optional	to be procured	TBC
		Parking	Place	To be assigned	Uni-Square Car Park	Cheryl Hindle	To be assigned	To be assigned	TBC	Revenue	TBC	TBC	TBC	no	new	Optional	S.E.H	TBC

Primary Southend 2050 theme and E-Procurement ref	Secondary Southend 2050 theme/s	Category	Department (Strategic Director)	Procurement Lead	Title	Contract Manager or Budget requisitioner	Info Gov - DP contact	Named ICT Service Delivery Manager	Estimated value	Revenue, Capital or Income	Start date	Expiry date	Contract period	Tendered previously?	Option to extend till?	Mandatory, Essential, Optional Service	Suppliers	Estimated annual value
		Wellbeing	People	Emma Woof	DPS / Framework for Supported Living for Adults with a Learning Disability and Adults with a Mental health need	Suzanne Edey & Karen Peters	Richard Whitehead	to be assigned	£16,000,000	Revenue	01/07/18	30/06/22	48	No	30.06.2022	Essential	New Contract Supported Living placements purchased on a spot placement basis with a range of Social Housing and Private Providers	£4,000,000
		Property	People	Sam Riddoch	3 HRA Developments- Phase 3, 4 & MMC	Tim Holland	to be assigned	to be assigned	£12,425,000	HRA/Capital	01.04.2019	31.03.2022	3 years	No	No	Optional	To be procured	not applicable
		Property	South Essex Homes	Michael Bryant	Servicing & Maintenance. Of Gas Boilers	Paul Longman	Simon Putt	Richard Whitehead	£6,800,000	Revenue	01/04/14	31/03/19	5yrs +3yrs	Yes	Yes-3 years (3Y Ext.. Taken up commencing 01-04-19)	Mandatory	Aaron Services	£850,000
		Wellbeing	People/Public Health	Kasey Burke	Integrated Sexual Health Service	Osama Oluwadare	to be assigned	to be assigned	£6,560,000	Revenue	01/04/21	31/03/24	3yrs + 2	Yes	31/03/27	Mandatory	Southend Hospital (SUFHT) and Provide	£1,312,000
		Wellbeing	People	Suzie Clark	Provision of 21st Century Children's Centre services	Elaine Hammans	to be assigned	to be assigned	£6,184,000	Revenue	01.10.16	30.09.19	3+1+1+1	Yes	30.09.22	Essential	Family Action	£1,029,000
M1819-04		Property	South Essex Homes	Michael Bryant	Supply & Installation of New Boilers, Boiler Replacement and Upgrading of Existing Heating Systems	Paul Longman	Simon Putt	Richard Whitehead	£4,000,000	Capital	01/04/19	31/03/23	4yrs +1yr	Yes	Yes-1 year	Essential	TBA	£800,000
M1920-03		Wellbeing	People	Suzie Clark	Southend Treatment and Recovery Service	Jamie Pennycott	to be assigned	to be assigned	£3,520,833	Revenue	01/02/18	31/03/20	26+12	Yes	31/03/21	Mandatory	CGL Services Ltd.	£1,625,000
		Wellbeing	People	Emma Woof	Supported housing for adults with a mental health issue	Suzanna Edey	to be assigned	to be assigned	£2,727,600	Revenue	01.04.13	31.03.18	5+3	Yes	31.03.21	Essential	Richmond Fellowship	£299,342
		Community Safety	Place	to be assigned	CCTV Equipment Renewal	Carl Robinson	to be assigned	to be assigned	£2,440,000	Capital- C10894	New	New	New	New	n/a	Essential	New contract	One-off capital expenditure
		Wellbeing	People	Emma Woof	Provision of Autumn Cottage	Karen Peters	to be assigned	to be assigned	£2,316,184	Revenue	01.10.14	30.09.19	5+2	Yes	30.09.21	Essential	Outlook Care	£333,000
		Wellbeing	People	Suzie Clark	Domestic Abuse project	Angela Ejoh	to be assigned	to be assigned	£1,717,522	Revenue	01.02.17	31.01.2020	3+3	Yes	31.01.23	Essential	SOS Domestic Abuse Projects (SOSDAP)	£289,762
		Property	Place	to be assigned	Civic Centre Boilers	Scott Dolling	to be assigned	to be assigned	£1,300,000	Capital- C10980	New	New	New	New	n/a	Mandatory	New contract	One-off capital expenditure
M1920-07		Wellbeing	People	Suzie Clark	Children and Adolescents Emotional Wellbeing Service (CAEWS)	Angela Ejoh	to be assigned	to be assigned	£1,050,000	Revenue	01.11.2015	30/10/18	36+24	Yes	30/10/20	Mandatory	NELFT	£210,000
		Wellbeing	People	Suzie Clark	Supported housing: homeless and generic	Angela Ejoh	to be assigned	to be assigned	£1,014,488	Revenue	01.04.17	31.03.20	3+1+1+1	Yes	31.03.23	Essential	Sanctuary Supported Living	£169,081
		Wellbeing	People	Suzie Clark	Community Falls	Margaret Allen	to be assigned	Matthew White	£1,003,395	Revenue	01/04/16	31.03.19	36+24	Yes	31.03.2021	Optional	NELFT	£216,679
		Energy Saving	Place	Sam Riddoch	Solar PV Projects	Carl Robinson	to be assigned	to be assigned	£947,000	Capital- C10789	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		Property	People	Sam Riddoch	Stairlifts SBC	Dave Halladay	to be assigned	to be assigned	£840,000	Capital, Revenue & Grant (DFG)	01.04.2020	31.03.2023	2+1+1	Yes	No	Mandatory	Stannah; Mobility Solutions (out of contract)	£210,000
		Wellbeing	People	Emma Woof	Carers services	Tracy Harris	to be assigned	to be assigned	£780,000	Revenue	01.10.2016	01.10.2018	24+12+12	Yes	01.10.2020	Mandatory	Southend Carers Forum	£195,000
		Energy Saving	Place	to be assigned	Energy Efficiency Projects	Carl Robinson	to be assigned	to be assigned	£759,000	Capital- C10788	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		Wellbeing	People	Emma Woof	Healthwatch	Ingrid Harvey	to be assigned	to be assigned	£570,000	Revenue	01.10.16	30.09.18	24+24	Yes	30.09.2020	Mandatory	Family Action	£122,778
		Wellbeing	People	Suzie Clark	Management of Tier 4 and Pharmacy Services	Jamie Pennycott	to be assigned	to be assigned	£541,667	Revenue	01/02/18	31/03/20	26+12	Yes	31/03/21	Optional	CGL Services Ltd.	£250,000
		ICT	Finance and Resources	Michelle McMenemy	Revenues and Benefits	Richard Whitehead	To be assigned	To be assigned	£525,000	Revenue	01/04/11	31/03/20	7 yrs	Yes		Mandatory	Northgate	£75,000
M1920-06		Wellbeing	People	Suzie Clark	Supported housing for offenders	Elsa Moore	to be assigned	Richard Whitehead	£509,635	Revenue	13/10/14	12/10/19	36+24	Yes	12/10/19	Optional	Home Group	£101,927
M1415-01		Property	South Essex Homes	Michael Bryant	Lift Replacement Programme (Contracts may be split per scheme)	Paul Longman	Simon Putt	Richard Whitehead	£500,000	Capital	01/07/19	31/03/19	9 mths	New	No	Essential	TBA	£500,000
		Property	South Essex Homes	Michael Bryant	Landlords Lighting and Sub Mains	Paul Longman	Simon Putt	Richard Whitehead	£500,000	Capital	01/05/19	31/03/20	11 mths	New	No	Mandatory	TBA	£500,000
		Bereavement	Transformation	to be confirmed	Medical Examiners (Coroners)	Gary Green	to be assigned	Richard Whitehead	£500,000	Revenue	NEW	NEW	to be decided	N/A	N/A	Essential	TBC	New
		Wellbeing	People	Suzie Clark	Respite Care for CWD	Angela Ejoh	to be assigned	Mark Churchill	£465,000	Revenue	07/01/13	06/01/18	36+24	Yes	Expired	Essential	St Christopher's Cottage	£93,000
		Property	Place	To be assigned	Water Systems (Legionella)	Michael Walsh (Neil Pointer)	to be assigned	Matthew White	£425,000	Revenue	05/01/2015	31/12/20	3+2	Yes	2	Mandatory	H2O Nationwide	£85,000
DN228910		Property	South Essex Homes	Michael Bryant	Fire Door Replacement Works	Paul Longman	Simon Putt	Richard Whitehead	£400,000	Capital	01/08/19	31/03/21	1yr 8mths	New	No	Mandatory	TBA	£400,000
		Property	South Essex Homes	Michael Bryant	St Marys Court Refurbishment Works	Paul Longman	Simon Putt	Richard Whitehead	£400,000	Capital	01/07/19	31/03/20	9 mths	New	No	Essential	TBA	£400,000

		Community Safety	Place	to be assigned	Security Measures	Carl Robinson	to be assigned	to be assigned	£400,000	Capital- C10957	New	New	New	New	n/a	Essential	New contract	One-off capital expenditure
		Property	South Essex Homes	Michael Bryant	High Rise Blocks :Roof refurbishment (Contracts may be split per scheme)	Paul Longman	Simon Putt	Richard Whitehead	£375,000	Capital	01/08/19	28/02/19	7mths	New	No	Essential	TBA	£375,000
DN229018		Energy Saving	Place	Sam Riddoch	Schools and Council Buildings Solar PV	Carl Robinson	to be assigned	to be assigned	£346,000	Capital- C10740	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		Property	South Essex Homes	Michael Bryant	Door Entry Maintenance & Servicing	Paul Longman	Simon Putt	Richard Whitehead	£330,000	Revenue	01/04/20	31/03/23	2yrs +1yr	New	Yes+1	Essential	TBA	£110,000
		ICT	Place	To be assigned	Archive Service	Sharon Wheeler	to be assigned	Richard Whitehead	£325,000	Revenue	01/05/14	01/05/19	5 years	Yes	Option to extend as currently with ECC who are another public body	Essential	Essex Record Office	£65,000
		Wellbeing	Public Health	Suzie Clark	NHS Outreach Health Checks	Erin Brennan-Douglas	to be assigned	Matthew White	£281,250	Revenue	01/04/15	31/03/20	36+24	Yes	31/03/20	Optional	Anglian Community Enterprise (ACE) CIC	£56,250
SBCPO01		Wellbeing	People	Suzie Clark	Young People's Drug and Alcohol Team	Jamie Pennycott	to be assigned	to be assigned	£265,000	Revenue	01/03/08	31/03/19	12	No	N/A - it has been agreed by Head of Children's Services that this service needs to be market-	Mandatory	Southend Borough Council	£265,000
SBCPO07		Property	South Essex Homes	Michael Bryant	Emergency Lighting System Service & Maintenance	Paul Longman	Simon Putt	Richard Whitehead	£260,000	Revenue	01/04/19	31/03/22	3yrs +1yr	New	Yes+1	Mandatory	TBA	£65,000
		Culture and Tourism	Place	To be assigned	Wheeled Sports Facility Central Southend Area	Scott Dolling	to be assigned	to be assigned	£248,000	Capital- C10966	New	New	New	New	N/A	Optional	TBA	One-off capital expenditure
SBCPO25		Wellbeing	People	Suzie Clark	Children and Young People's Advocacy	Angela Ejoh	to be assigned	to be assigned	£206,915	Revenue	31.10.16	30.10.18	24+24	Yes	31.10.2020	Mandatory (Care Act)	NYAS	£45,981
SBCPO50		Asset Management	Finance and Resources	Sam Riddoch	Energy Act Improvement Measures	Alan Richards	to be assigned	Terry Withers	£200,000	Capital	not placed yet	n/a	projects to be individually tendered	not yet	tbc	Essential	TBC	New
SBCPO10		Property	South Essex Homes	Michael Bryant	Stairlift, Steplift and Homelift Service and Maintenance	Paul Longman	Simon Putt	Richard Whitehead	£175,000	Revenue	01/04/19	31/03/24	5yrs +2yrs	Yes	Yes-2 years	Essential	TBA	£25,000
SBCPO32		Wellbeing	People	Emma Woof	Specialist Welfare Advice	Karen Peters	to be assigned	Mark Churchill	£168,630	Revenue	01/04/08	31/03/18	120	No	Expired	Essential	CAB	£16,863
SBCPO65		Property	South Essex Homes	Michael Bryant	Water monitoring	Paul Longman	Simon Putt	Richard Whitehead	£168,000	Capital	01/04/19	31/03/23	4yrs +2yrs	Yes	Yes+2 years	Mandatory	TBA	£28,000
SBCPO63		Property	South Essex Homes	Michael Bryant	Rebuild front porches	Paul Longman	Simon Putt	Richard Whitehead	£160,000	Capital	01/07/19	31/03/20	9 mths	New	No	Essential	TBA	£160,000
SBCPO08		Property	South Essex Homes	Michael Bryant	Tower Blocks:Drainage Refurbishment	Paul Longman	Simon Putt	Richard Whitehead	£150,000	Capital	01/07/19	31/03/22	2yrs 9mths	New	No	Essential	TBA	£50,000
SBCPO72		Transport	Transformation	Gillian Shine	IMA Blue Badge Applications	Anne Warburton/Gemma Loizou	to be assigned	to be assigned	£146,500	Revenue	01/03/17	28/02/20	3 + 2	Y	28/02/22	Essential	Able 2	£29,300
		Property	South Essex Homes	Michael Bryant	Water Main Replacement	Paul Longman	Simon Putt	Richard Whitehead	£125,000	Capital	01/07/19	31/03/20	9 mths	New	No	Essential	TBA	£125,000
		Property	South Essex Homes	Michael Bryant	Boiler Room Upgrades (Contracts may be split per scheme)	Paul Longman	Simon Putt	Richard Whitehead	£120,000	Capital	01/08/19	30/09/19	2 mths	New	No	Essential	TBA	£120,000
		ICT	People	Michelle McMenemy	Equipment Store	To be assigned	To be assigned	To be assigned	£105,000	Revenue	27/04/04	31/03/20	15 yrs	Yes		Essential	Ethitec	£7,000
C10685		Property	South Essex Homes	Michael Bryant	Water monitoring equipment	Paul Longman	Simon Putt	Richard Whitehead	£100,000	Capital	01/04/19	31/03/20	1 yr	New	No	Essential	TBA	£100,000
		Wellbeing	Public Health	Suzie Clark	Public Responsibility Deal	Angela Squires	to be assigned	to be assigned	£90,000	Revenue	01.06.2017	31.05.2020	3 years	Yes	No	Optional	Various- framework open to all access	£22,500
		Property	South Essex Homes	Michael Bryant	Lift Installation Adams Elm House	Paul Longman	Simon Putt	Richard Whitehead	£85,000	Capital	01/04/19	30/06/19	3 mths	New	No	Essential	TBA	£85,000
		Property	South Essex Homes	Michael Bryant	Consultant - Lift Refurb, Design & Supervision	Paul Longman	Simon Putt	Richard Whitehead	£75,000	Capital	01/04/19	31/03/24	5yrs	New		Essential	TBA	£15,000
		Property	Place	To be assigned	Air Conditioning (all sites)	Jo Bell	to be assigned	Matthew White	£75,000	Revenue	01/04/2014	31/03/19	3 + 2	Yes	2	Mandatory- will be let early in 2019/20	Cool Control	£15,000
		Energy Saving	Place	to be assigned	Real Time Air Quality Measurement - Feasibility	Carl Robinson	to be assigned	to be assigned	£65,000	Capital- C10958	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		Property	South Essex Homes	Michael Bryant	Wall finishes	Paul Longman	Simon Putt	Richard Whitehead	£60,000	Capital	01/08/19	31/03/20	8mths	New	No	Essential	TBA	£60,000
		ICT	People	Michelle McMenemy	LAC School Attendance Monitoring	Mark Churchill	To be assigned	To be assigned	£60,000	Revenue	01/07/13	01/04/20	7 yrs	Yes		Mandatory	Welfare Call	£10,000
		Asset Management	Finance and Resources	Sam Riddoch	Energy Act Surveys and EPCs	Alan Richards	to be assigned	Terry Withers	£50,000	Revenue	not placed yet	n/a	5 years	not yet	tbc	Essential	TBC	£10,000
		Property	South Essex Homes	Michael Bryant	Replacement Water Tanks	Paul Longman	Simon Putt	Richard Whitehead	£50,000	Capital	01/07/19	31/03/20	9mths	New	No	Essential	TBA	£50,000
		Culture and Tourism	Place	to be assigned	Belfair Swim Centre	Scott Dolling	to be assigned	to be assigned	£42,000	Capital- C10623	New	New	New	N/A	N/A	Essential	TBA	One-off capital expenditure
		Property	South Essex Homes	Michael Bryant	Sprinkler Upgrade Works	Paul Longman	Simon Putt	Richard Whitehead	£35,000	Capital	01/08/19	31/03/20	8 mths	New	No	Mandatory	TBA	£35,000
		Property	South Essex Homes	Michael Bryant	Demolition of garages for new build	Paul Longman	Simon Putt	Richard Whitehead	£25,000	Capital	01/08/19	30/09/19	2mths	New	No	Essential	TBA	£25,000

		Wellbeing	People	Suzie Clark	Refresh Spot Provider Framework	Karen Peters	to be assigned	Richard Whitehead	Package dependent	Revenue	01/05/17	30/04/21	48	Yes	30/04/21	Essential	To be Procured if required	This is to deliver requirements if the locality providers are unable to
		Wellbeing	People	Emma Woof	Discharge to Assess	Paul Mavin	to be assigned	to be assigned	£50,000	Revenue	01/08/18	31/01/19	6	Yes - Pilot	30/04/19	Essential	Astral Lodge	£100,000
		Wellbeing	People	Emma Woof	Telecare Response Service	Karen Peters	to be assigned	to be assigned	£60,000pa	Revenue	2007	expired- requires procurement		No	n/a	Essential	Ashley Care	£60,000
		Wellbeing	People	Emma Woof	Pilot Nights	Nick Constantine	to be assigned	to be assigned	If all 4 packages of care are utilised for every night of the year the maximum cost would be 162k	Revenue	Feb-16	01/07/2016- requires procurement	6	Yes but only for a pilot	n/a	Essential	Ashley Care	Up to £162,000
		Wellbeing	People	Emma Woof	7-7 service	Nick Constantine	to be assigned	to be assigned	£31,200	Revenue	Jan-17	requires procurement		Yes- only for a pilot	n/a	Essential	Ashley Care	£31,200
		Wellbeing	People	Emma Woof	Carers Emergency Respite	Integrated Commissioning	to be assigned	to be assigned	£15,000pa	Revenue		requires procurement		Yes	n/a	Essential	Ashley Care	£15,000

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Primary Southend 2050 theme and E-Procurement ref	Secondary Southend 2050 theme/s	Category	Department (Strategic Director)	Procurement Lead	Title	Contract Manager or Budget requisitioner	Info Gov - DP contact	Named ICT Service Delivery Manager	Estimated value	Revenue, Capital or Income	Start date	Expiry date	Contract period	Tendered previously?	Option to extend till?	Mandatory, Essential, Optional Service	Suppliers	Estimated annual value
		ICT	Finance and Resources	Michelle McMenemy	Lot 1- Transactional Printing and Hybrid Mail	Mark Murphy	To be assigned	To be assigned	£1,008,000	Revenue	01/03/2017	29/02/2020	3yr +1yr	Yes	Yes	Essential	Ricoh	£252,000
		ICT	Place	Michelle McMenemy	MFD's (Machine Purchase and maintenance)	Mark Murphy	To be assigned	To be assigned	£516,000	Revenue	01/03/2017	29/02/2020	3 yrs	Yes	No	Essential	Ricoh	£172,000
		ICT	Place	Michelle McMenemy	Bespoke Printing	Mark Murphy	To be assigned	To be assigned	£220,000	Revenue	01/03/2017	31/03/2020	3 yrs	Yes	No	Essential	Formara	£110,000
		Culture and Tourism	Place	To be assigned	Allotments Water Supply Upgrade	Scott Dolling	To be assigned	To be assigned	£149,000	Capital- C10967	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		Culture and Tourism	Place	To be assigned	Playground Gates	Scott Dolling	To be assigned	To be assigned	£123,000	Capital- C10779	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		Transport	Place	To be assigned	ForwardMotion rollout into wider Essex (SEAT programme)	Ashley Dalton	To be assigned	To be assigned	£80,000	Grant Capital	01.06.19	31.03.2020	10 months	No	No	Optional	New contract	One-off capital expenditure
		Culture and Tourism	Place	To be assigned	Replacement and Upgrade of Parks Furniture	Scott Dolling	To be assigned	To be assigned	£74,000	Capital- C10879	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		Culture and Tourism	Place	To be assigned	Sidmouth Park - Replacement of Play Equipment	Scott Dolling	To be assigned	To be assigned	£57,000	Capital- C10880	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		Transport	Place	To be assigned	Active Travel Challenge Programme	Ashley Dalton	To be assigned	To be assigned	£45,000	Grant Capital	01.06.19	31.03.2020	10 months	No	No	Optional	New contract	One-off capital expenditure
		Culture and Tourism	Place	to be assigned	Kiosks in Libraries	Scott Dolling	To be assigned	to be assigned	£40,000	Capital	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure

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Primary Southend 2050 theme and E-Procurement ref	Secondary Southend 2050 theme/s	Capital Project Code	Category	Department	Procurement Lead	Contract Manager or Budget Requisitioner	Title	Named ICT Service Delivery Manager	Info Gov - DP contact	Estimated value	Revenue, Capital or Income	Start date	Expiry date	Contract period	Tendered previously?	Option to extend till?	Mandatory, Essential, Optional Service	Supplier/s	Estimated annual value
		C10261	Enterprise and Regeneration	Place	Darryl Mitchell	Alan Richards	Airport Business Park (Inc. Local Growth Fund)	David Cummings	to be assigned	£29,018,000	Capital	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		C10979	Culture and Tourism	Place	To be assigned	Scott Dolling	Forum II – SBC Match Funding to LGF	To be assigned	to be assigned	18,950,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		N/A	Economic Development	Place	To be assigned	Chris Burr	SEBB V2- business support workshops	To be assigned	To be assigned	£5,000,000	Grant Capital	Autumn 2019 (depending on bid timescales)	TBC	TBC	Yes	TBC	Optional- will utilise MHCLG grant funding	New contract	TBC
		N/A	Finance and Resources	Finance and Resources	Sam Riddoch	Bridgette Cowley	Enforcement Agent and Debt Recovery	to be assigned	to be assigned	£2,800,000	Debt Recovery	01/07/20	30/06/24	2+1+1	Y	31/07/20	Essential	Marston; Newlyn	£700k fees
		C10974	Culture and Tourism	Place	to be assigned	Scott Dolling	Fire Improvement Works	to be assigned	to be assigned	£500,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		New	Schools Capital Programme	People	to be assigned	Brin Martin	Chalkwell Hall Infants Energy Project	to be assigned	to be assigned	£300,000	Capital	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		C10964	Culture and Tourism	Place	to be assigned	Scott Dolling	Shoebury Common Regeneration	to be assigned	to be assigned	£250,000	Capital	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		C10984	Schools Capital Programme	People	to be assigned	Brin Martin	Fairways Primary curtain walling	to be assigned	to be assigned	£240,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		C10624	Culture and Tourism	Place	to be assigned	Scott Dolling	Library Review	to be assigned	to be assigned	£179,000	Capital	New	New	New	New	N/A	Optional	New contract	One-off capital expenditure
		New	Schools Capital Programme	People	to be assigned	Brin Martin	West Leigh Infant Boiler	to be assigned	to be assigned	£160,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		C10988	Schools Capital Programme	People	to be assigned	Brin Martin	Chalkwell Hall Infants replace relocatables (SBC 50%)	to be assigned	to be assigned	£109,000	Capital	New	New	New	New	N/A	Essential	New contract	One-off capital expenditure
		C10987	Schools Capital Programme	People	to be assigned	Brin Martin	Chalkwell Hall Juniors roofs	to be assigned	to be assigned	£100,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		C10985	Schools Capital Programme	People	to be assigned	Brin Martin	Eastwood Primary roof	to be assigned	to be assigned	£50,000	Capital	New	New	New	New	N/A	Mandatory	New contract	One-off capital expenditure
		N/A	Economic Development	Place	To be assigned	Chris Burr	Launch Pad Operator	Terry Withers	To be assigned	Will be a property lease arrangement	Income	New	New	Long-term lease	New	Y	Essential	New contract	N/A- Rental/Lease agreement
		N/A	Asset Management	Finance and Resources	to be confirmed	Alan Richards	Business Rates Appeals Contract	Terry Withers	To be assigned	variable depending on savings delivered- will return to the market and re-tender after new legislation has settled	Revenue	01/12/11	01/12/2018 (continuing to allow new legislation to embed)	7 years	Yes via framework	No	Optional	GVA	Only paid a % fee on saving

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Primary Southend 2050 theme and E-Procurement ref	Secondary Southend 2050 theme/s	Capital Project code	Category	Department or Strategic Director	Procurement Lead	Title	Contract Manager or Budget Requisitioner	Named ICT Service Delivery Manager	Info Gov - DP contact	Estimated lifetime contract value (including extensions)	Revenue, Capital or Income funded	Start date	Expiry date	Contract period	Tendered Previously?	Option to extend till	Mandatory, Essential, Optional Service	Current Supplier/s	Estimated annual value
		C10699	Highways and Infrastructure	Place	Sam Riddoch	Local Growth Fund - A127 Growth Corridor Essential Maintenance and The Bell – spring May/June 2018	Peter Geraghty	to be assigned	to be assigned	£10,417,000	Capital	May/June 2019	Mar-21	New	New	New	Essential	New	One-off capital expenditure
		N/A	ICT	Place	Michelle McMenemy	Enhancement of 214 circuits to full fibre	Nick Corrigan	N/A	To be assigned	£4,500,000	Capital	New	to be decided	to be decided	New	n/a	Optional	New	One-off project
		C10702	Highways and Infrastructure	Place	Sam Riddoch	Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	Peter Geraghty	to be assigned	to be assigned	£4,000,000	Capital	Oct-19	Mar-21	New	New	New	Essential	New	One-off capital expenditure
		C10058	Highways and Infrastructure	Place	Sam Riddoch	Southend Transport Model- (3 Projects) Electrical Vehicle Charging Points, Traffic Surveys and Integrated Transport VMS	Peter Geraghty	to be assigned	to be assigned	£1,175,000	Capital	Apr-19	Mar-21	New	New	New	Essential	New	One-off capital expenditure
		N/A	ICT	Place	Michelle McMenemy	Veeam Backup Solution	David Cummings	N/A	To be assigned	£1,120,000	Revenue	24/12/14	31/01/20	5 yrs	Yes		Essential	Galtec Solutions Ltd.	£280,000
		N/A	ICT	Place	Michelle McMenemy	SIP Communications Protocol	Mark Churchill	N/A	To be assigned	£645,000	Revenue	05/02/16	04/10/19	3 yrs + 8mths	Yes		Essential	Daisy/Updata	215,000
		N/A	Transport	Transformation	Gillian Shine	Repairs & Maintenance (vehicles) contract	Anne Warburton	Terry Withers	to be assigned	£520,000	Revenue	01/07/16	30/06/19	3 yrs	Yes	1+1	Essential	Castlepoint motors	£104,000
		New	Works to Property	Place	to be assigned	Civic Campus - Efficient Use of Space	Scott Dolling	to be assigned	to be assigned	£500,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		N/A	Transport	Transformation	Gillian Shine	Fuel Cards	Anne Warburton/Gemma Loizou	Richard Whitehead	to be assigned	£400,000	Revenue	21/04/16	20/04/20	3+1	Y (Direct Award via CCS Framework)	20/04/20	Essential	Fuel Card Services Ltd	£100,000
		C10904	ICT	Place	Michelle McMenemy	ICT - Southend Operation/Data Centre	Nick Corrigan	to be assigned	to be assigned	£400,000 (a further £2m capital may be requested depending upon an approved business case)	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		C10576	ICT	Place	to be assigned	ICT Rolling Replacement Programme	Nick Corrigan	to be assigned	to be assigned	£250,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		C10580	ICT	Place	to be assigned	IoT Smart City Delivery	Nick Corrigan	to be assigned	to be assigned	£233,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		C10767	ICT	Place	to be assigned	N3 Connectivity in Civic Building	Nick Corrigan	to be assigned	to be assigned	£231,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		N/A	ICT	Place	Michelle McMenemy	Datacentre	David Cummings	N/A	To be assigned	£230,000	Revenue and Capital	New	New	to be decided	New	n/a	Optional	New	Tender being published by CCS
		N/A	ICT	Transformation	Michelle McMenemy	Registration Entry Gateway System	To be assigned	N/A	To be assigned	£220,000	Revenue	10/08/15	09/08/20	3 yrs	Yes	n/a	Essential	Microform Imaging Ltd.	£73,000
		N/A	ICT	Place	Michelle McMenemy	GIS Mapping	Matthew White	N/A	To be assigned	£180,000	Revenue	01/07/08	30/12/19	10.5 yrs	Yes	n/a	Mandatory	ESRI UK	Maintenance contract renewed
		C10898	ICT	Place	to be assigned	Central Government ICT Security Compliance	Nick Corrigan	to be assigned	to be assigned	£139,000	Capital	New	New	New	New	New	Mandatory	New	One-off capital expenditure
		N/A	ICT	Place	Michelle McMenemy	Re-procurement of S&M services for DC equipment	David Cummings	N/A	To be assigned	£120,000	Revenue	New	to be decided	to be decided	New	n/a	Optional	New	£120,000
		N/A	ICT	Place	Michelle McMenemy	Consultancy	Nick Corrigan	N/A	To be assigned	£100,000	Dept. of Transport Grant if successful	New	New	to be decided	New	n/a	Optional	New	Use Boom Framework for Consultancy
		N/A	ICT	Place	Michelle McMenemy	Man and Machine contract review	Matt White	N/A	To be assigned	£85,000	Revenue	01/04/14	31/03/20	6 yrs	Yes		Essential	Man and Machine	£17,000
		C10895	ICT	Place	to be assigned	Core Application and Database Migration	Nick Corrigan	to be assigned	to be assigned	£71,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		New	ICT	Place	Michelle McMenemy	Software	Nick Corrigan	Matthew White	To be assigned	£70,000	Capital	01/08/19	31/07/24	3yr +1yr + 1yr	New	n/a	Essential	New	£13,400
		C11002	ICT	Place	to be assigned	Extending Wi-Fi in Council Premises	Nick Corrigan	to be assigned	to be assigned	£70,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		C11008	ICT	Place	to be assigned	Disaster Recovery Relocation	Nick Corrigan	to be assigned	to be assigned	£55,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure
		New	ICT	Place	to be assigned	Remote working enhancements	Nick Corrigan	to be assigned	to be assigned	£50,000	Capital	New	New	New	New	New	Essential	New	One-off capital expenditure

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Appendix 2- £1m + Contracts on the 2019/20 Annual Procurement Plan

Primary Southend 2050 Theme	Secondary Southend Theme/s	Department or Strategic Director	Title	Estimated lifetime contract value (including extensions)	Revenue, Capital or Income funded
		Place	Airport Business Park (Inc. Local Growth Fund)	£29,018,000	Capital
		People	DPS / Framework for Supported Living for Adults with a Learning Disability and Adults with a Mental health need	£16,000,000	Revenue
		People	3 HRA Developments- Phase 3, 4 & MMC	£12,425,000	HRA/Capital
		Place	Local Growth Fund - A127 Growth Corridor Essential Maintenance and The Bell – spring May/June 2019	£10,417,000	Capital
		Place	Southend Pier - Timber Outer Pier Head	£7,992,000	Capital
		South Essex Homes	Servicing & Maintenance. Of Gas Boilers	£6,800,000	Revenue
		People and Public Health	Integrated Sexual Health Service	£6,560,000	Revenue
		People	Provision of 21st Century Children's Centre services	£6,184,000	Revenue
		Place	SEBB V2- business support workshops	£5,000,000	Grant Capital
		Place	Enhancement of 214 circuits to full fibre	£4,500,000	Capital
		Place	Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	£4,000,000	Capital
		South Essex Homes	Supply & Installation of New Boilers, Boiler Replacement and Upgrading of Existing Heating Systems	£4,000,000	Capital
		People	Southend Treatment and Recovery Service	£3,520,833	Revenue
		Place	Repair & Maintenance of Public Buildings Inc. Minor Works & Foreshore (Commercial Property Maintenance and Property Refurbishment Programme as detailed on Capital prog.)	£3,500,000	Revenue and Capital
		Place	Southend Pier - Replacement of Pier Trains	£3,250,000	Capital
		Finance and Resources	Enforcement Agent and Debt Recovery	£2,800,000	Debt Recovery (% fee)
		People	Supported housing for adults with a mental health issue	£2,727,600	Revenue
		Place	Arboriculture Services (Lot 1: Term Contractor) (Lot 2 Approved List)	£2,653,000	Revenue
		Place	CCTV Equipment Renewal	£2,440,000	Capital- C10894
		People	Provision of Autumn Cottage	£2,316,184	Revenue
		Place	Southend Pier - Prince George Extension (Phase Two)	£2,308,000	Capital- C10905
		Place	Operations Centre/Data Warehouse	£2,000,000	Capital
		People	Domestic Abuse Project	£1,717,522	Revenue
		Place	Southend Pier - Condition Works Engineers (Inc. Re-tender of Pier Professional Services)	£1,615,000	Capital- C10697
		Place	Civic Centre Boilers	£1,300,000	Capital- C10980
		Place	Southend Transport Model- (3 Projects) Electrical Vehicle Charging Points, Traffic Surveys and Integrated Transport VMS	£1,175,000	Capital
		Place	Veeam Backup Solution	£1,120,000	Revenue
		People	Children and Adolescents Emotional Wellbeing Service (CAEWS)	£1,050,000	Revenue
		People	Supported housing: homeless and generic	£1,014,488	Revenue
		Finance and Resources	Lot 1- Transactional Printing and Hybrid Mail	£1,008,000	Revenue
		People	Community Falls	£1,003,395	Revenue

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4.3 The Chief Executive and / or Strategic Director (Transformation)

- To make, revoke or amend Human Resources Policies, in consultation with the Chief Executive and after consultation with the Trade Unions if appropriate, save that where the Chief Executive determines that the issues involved are significant (including but not limited to changes to disciplinary and grievance procedures), then the decision shall be for Cabinet.
- To agree gradings of new posts with the appropriate Chief Officer.
- To deal with Council communications and press releases.
- ~~To determine applications for in-year grants in accordance with the agreed criteria, following consultation with the members of the Grants Strategy Working Party.~~
- To pay salaries, wages, performance related pay, honoraria and other gratuities (the Strategic Director (Finance & Resources) also has this delegated power).
- To deal with organisational transformation, save that strategic decisions shall be a matter for Cabinet.
- To deal with all matters relating to the Customer Service Centre.
- To discharge the Council's functions (including but not limited to determining all consents, permissions and licences and taking enforcement action) in relation to:
 - Cemeteries and crematoria
 - The Registration of Births, Deaths and Marriages, and civil ceremonies, including premises for Civil marriages
 - Transport services
- See also section 5.2 for Special Scheme of Delegation for Cemeteries and Crematorium

4.8 The Deputy Chief Executive (People) and / or the Director of Strategy & Commissioning

- To discharge the Council's functions relating to:-
 - Corporate Commissioning including determining grant applications in accordance with the Council's Commissioning Framework
 - Commissioning for Public Health
 - Joint Commissioning, including with the CCG
 - ~~Corporate procurement.~~ *[This now comes under the Strategic Director (Finance & Resources) and will be added to Delegation 4.4]*

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AS WE move into the first five years of our journey to achieving the 2050 vision for Southend, it is essential that providers in adult community care and health services understand how they can participate in the development and delivery of outcome focused services. Our Market Position Statement provides all the necessary links for this to happen.

The Southend 2050 roadmap and strategic delivery plan sets out the outcomes residents want to see achieved in the next five years. All future commissioned services will be assessed in relation to their ability to contribute to the delivery of the 2050 outcomes. I look forward to working with you on our journey.

ALISON GRIFFIN, CHIEF EXECUTIVE,
SOUTHEND-ON-SEA BOROUGH COUNCIL



SOUTHEND2050 *it all starts here*

Our ambition for Southend 2050 starts with five key themes

PRIDE & JOY

Southenders will be fiercely proud of, and go out of their way, to champion what our city has to offer.

SAFE & WELL

People in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives.

ACTIVE & INVOLVED

We have a thriving, active and involved community that feel invested in our city.

OPPORTUNITY & PROSPERITY

Southend-on-Sea is a successful city and we share our prosperity amongst all of our people.

CONNECTED & SMART

People can easily get in, out and around our borough and we have a world class digital infrastructure.

Who is the Market Position Statement For?

The MPS promotes opportunities to:

- Existing providers of adult community care services and health related services in Southend-on-Sea and Castle point and Rochford;
- Community Care providers and organisations not currently active in Southend-on-Sea;
- Voluntary and Community Organisations as well as people interested in local business development and social enterprises;
- Private providers;
- Southend residents who are interested in co-producing services

What do providers need to know?

- Our Southend 2050 ambition (<https://democracy.southend.gov.uk>)
- Locality working (<https://bit.ly/2sjRMbc>)
- Multi-Disciplinary Team working (MDTs)
- Alignment with the Sustainability and Transformation Plan (STP) (www.nhsmidandsouthessex.co.uk)

Why do we need a Market Position Statement?

- The Care Act 2014
- The NHS 10 year plan
- To encourage commissioners, people who use services, carers and provider organisations to work together to explain what services and support is needed in the area and why

Local businesses and start ups can access support, grants, training and much more. Contact our Economic Development team via economicd@southend.gov.uk or visit the website www.businesssonsea.co.uk

Our performance against the Adult Social Care outcomes Framework can be reviewed on <http://ascf.hscic.gov.uk>



For further information on our social value policy please follow this link www.southend.gov.uk/info/200372/our_community

For links to our annual procurement plan, electronic procurement portal and Contracts finder, visit:

www.southend.gov.uk/info/200358/procurement_and_contracts/481/tender_opportunities

This link provides access to our

- Cabinet approved Annual Procurement Plan
- Our Electronic Procurement portal where suppliers can register and therefore receive notification of tendering opportunities. The portal also contains our Council Contracts Register so suppliers can plan for future opportunities
- Link for Contracts Finder which is a UK site where the public sector have to publish opportunities with a value over £25k (£10k for Central Government) and where suppliers can register – market engagement events will also be published via this site



European Opportunities are published on (OJEU): www.ojeu.eu

The table below is an example of our Adult Social Care procurement Plans for 2019/20 – this includes contract extensions, new and remodelled services and tender opportunities

Supported housing pathway for adults with a mental health condition extended for one year to March 2019 with option to extend for further 2 years.

3 year contract awarded for new **Adult Advocacy Hub** service starts April 2019.



Recovery College and Mental Health Wellbeing Café – joint procurement in progress with Southend and Castle Point & Rochford CCGs.

Supported housing pathway for adults with a learning disability extended to September 2019, with options to extend further subject to review of service provision.

West street – supported living for people with a learning disability. A procurement process will commence late 2018. Current term ends May 2019.

A Remodelled **Floating support** service to reduce debt and prevent homelessness launches April 2019.



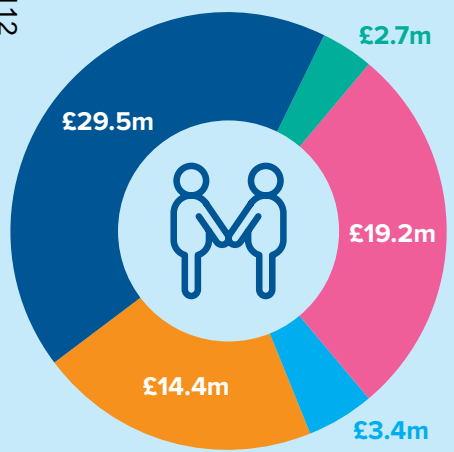
Options on the **Carers Hub** contract are due for review October 2019

Supported housing for offenders extended until October 2019 – a procurement process will commence during that time frame.



A new **Integrated Sexual Health service** launches 2019.

112



How we spent our money (2017/18)

- Physical and/or Sensory Support
- Learning Disability Support
- Other Adult Social Care Support
- Mental Health Support
- Support with Memory and Cognition



Visit our website www.southend.gov.uk for links to published JSNA documents, the **Local Account**, population data, our **Contracts Register** and our **procurement intentions and latest opportunities for other commissioned services**, for example children's services, ICT and digital, Leisure, Regeneration, transport, printing

During the year we will consult with providers to understand how this Market Position Statement contributes to understanding and development of services. If you have suggestions on what else you would like to see, we would welcome your feedback to inform future iterations of our Market Position Statement. Please email procurementops@southend.gov.uk if you wish to submit feedback.

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

1. Recommendations
2. Background
3. Southend 2050 and the Policy Context
4. Approach
5. Evidence Gathering
6. Methodology
 - a. Process
 - b. Reference Group
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 121	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				
125 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		✓
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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