

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Tuesday, 28th January, 2020

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Democratic Services Officer

Email: committeesection@southend.gov.uk

A G E N D A

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Questions from Members of the Public**
- 4 **Minutes of the Meeting held on Monday, 25th November 2019**
- **** **ITEMS REFERRED DIRECT BY CABINET HELD ON THURSDAY 16TH JANUARY 2020**
- 5 **Draft Prioritising Resources to Deliver Better Outcomes – 2020/21 to 2024/25** (Pages 7 - 224)
Minute 692 (Cabinet Book 1, Agenda Item No. 6 refers)
Referred direct to all three Scrutiny Committees
- 6 **Update on Airport Business Park** (Pages 225 - 234)
Minute 694 (Cabinet Book 2, Agenda Item No. 8 refers)
Referred direct by Cabinet
- 7 **Update on Town Centre Strategy** (Pages 235 - 252)
Minute 695 (Cabinet Book 2, Agenda Item No. 9 refers)
Referred direct by Cabinet
- 8 **Unmet Demand Survey for Hackney Carriage & Private Hire**
(Pages 253 - 376)
Minute 696 (Cabinet Book 2, Agenda Item No. 10 refers)
Referred direct by Cabinet
- 9 **Consideration of Hamlet Court Road for Conservation Area Designation**
(Pages 377 - 412)
Minute 697 (Cabinet Book 3, Agenda Item No. 11 refers)
Referred direct by Cabinet
- 10 **Southend Local Plan Update** (Pages 413 - 456)
Minute 698 (Cabinet Agenda Item 12 refers, report circulated separately)
Referred direct by Cabinet
- 11 **Notice of Motion - Fireworks** (Pages 457 - 460)
Minute 699 (Cabinet Book 3, Agenda Item No. 13 refers)
Referred direct by Cabinet

- 12 Notice of Motion - National Community Energy Campaign**
(Pages 461 - 468)
Minute 700 (Cabinet Book 3, Agenda Item No. 14 refers)
Referred direct by Cabinet
- 13 Notice of Motion - Safer Passage Signage** (Pages 469 - 472)
Minute 701 (Cabinet Book 3, Agenda Item No. 15 refers)
Referred direct by Cabinet
- 14 Notice of Motion - Tree Cover** (Pages 473 - 480)
Minute 703 (Cabinet Book 3, Agenda Item No. 17 refers)
Referred direct by Cabinet
- 15 Transport Strategy** (Pages 481 - 486)
Minute 707 (Cabinet Agenda Item No. 21 refers, report circulated separately)
Referred direct by Cabinet
- 16 Additional Outcome Success Measures Reporting** (Pages 487 - 508)
Minute 708 (Cabinet Book 4, Agenda Item No. 22 refers)
Referred direct to all three Scrutiny Committee
- 17 2019/20 Corporate Risk Register** (Pages 509 - 544)
Minute 710 (Cabinet Book 4, Agenda Item No. 24 refers)
Referred direct to all three Scrutiny Committees
- 18 Council Procedure Rule 46** (Pages 545 - 546)
Minute 712 (Cabinet Book 4, Agenda Item No. 26 refers)
Referred direct to all three Scrutiny Committees

****** ITEMS CALLED IN/REFERRED DIRECT FROM CABINET COMMITTEE HELD ON TUESDAY 6TH JANUARY 2020**

NONE

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

NONE

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

NONE

****** OTHER SCRUTINY MATTERS**

NONE

TO: The Chair and Members of Place Scrutiny Committee:

Councillor A Moring (Chair),
Councillors M Flewitt (Vice-Chair), B Ayling, J Beck, A Bright, K Buck, L Burton,
A Chalk, D Cowan, T Cox, M Dent, S George, D Jarvis, S Wakefield, C Walker, N Ward
and P Wexham

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 25th November, 2019
Place: Committee Room 1 - Civic Suite

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Present: Councillor M Flewitt (Vice-Chair, in the Chair)
Councillors B Ayling, K Buck, L Burton, A Chalk, D Cowan, T Cox,
M Dent, N Folkard*, George, D Jarvis, M Kelly*, S Wakefield, N Ward
and P Wexham
(*Substitute in accordance with Council Procedure Rule 31.)

In Attendance: Councillors I Gilbert, C Mulroney, M Terry and R Woodley (Cabinet
Members) and S Aylen and K Evans
A Lewis, P Geraghty, G Gilbert, C Robinson, J Martin, S Harrington,
T Row and N Hunwicks

Start/End Time: 6.30 pm - 7.40 pm

554 Apologies for Absence

Apologies for absence were received from the Chair, Councillor Moring (no substitute) and Councillors Beck (substitute: Councillor Dent), Bright (substitute: Councillor Folkard) and Walker (no substitute).

555 Declarations of Interest

The following interests were declared at the meeting:

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

(b) Councillors Ayling, Cowan, Folkard, Jarvis, Mulroney, Wakefield and Ward – Agenda Item No. 5 (Parking Review Scope) – Non-pecuniary interest: Appointed as a Member of the Development Control Committee due to consider an application for planning permission for a development on land at Seaway Car Park, which was mentioned in the debate;

(c) Councillors Aylen and K Evans – Agenda Item No. 7 (Notice of Motion – Dog Poo DNA) – Non-pecuniary interest: Dog owners;

(d) Councillor Ayling – Agenda Item No. 5 (Parking Review Scope) – Non-pecuniary interest: Has talked to numerous residents regarding parking and presented two petitions at Council;

(e) Councillor Cox – Agenda Item No. 7 (Notice of Motion – Dog Poo DNA) – Non-pecuniary interest: Employer mentioned in the report but not referred to or debated at the meeting;

(f) Councillor Jarvis – Agenda Item No. 9 (Requests for Waiting Restrictions – Civic Centre Underground Car Park) – Non-pecuniary interest: User of car park at weekends; and

(g) Mr A Lewis – Agenda Item No. 5 (Parking Review Scope) – Non-pecuniary interest: Director of the Porters Place Southend LLP in respect of the Better Queensway Development which was mentioned in the debate.

556 Questions from Members of the Public

The Committee noted the responses to two questions that had been submitted by Mr Grubb to the Cabinet Member for Transport, Capital Inward Investment. Copies will be forwarded to him as he was not present at the meeting.

557 Minutes of the Meeting held on Monday 7th October 2019

Resolved:-

That the Minutes of the Meeting held on Monday, 7th October 2019, be received, confirmed as a correct record and signed.

558 Parking Review Scope

The Committee considered Minute 509 of Cabinet held on Tuesday, 5th November 2019, which had been called into Scrutiny, together with a report of Deputy Chief Executive (Place) setting out an approach and timeline to develop a suite of parking policies using service design principles, which once completed will form a comprehensive parking strategy for the Borough.

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That the approach to develop a parking strategy, be endorsed.

2. That the proposed policy objectives, priorities and timetable for introducing policy measures, be approved.”

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

Note: This is an Executive Function

Cabinet Member: Councillor Woodley

559 Notice of Motion - Climate Change and Southend-on-Sea - A Green City

The Committee considered Minute 512 of Cabinet held on Tuesday, 5th November 2019, which had been called into Scrutiny. This related to the Notice of Motion in connection with the Climate Emergency Declaration and the Southend 2050 Green City outcome, presented to Council at its meeting on 24th October 2019.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That the work that is being undertaken to tackle Climate Change, which will be used to establish the action plan to achieve net-zero emissions by 2030, be noted.

2. That it be noted that adapting to Climate Change to deal with the impacts of embedded emissions will need to take equal priority with Climate Change mitigation, such as achieving net-zero emissions.

3. That the new Low Carbon and Sustainability Strategy which will be brought forward to 2020 to cover the period 2020-2030, be noted.

4. That the Government (via the LGA) be lobbied with other Local Authorities to ensure that funds are made available to increase the work towards achieving carbon neutral status.”

Note: This is an Executive Function
Cabinet Member: Councillor Mulroney

560 Notice of Motion - Dog Poo DNA

The Committee considered Minute 513 of Cabinet held on Tuesday, 5th November 2019, which had been called into Scrutiny. This related to the Notice of Motion relating to Dog Waste DNA, presented to Council at its meeting on 24th October 2019.

Resolved:-

1. That the following decisions of Cabinet be noted:

“1. That the Notice of Motion is rejected based on the evidence that there is a relatively low number of irresponsible dog owners, DNA testing would be cost prohibitive and have a low take up based on the experiences from LBBD and Thanet District Council and would place an undue obligation on responsible dog owners.

2. That the existing powers with additional targeting of hot-spot areas through enforcement, education and communications activity to address the issues with dog fouling continue to be utilised.”

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

Note: This is an Executive Function
Cabinet Member: Councillor Mulroney

561 Southend 2050 Outcome Success Measures - Quarter 2 Report 2019/20

The Committee considered Minute 522 of Cabinet held on 5th November 2019, which had been called in for Scrutiny, together with the report of the Chief

Executive outlining the Southend 2050 Outcomes Success Measures for 2019/20 (second quarter).

Resolved:-

That the following decision of Cabinet be noted:-

“That the Quarter 2 performance, be noted.”

Note: This is an Executive Function
Cabinet Member: Councillor Gilbert

562 Requests for Waiting Restrictions

The Committee considered Minute 504 of Cabinet Committee held on 4th November 2019, which had been called in to Scrutiny, together with the report of the Deputy Chief Executive (Place). This related to the proposed introduction of new and the amendment of existing waiting restrictions at various locations in the Borough, including the removal of the Civic Centre Underground Car Park for public use at weekends.

The Cabinet Member for Transport, Capital, Inward Investment undertook to provide a written response to a question whether the parking spaces in the Civic Centre Underground Car Park were included in the overall figure set out in the Southend Central Area Action Plan (SCAAP).

Resolved:-

1. That the following decisions of Cabinet Committee be noted:-

“1. That the Deputy Chief Executive (Place) be authorised to publish the relevant statutory notice and undertake the necessary consultation for a traffic regulation order(s) for the following requests and, subject to there being no objections received following statutory advertisement, to arrange for the order to be sealed and the proposals implemented:

(i) the removal approximately 17 metres of no waiting at any time on the north-east side outside Nos.4 and 5 Runwell Terrace and replace with 3 pay and display bays;

(ii) to provide additional on-street pay and display parking at various locations in Western Esplanade Eastern Esplanade as set out in Appendix 2 to the submitted report;

(iii) the amendment to the existing waiting restrictions in Ambleside Drive in the vicinity of the Adult Community College (in the meantime, the Interim Group Manager Traffic & Highways undertook to install an “H-bar” marking on the highway at this location to protect the “pram ramp” in the vicinity of 105-107 Ambleside Drive;

(iv) the reduction of the existing junction protection in Leighville Grove, Leigh-on-Sea at its junction with Rectory Grove by 5 metres each side;

(v) the removal of the limited waiting bay outside Nos.151 and 153 Kings Road, Westcliff-on-Sea; and

(vi) the removal of the junction protection waiting restrictions on the north side of Sunningdale Avenue, Leigh-on-Sea that was originally introduced as a temporary basis during construction of the flat development on the corner.

2. That consideration of the review of parking in Clarence Road, Clarence Street and Weston Road, Southend-on-Sea, which forms part of an ongoing town centre review, to create additional parking within this area by the redeployment of some disabled bays, loading facilities and creation of additional spaces, be deferred and that officers be requested to investigate more appropriate locations of the disabled parking bays and investigate the feasibility of introducing some parking bays with a maximum stay of 15 minutes free of charge within the proposed scheme.

3. That the proposed revocation of the current off street parking places Traffic Regulation Order to remove public parking at weekends in the Civic Centre Underground Car Park not be progressed.”

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

Note: This is an Executive Function
Cabinet Member: Councillor Woodley

Chair: _____

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Southend-on-Sea Borough Council

Report of Executive Director (Finance & Resources)

To

Cabinet

On

16 January 2020

Agenda
Item No.

5

Report prepared by:
Pete Bates, Interim Head of Corporate Finance
Caroline Fozzard, Group Manager for Financial Planning and
Control

Draft Prioritising Resources to Deliver Better Outcomes – 2020/21 to 2024/25

All Scrutiny Committees

Cabinet Members: Councillor Ian Gilbert and Councillor Ron Woodley

Part 1 (Public Agenda Item)

1 Purpose of Report

- 1.1 To illustrate over the medium term how the available revenue and capital resources are prioritised to respond to increasing demand for key local services and deliver better outcomes for local residents aligned to our Southend 2050 ambition.
- 1.2 To outline a new approach towards securing long term financial sustainability and more effective medium term business and financial planning.
- 1.3 To propose a fully funded integrated set of revenue budget initiatives and capital investment priorities for consultation, agreement and then submission to Council for approval.

2 Recommendations

The proposed overall investment package contained in this integrated revenue and capital resources report was launched for consultation with relevant stakeholders on 9 January 2020.

The following series of recommendations will ensure that a compliant, balanced and sustainable budget is agreed that invests in key priorities to deliver better outcomes for residents of Southend-on-Sea. This overall budget package is subject to confirmation of the financial settlement, certain assumptions and any consultation responses received by Cabinet prior to its next meeting scheduled for 11th February 2020.

That Cabinet recommend to Council that it:

- 2.1 Approve the draft Financial Sustainability Strategy (Appendix 1);**
- 2.2 Approve the draft Medium Term Financial Strategy (Appendix 2) and the resulting Medium Term Financial Forecast and Earmarked Reserves Balances up to 2024/25 (Annexes 1 and 2 to Appendix 2);**
- 2.3 Consider and acknowledge the Section 151 Officer's report on the robustness of the proposed budget, the adequacy of the Council's reserves and the Reserves Strategy (Appendix 3);**
- 2.4 Approve the appropriation of the sums to earmarked reserves totalling £3.37 million (Appendix 4);**
- 2.5 Approve the appropriation of the sums from earmarked reserves totalling £8.972 million (Appendix 4);**
- 2.6 Approve a General Fund net revenue budget for 2020/21 of £130.428M (Appendix 5a) and any required commencement of consultation, statutory or otherwise;**
- 2.7 Approve a Council Tax increase of 3.99% for the Southend-on-Sea element of the Council Tax for 2020/21, being 1.99% for general use and 2% for Adult Social care (Paragraph 10.10);**
- 2.8 Note that the 2020/21 revenue budget has been prepared on the basis of using £2 million from the Collection Fund for the core budget to allow for a smoothing of the budget gap across the next three financial years (Paragraph 10.9);**
- 2.9 Note the position of the Council's preceptors is to be determined:**
 - Essex Police – no indication of Council Tax position;**
 - Essex Fire & Rescue Services – no indication of Council Tax position;**
 - Leigh-on-Sea Town Council – proposed precept increase ranging from 4.72% to 8.30%;**
- 2.10 Approve that no Special Expenses be charged other than Leigh-on-Sea Town Council precept for 2020/21;**
- 2.11 Approve the proposed General Fund on-going budget investment and reprioritisation of £5.355M (Appendix 6);**
- 2.12 Approve the one-off investment items, as set out in paragraph 10.8 and included within the appropriations (Appendix 7);**
- 2.13 Approve the schools budget and its relevant distribution as recommended by the Education Board (Appendix 8);**

- 2.14 **Consider and approve the Capital Investment Strategy for 2020/21 to 2024/25 (Appendix 9) and the Capital Investment Policy (Annex 1 to Appendix 9);**
- 2.15 **Consider and approve the proposed:**
- (i) **new schemes and additions to the Capital Investment Programme for the period 2020/21 to 2024/25 totalling £28.4M for the General Fund and £18.7M for the Housing Revenue Account (Appendix 10);**
 - (ii) **schemes subject to viable business cases for the period 2020/21 to 22/23 (Appendix 10);**
- 2.16 **Consider and approve the proposed changes to the current Capital Investment Programme (Appendix 11);**
- 2.17 **Approve the proposed Capital Investment Programme for 2020/21 to 2024/25 (Appendix 12) and note the changes to the approved programme will result in a proposed Capital Investment Programme of £204.8M for 2020/21 to 2024/25 (Appendix 12) of which £51.3M is supported by external funding;**
- 2.18 **Approve the Minimum Revenue Provision (MRP) Policy for 2020/21 (Appendix 13) and the prudential indicators (Appendix 14);**
- 2.19 **The operational boundary and authorised limits for borrowing for 2020/21 are set at £375M and £385M respectively (Appendix 14).**

3 Background

- 3.1 The financial landscape and operating environment for public services generally and for local government in particular remains challenging and uncertain. Local Authorities have been provided with an initial indicative financial settlement for 2020/21 only. No information is currently available for future years. Part of our strategic response to this challenge is to develop a new Financial Sustainability Strategy to outline, at a high level, our ambition, approach, desire and commitment to ensure that Southend-on-Sea Borough Council remains financially stable and resilient for the future.
- 3.2 This approach is important to assess, understand and take responsibility for our financial future. It will also enable us to be proactive in the delivery of our agreed Southend 2050 ambition, key priorities and to provide the best possible value for money services to our local residents, businesses and visitors. Our financial sustainability will be enhanced by embracing the Borough's economic potential, growing our local tax bases and by increasing our income generating and commercial capabilities.
- 3.3 The updated Medium Term Financial Strategy 2020/21 – 2024/25 provides an integrated view of the whole of the Council's finances and priority investment plans over the medium term. This report outlines how scarce revenue and capital resources are prioritised and deployed to respond to increasing demand

for key local services and to deliver better outcomes for local residents aligned to our Southend 2050 ambition, phased priorities and commitments.

4 Southend 2050 Ambition

4.1 Building on the extensive engagement and consultation exercise undertaken with residents and key local stakeholders during 2018, this report highlights how this shared and jointly owned ambition for Southend-on-Sea has heavily influenced the investment priorities for 2020/21 – 2024/25. The creation of a new long term borough ambition has also resulted in the introduction of a revised approach to the Council’s business planning framework which is clearly driven by 5 Strategic themes, each theme is supported by its own individual plan containing 4-5 focussed outcomes for delivery by 2023 (23 outcomes in total). The 5 themes are summarised in the graphic below:



4.2 To reflect these longer term aspirations and to support delivery of the first phase of activities to achieve better outcomes for local residents, the Council for 2020/21 is proposing to develop a longer term view of the use of its resources and financial planning arrangements.

4.3 This approach will enhance the profiling of investment and support effective prioritisation of activities. It will also enable improved consideration of major regeneration plans that span more than one financial year from both a revenue and capital perspective. This new set of arrangements was the key driver behind integrating both revenue and capital investment plans into this single report, when historically they have always been separate with less emphasis on the medium term.

4.4 Local Government still faces huge challenges in terms of uncertainty over future funding levels and continuing increases in demand and local expectations – Southend-on-Sea is no exception but the Council is determined to do everything it can to plan effectively for the future and invest in priorities that make a real positive difference to local residents, businesses and visitors. The year 2020/21 is clearly an important transitional year in our journey towards becoming a more outcome focussed organisation where our resources are prioritised accordingly.

4.5 The overall proposed budget package contained in this report has been developed to target scarce resources to the agreed priorities under Southend

2050 and key delivery phases, whilst also responding positively to major local demand pressures in core service provision.

5 National funding situation

5.1 Spending reviews are critically important to local authorities because they determine how much money will be given to Government departments, many of whom may then provide separate funding allocations to local councils.

5.2 Spending reviews are co-ordinated and managed by HM Treasury. The dates and length of spending reviews vary. Comprehensive spending reviews (CSRs) tend to be less frequent and aim to take a longer term view and usually involve a series of zero-based reviews of public spending.

5.3 A spending review was anticipated for 2019 but due to the parliamentary time devoted to Brexit and the resulting political uncertainty a full review was not undertaken. Instead Government spending round figures were issued for 2020/21 only. The timing on any future spending review will now be determined by the new Government that was elected on 12 December 2019.

5.4 Key one off announcements relevant to Local Government are summarised below:

- Proposed 2% Council Tax referendum limit plus 2% Social Care Precept;
- Business Rates Reset and the Fair Funding Review will be deferred until 2021/22;
- 75% Business Rates Pilots will end in March 2020, with no new pilots planned for 2020/21;
- Revenue Support Grant for 2020/21 will be at 2019/20 levels plus CPI;
- New Homes Bonus – legacy payments will be paid but there is no confirmation regarding new payments going forward;
- Social Care – additional £1 billion nationally to be delivered through grant in addition to the funding currently received in 2019/20. The current funding streams of iBCF , Winter Pressures Grant and Social Care Grant will continue for 2020/21;
- The Better Care Fund (BCF) will increase by 3.4% in real terms, as part of the increase to NHS funding, stated to be a national total of £100M;
- Public Health Grant – will see a real terms increase of £100M to be in line with the increase in the Better Care Fund;
- Schools – an additional £700M High Needs for 2020/21 on top of previous levels of agreed funding;
- Homelessness – additional £54M announced but the detail of the distribution method is not yet known;

5.5 The outcome of the General Election is a Conservative Government with a majority of 80 seats. The Queen’s Speech was delivered on 19 December and proposes a total of 29 Bills and various other policies and commitments to outline the legislative programme for the Government. The areas affecting Local Government directly include:

- Social Care - the £1 billion of additional funding for this area is committed for each year of this Parliament and the 2% social care precept for 2020/21 is re-announced;
- Education – schools are to receive an extra £14 billion over three years. Further investment is promised for primary school physical education. From next year councils will be required to deliver the minimum per-pupil funding in their local area as part of the existing Government commitment to deliver this funding directly to schools through a single national formula. The free schools programme will be expanded. The Government has also announced a new National Skills Fund of £3 billion over the course of the Parliament, £1.8 billion over the same period to upgrade Further Education colleges, and announced a plan to establish 20 Institutes of Technology across England.
- Housing – a social housing whitepaper which aims to empower tenants and support the continued supply of social homes. Associated targets are for housebuilding of 1 million properties and an end to rough sleeping by the end of the Parliament;
- Business Rates – The importance of business rates to local authority funding is emphasised. The manifesto pledges of a fundamental review and an increase to the retail discount relief (from 33% to 50%) and extension of this to cinemas and music venues. In addition pub relief and an extension of the local newspaper relief are planned. It is expected that the lost business rates income from these new / higher reliefs announced will be, as per previous changes, offset by increased s31 grant payments and thereby no impact on Local Authorities. The Government restated its commitment to a review of the business rates system and to move to three-yearly revaluations, beginning in 2021. In 2017, the Government adjusted for the impact of revaluation to ensure that authorities' funding positions are unaffected by the changes (subject to the impact of appeals to the new valuations);
- Climate change - a new £640M Nature for Climate fund; £4 billion for flood defences and £9.2 billion for energy efficiency; £800M for carbon capture storage. There is also the intention to support infrastructure for electric vehicles such that there are charging points every 30 miles.

5.6 After the Queens Speech, the Ministry of Housing, Communities and Local Government issued the provisional Local Government finance settlement which was in line with the assumptions made throughout the budget planning process. All possible steps will be taken to ensure that the final settlement aligns with local authority budget setting timetables.

6 Local funding impact

6.1 The key announcements set out in section 5.4 indicate the following provisional allocations for Southend-on-Sea Borough Council:

- Social Care – additional £3.4M to be delivered through grant in addition to the funding currently received in 2019/20, so for 2020/21 the total grant will be £5.6M;

- The current funding streams of £6.744M iBCF, £0.824M Winter Pressures Grant via the BCF pool and £1.517M Disabled Facilities Grant will also continue for 2020/21;
- The Better Care Fund will increase by £0.207M, so for 2020/21 the Fund will be £6.066M
- Public Health Grant will increase by £0.313M, so for 2020/21 the Grant will be £9.525M

Dedicated School Grant Budget and Schools Revenue funding

- 6.2 The Dedicated School Grant (DSG) budget consists of delegated funding to schools, early years providers and providers of pupil's with special educational needs and alternative provision. It is the main source of revenue funding for these settings. There is also an element of this funding that is used to support Southend Borough Council's educational related services.
- 6.3 The current total DSG for 2020/21 is £158.1M (latest allocation for 2019/20 is £150.5M). In practice, although the Education Board and Local Authority remain responsible for allocating the entirety of DSG, the final actual DSG awarded to the local authority will exclude funding for Academies, High Need place funding for both colleges and further education providers, and free special schools, as this is paid directly to them from the Education and Skills Funding Agency. Therefore the final estimated allocation expected to be awarded to the local authority is £51.0M, after considering these estimated deductions of £107.1M.
- 6.4 The Department for Education (DfE) announced on 19 December 2019 the final funding details for 2020/21 which are summarised as below (and note there are 4 blocks of funding allocations within the DSG):

Block	Amount £M's	Detail
Schools Block	123.600	Allowing for 15,068 primary pupils and 11,188 secondary plus growth and premises factors
Early Years Block	10.366	This funding allows for 15 hour universal entitlement and additional 15 hour extended entitlement for 3-4 year olds and 15 hour entitlement for 2 year olds
High Needs Block	22.560	Includes special school and further education place funding, for ages 2 up to 25. Alternative provision funding, hospital education funding, and support for wider SEND services.
Central Schools Services Block	1.574	Includes Education Support Grant and Council support functions
Total DSG 2020/21	158.100	

Key 2020/21 Dedicated Schools Grant DfE Headline Announcements

- 6.5 The DfE announced in September 2019, the following key headlines in relation to Individual School Funding for 2020/21 (schools block); The minimum per pupil levels will be set at £3,750 for primary schools and £5,000 for secondary schools. The funding floor will be set a 1.84% at a per pupil led funding basis, and all schools attracting their core National Funding Formula (NFF) allocations will benefit by an increase of 4% to those core factors.
- 6.6 In relation to Early Years funding on the 31 October 2019 the DfE announced all local authorities will receive an additional 8p per hour in 2020/21 to help fund child care places.
- 6.7 In relation to high needs block funding allocations, the funding floor (within the NFF) will be set at an 8% uplift with a maximum gains cap of 17%. As Southend's own allocation under the NFF has been below an uncapped formulae this has now meant our local High Needs block for 2020/21 will receive an additional indicative allocation of £3M applying the 17% uplift (of a national gain of £753M).
- 6.8 In relation to central block funding on the 11 October 2019, the DfE stated in 2020/21 there will be a 20% reduction to the element of funding that some authorities receive for historic commitments, which is in line with the previous DfE intentions as part of the NFF to start to unwind this funding element, although no actual amount of funding loss was confirmed until the 11 October 2019. For Southend's own allocation this is an equivalent (£181,000) funding loss (of a national funding loss of £43.5M).

DSG Education Board Decisions

- 6.9 Although the total quantum of DSG is now calculated by a national formula that indicates the amount of funding the DSG will receive, it currently remains a local decision as to how each block of funding is allocated. Education Board (covering School Forum matters) met on both the 22 October 2019 and 17 December 2019 to determine and agree the principle decisions for the allocation of the 2020/21 individual school block allocations. The Board confirmed it wishes for mainstream school allocations to continue with the implementation of the NFF locally, although for 2020/21 the Board has also helpfully agreed for 1 year in 2020/21 only, to cover the £181,000 funding loss to central block historic commitments via a transfer from the schools block.
- 6.10 The recommendations of the DSG budget to the Education Board on the 17 December 2019, **Appendix 8** show the detailed principle breakdown of the proposed 2020/21 Dedicated Schools budget. There will be a final 21 January 2020 Education Board report (for noting only) which sets the final funding allocations for 2020/21, based on the funding principle decisions made by the Education Board in both the 22 October 2019 and 17 December 2019 meetings.

Pupil Premium

- 6.11 In addition to funding from the DSG, schools will receive Pupil Premium grant, which will provide indicative amounts of £1,320 / £935 of funding per primary /

secondary pupil who have been registered for free school meals in any of the past 6 years. Based on initial estimates the total Pupil Premium will provide an additional indicative £7.5 million for schools in Southend-on-Sea (both Maintained and Academy schools).

Schools Capital Funding

- 6.12 In March 2019 the Government confirmed the Education Maintenance Capital allocations and Devolved Formula Capital (DFC) for 2019/20. They also confirmed the Basic Need Allocation for 2019/20 and 2020/21 along with a notification that 22% and 14.3% respectively of this grant would be paid in March 2019 to assist authorities with cash flow.

The grant funding was confirmed as follows:

- £3.82M of basic need funding to provide school places to be paid in 2019/20 and £10.35M for 2020/21 of which £2.32m of this was paid at the end of 2018/19.
- £0.546M of Maintenance Capital for 2019/20 to support the needs of the schools we maintain and for the Sure Start children's centres;
- £0.1M of Devolved Formula Capital for schools for 2019/20;

- 6.13 All of these allocations will be delivered as capital grant.
- 6.14 The Government is currently completing a spending review and future year grants will be confirmed in February 2020 once this is completed.
- 6.15 The Basic Need Grant awarded to Local Authorities includes expansion at academies. The Government also expects all Local Authorities to fund capital works for any new academy arising from a Basic Need requirement unless the new school is funded directly from Central Government.
- 6.16 Government funding is not ring fenced and Southend, like many other authorities, will be spending more on Basic Need than the awarded grant.
- 6.17 Once the 2020/21 maintenance grant has been published officers will produce a draft condition programme. It is hoped, as in previous years, future years indicative amounts will also be included to allow a multi-year programme to be set that will allow schools to plan ahead.
- 6.18 The income received from Central Government for maintenance only covers maintained schools and will continue to reduce in relation to the increase in the number of academies. Academies are able to bid into a central pot directly to the Department for Education for capital funding.
- 6.19 Although the maintenance grant will decrease as more schools convert to academy status the schools condition programme will continue to address high priority condition items at schools and children's centres as far as funds allow, which if not done could result in a closure. The replacement of boilers, curtain walling and rewiring continues to dominate the investment programme.

Highways and Transportation Capital Funding

6.20 The expenditure will be delivered by fully un-ringfenced capital grants.

6.21 The settlement is as follows:

	2020/21 £M
Integrated Transport	1.401
'Needs Based' Highways Capital Maintenance Block	1.121

6.22 The allocations for the Highways Capital Maintenance and the Integrated Transport Block (ITB) for 2020/21 are indicative (although unlikely to change), and are awaiting confirmation from the Department for Transport (DfT).

6.23 Pothole Funding of £250 million was announced in the Budget 2015. This funding is allocated by formula shared by Local Highways Authorities between 2016/17 and 2020/21 based on the road length for which each authority is responsible. The allocated sum to Southend Borough Council is £65k per year until 2020/21.

6.24 To allow the full delivery of the 2020/21 Local Transport Plan (LTP) programme, the full spend is proposed to be met 100% by capital grant.

- Typical schemes are presented in the context of four 'Actions' as set out in the Local Transport Plan (LTP3) Implementation Plan 2015/16 to 2020/21.
- The prioritisation process is set out in diagram 1 of the implementation plan. In addition, maintenance schemes will be progressed using the latest information from the Gaist Asset Management work.
- As in previous years, there is flexibility to allocate funding between the two blocks and the LTP actions.

7 Financial Sustainability Strategy

7.1 This is a new high level long term strategy that frames the financial future and intentions for the Council. It will help set the context for the Medium Term Financial Strategy, guide our approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and Roadmap phases.

7.2 Its primary purpose is to outline our approach, desire and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities.

7.3 The new Financial Sustainability Strategy is still under development but an initial draft is attached as **Appendix 1**.

8 Medium Term Financial Strategy (MTFS) 2020/21 – 2024/25

8.1 This provides an integrated view of the whole of the Council’s finances and outlook over the medium term, i.e. over the next five years. It shows how the Council intends to align its financial resources to the Southend 2050 ambition, five year roadmap and desired outcomes.

8.2 It is the Council’s key financial planning document which informs business and resource planning and shows how spending needs to be balanced with the amount of available funding. It identifies budget gaps in the medium term to enable the Council sufficient time to address them in a considered, measured and planned way.

8.3 The draft MTFS is attached as **Appendix 2**. The key assumptions used in developing this strategy for 2020/21 to 2024/25 are set out in section 1 of the strategy.

8.4 The Medium Term Financial Forecast for the years 2020/21 to 2024/25 is shown in **Annex 1 to Appendix 2**. A summary table showing the forecast budget gap for the next for 5 years is shown below.

Year	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget gap	£0M	£7.9M	£4.7M	£5.7M	£5.0M	£23.3M

8.5 The cost pressures and the action being taken to mitigate those pressures where possible are set out in section 3 of the strategy.

8.6 The Section 151 Officer’s Statement on the Adequacy of Balances and the Robustness of the Budget is attached as **Appendix 3**. This includes the recommended Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment.

8.7 The proposed Earmarked Reserves balances (2019/20 – 2024/25) is shown in **Annex 2 to Appendix 2** and it illustrates not only the appropriations to and from Earmarked Reserves but also the transfers between them. There are a number of re-classifications proposed for 2020/21 including a further £3M to be set aside as a safety net in recognition of the continuing challenge of Children’s Social Care, both nationally and locally.

8.8 The level of resources available for revenue and capital investment were subject to extensive challenge and prioritisation to ensure that investment is designed to have a positive impact and is aligned to deliver the Southend 2050 outcomes and first phases of the roadmap.

8.9 For revenue prioritisation of proposed investment, careful assessment was given to current demands and pressures for existing local priority services and to a range of initiatives that are not only aligned to our 2050 priorities, but would also have a big value for money impact in providing better outcomes for local residents.

8.10 For capital prioritisation of proposed investment this is achieved through application of the Capital Investment Strategy. This is a key document which

forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It includes an overview of the governance processes for consideration, prioritisation and approval of capital investment. The Capital Investment Strategy for 2020/21 to 2024/25 is attached as **Appendix 9**.

9 Prioritising Resources to Deliver Better Outcomes

- 9.1 Successful and timely delivery of the revenue budget and capital investment programme are a key part of achieving the Southend 2050 ambition and delivering the outcomes and roadmap to 2023.
- 9.2 The following table provides a summary of the range of new revenue investment proposals that form part of this overall budget package. The details of each proposal for 2020/21 is shown at **Appendix 6**. As part of our new longer term planning approach the following table also provides an assessment of each proposal over the medium term. A lot of the proposed initiatives are planned to be a permanent increase in the revenue base budget of the Council and therefore the same level of investment is shown in each of the next 5 years.
- 9.3 The table also contains proposals that do change or are only proposed for a finite length of time. This new approach is under development but will be crucial to help with more effective longer term financial planning. Over £40 Million net extra revenue investment is proposed over the next 5 years for this range of initiatives.

	Investment and reprioritisation	2020-21 (£000)	2021-22 (£000)	2022-23 (£000)	2023-24 (£000)	2024-25 (£000)	5 Year Total (£000)
PJ1	Tree & Shrub Planting/Maintenance	200	200	200	200	200	1,000
	Pride & Joy total	200	200	200	200	200	1,000
SW1	External Care Provision	2,375	2,375	2,375	2,375	2,375	11,875
SW2	In-House Foster Carers	400	400	400	400	400	2,000
SW3	Newly Qualified Social Workers	210	210	210	210	210	1,050
SW4	Field Work Services	115	115	115	115	115	575
SW5	Vulnerable Children	100	100	100	100	100	500
SW6	Children's Social Care Legal Costs	200	200	200	200	200	1,000
SW7	Living Wage for Adult Service Providers	1,095	2,200	3,300	4,400	5,500	16,495
SW8	Children to Adults Transition	350	350	350	350	350	1,750
SW9	Older People Demographics	480	480	480	480	480	2,400
SW10	Equipment Services	250	250	250	250	250	1,250
SW11	Green City Aspirations	120	120	120	120	120	600
SW12	Public Health Act Funeral Arrangements	25	25	25	25	25	125
SW13	Liquid Logic Support Team	155	155	155	155	155	775
SW14	Complex Needs Provision	35	35	35	35	35	175
SW15	Southend Care	(100)	(100)	(100)	(100)	(100)	(500)
	Safe & Well total	5,810	6,915	8,015	9,115	10,215	40,070
OP1	Library Review	100	100	100	100	100	500
OP2	Income Generation - Statutory Fee	(75)	(75)	(75)	(75)	(75)	(375)
OP3	Asset Management Income	(100)	(100)	(100)	(100)	(100)	(500)
	Opportunity & Prosperity total	(75)	(75)	(75)	(75)	(75)	(375)
CS1	Potholes	500	500	500	500	500	2,500
CS2	Town Centre Parking	50	50	50	50	50	250
CS3	Signal Maintenance	50	50	50	50	50	250
CS4	Streetworks Income	500	500	500	500	500	2,500
CS5	Rechargeable Works	100	100	100	100	100	500
	Connected & Smart total	1,200	1,200	1,200	1,200	1,200	6,000
E1	ICT Transformation	200	200	200	200	200	1,000
E2	Workforce Development	100	100	100	100	100	500
E3	Waste Disposal	(800)	(800)	(800)	-	-	(2,400)
E4	Release of Pension Fund Provision	(750)	(750)	(750)	-	-	(2,250)
E5	Productivity and Efficiency Gains	(250)	(250)	(250)	(250)	(250)	(1,250)
E6	Facilities Management	120	120	120	120	120	600
E7	Investment Income	(400)	(400)	(400)	(400)	(400)	(2,000)
	Enabling total	(1,780)	(1,780)	(1,780)	(230)	(230)	(5,800)
	Investment and reprioritisation total	5,355	6,460	7,560	10,210	11,310	40,895

9.4 In addition to these new investment proposals, the Council is also actively involved in a number of projects aimed at reducing the impact of climate change. The Council has been very successful in utilising investment to leverage external grant funding via a competitive bidding processes to be able to undertake projects on a larger scale which in turn will have a greater benefit to the local environment.

These climate change initiatives support our aspirations to achieve net-zero emissions by 2030 in line with the Climate Emergency Declaration. A number of these projects are currently underway and others are in the process of having business cases completed to highlight the benefits of the projects and the funding this will bring in to the Council to support programme delivery.

Projects are split into 5 key themes:

- Energy Management, Generation and Efficiency plus Waste
- Greening and Nature Based Solutions
- Air Quality
- Transport Solutions
- Adaptation to Climate Change

The projects are a mixture of fully funded programmes and schemes which require match funding. This match funding primarily is in the form of staff time or previously approved capital schemes which are contributing towards our Green City ambition.

Current schemes include Plasticity (over €1 million) to work on delivering a new approach to plastic waste which will help us drive up recycling rates over the next 4 years with resident and business engagement, Nature Smart Cities (over €850,000) to help local authorities understand how they can build a business case to approve urban greening projects which will reduce flood risk and provide relief from heat stress, Cool Towns (over €700,000) which will test and validate a number of measures which are designed to reduce heat stress in the Borough and 2imprezs (over €500,000) which has provided a number of energy saving measures in school buildings.

Capital investment

- 9.5 The proposed capital investment programme for 2020/21 to 2024/25 represents a significant investment of nearly £205M on the part of the Council in the Southend area with further schemes that could be added subject to viable business cases being approved. The projected investment in 2020/21 alone amounts to £109M. Key areas of continued investment across the six year period including 2019/20 are as follows:

Pride and Joy

Southend Pier

- 9.6 Capital investment in this area contributes to the desired outcome that the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.
- 9.7 Major capital investment in the pier of £16.622M is included in the current programme. New capital investment of £5.335M for the pier is to deliver a continuing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This will reduce the requirement for urgent and/or reactive condition works.

Safe and Well

Housing

- 9.8 Capital investment in this area contributes to the desired outcome that we are well on our way to ensuring that everyone has a home that meets their needs. In line with the regeneration framework and development pipeline, sites for housing, wider regeneration and a range of other land uses are being analysed for their development potential and how they can most beneficially fit into a comprehensive development pipeline. The next stage including the high-level feasibility work is being undertaken on an initial batch of sites. The findings of this work will enable a more detailed assessment of the number of units which could be delivered across the pipeline and the most appropriate delivery vehicle for achieving this.

- 9.9 A number of sites within the pipeline are currently underway and a major capital investment of £14.453M is included in this programme is to deliver the agreed phases of the affordable housing development programme to provide much needed housing for those on the Homeseeker's Register. A building programme of private, locally affordable housing, for rent and sale is a roadmap goal for 2020.
- 9.10 New capital investment of £9.5M has been included over the next three years to extend the affordable housing acquisitions programme. New capital investment of £6.6M has also been included for 2024/25 to continue the programme of works to maintain the housing stock to decency levels and to invest in environmental health and safety and disabled adaptations works. Subject to designated 2019/20 works being completed the 5,900 houses, flats and bungalows will all be deemed to be at decency levels by March 2020. From 2020/21 there will be newly arising need so these levels need to be maintained to sustain an environment that keeps residents safe and well and there is a £30.1M multi-year programme to do this over the next five years.

Social Care

- 9.11 Capital investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- 9.12 A major investment of £13.1M included in this capital programme is the re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre. The new development is due to welcome its first residents in early 2021 and will include the building of a new 60-bedroom care facility and a day centre providing high quality services for people with high and complex needs, including dementia, and incorporating specialist services for people with disabilities. The new centre will be flexible, enabling people to remain as independent as possible offering a wide range of activities to meet individual needs and interests as well as providing personal care, therapeutic and health interventions.

Climate change

- 9.13 Capital investment in this area contributes to the desired outcome that we act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.
- 9.14 Capital investment of £2.2M is included in this programme for energy saving initiatives in line with the declared climate change emergency. Projects include energy efficiency, air quality measurement, solar panels and electric charging points for taxis. Air quality being further improved, particularly around key road junctions is a roadmap goal for 2022.
- 9.15 As a direct response to the effects of climate change capital investment of £6.8M is included in this programme for coastal defence, flood prevention, improving resilience to flooding from extreme weather events and tree planting. As part of the tree planting policy an additional 1,000 trees are being planting between the 2019/20 and 2021/22 planting seasons. These will have the benefit

of absorbing CO2, filtering urban pollution and fine particulates, cooling the air and increasing biodiversity by providing habitat, food and protection for plants and animals.

Opportunity and Prosperity

Enterprise and Regeneration

- 9.16 Capital investment in this area contributes to the desired outcome that key regeneration schemes, such as the Better Queensway and the Airport Business Park are underway and bring prosperity and job opportunities to the borough.
- 9.17 A major investment of £26.335M included in this capital investment programme is for the Airport Business Park, a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. Works are progressing well with the phase one utilities and the relocation of the rugby club nearing completion. Phase two works are on schedule with completion due in May 2020.
- 9.18 £15M is included in this capital investment programme for the Council's share of the initial funding of the Porter's Place Southend-on-Sea LLP to deliver the Better Queensway regeneration project.
- 9.19 New capital investment of £1.02M included in this programme is to resource the Council's ability to support, directly deliver, hold accountable and work in partnership with Porter's Place Southend-on-Sea LLP and Swan Housing Association to deliver the Better Queensway regeneration project. The start of the Better Queensway regeneration and housing scheme is a roadmap goal for 2020.

Housing

- 9.20 Capital investment in this area contributes to the desired outcome that key regeneration schemes bring prosperity and job opportunities to the borough.
- 9.21 New capital investment of £2.6M has been included to buy leasehold properties as they become available to facilitate the delivery of the Better Queensway regeneration project. All purchases will be fully reimbursed by this Joint Venture. The start of the Better Queensway regeneration and housing scheme is a roadmap goal for 2020.

Schools

- 9.22 Capital investment in this area contributes to the desired outcome that our children are school and life ready and our workforce is skilled and job ready.
- 9.23 The schools capital investment programme for 2019/20 onwards totals £17.440M. The programme from 2020/21 onwards will continue to be

dominated by the need to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools. New investment of £2.6M has been included in the proposed programme for this. Raising aspiration and educational attainment in deprived areas is a roadmap goal for 2020 and all schools will be good or outstanding is a roadmap goal for 2021.

- 9.24 Thus far expansion projects have been completed at The Eastwood Academy, Shoeburyness High School and Cecil Jones Academy. There are also ongoing projects at St Bernards High School, St Thomas More High School and Belfairs Academy to ensure sufficient accommodation for the extra pupils they started to admit from September 2018. This additional funding will allow the phase two completion of works at Chase High School so they can admit an extra 30 pupils in September 2020 followed by a second increase of 30 in September 2021. Once completed the whole expansion programme will have added 1,250 places across years seven to eleven by September 2024, giving both sufficient places and a small level of surplus as required by the Department for Education that gives parents some choice over which school they wish their children to attend.

Culture and Tourism

- 9.25 Capital investment in this area contributes to the desired outcome that key regeneration schemes are underway and bringing prosperity and job opportunities to the borough.
- 9.26 A major capital investment of £18.480M included in this programme is for Forum II, the second phase development of the Forum in partnership with South Essex College. This is due for opening in September 2021 and will deliver education, cultural and business space so as to increase the opportunity to engage with digital, cultural and creative industries.

Connected and Smart

Highways and Infrastructure

- 9.27 Capital investment in this area contributes to the desired outcome that it is easier for residents, visitors and people who work here to get in and around the borough.
- 9.28 Capital investment of £12.4M is included in this programme for the A127 growth corridor funded from the Local Growth Fund monies from Government and £6.8M included for highway maintenance and transport schemes funded Local Transport Plan monies from Government. Completion of the A127 Bell Junction improvement is a roadmap goal for 2021.
- 9.29 New capital investment of £0.5M included in this programme is to resurface and re-line car parks which have been surveyed and deemed to be areas of concern for the next two years. These include Alexandra Street, Clarence Road, Hamlet Court, Warrior Square and Fairheads Green. Investing in parking infrastructure will reduce the risk of loss of income from parking charges by ensuring that car parks are attractive and well used facilities which are fit for purpose. This is an

important component in implementing our Car Parking Strategy across the Borough.

- 9.30 New capital investment of £1M is for highways infrastructure to reduce long term structural maintenance and improve public safety. This is in addition to the budget of £2M already in the approved capital investment programme in 20/21.
- 9.31 New capital investment of £0.65M is to install junction protection for the prevention of obstructive and indiscriminate parking from road junctions to improve sightlines for drivers and pedestrians and help improve the safety of all road users, whilst also aiding accessibility for all but particularly those with mobility impairments.
- 9.32 New capital investment of £0.6M is for the removal of the existing anti-skid zebra crossing surfacing and replacement using high friction road surface which has a greater life expectancy and provides an enhanced surface for drivers to brake under emergency conditions at hazardous locations.

Enabling

Culture and Tourism

- 9.33 New capital investment of £3.75M included in this programme is to continue the property refurbishment programme. This will enable a proactive approach to ensure investment is made in the fabric and services within buildings before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.

ICT

- 9.34 New capital investment of £8.165M included in this programme for ICT is to strengthen and enhance cyber security, to modernise and upgrade the hardware, applications and other infrastructure to improve efficiency, resilience and reliability. This is to ensure the ICT is fit for purpose to meet the Council's requirements as it continues its digital journal to a connected and smart borough.

10 General Fund Revenue Budgets 2020/21 – 2024/25

Forecast revenue outturn 2019/20

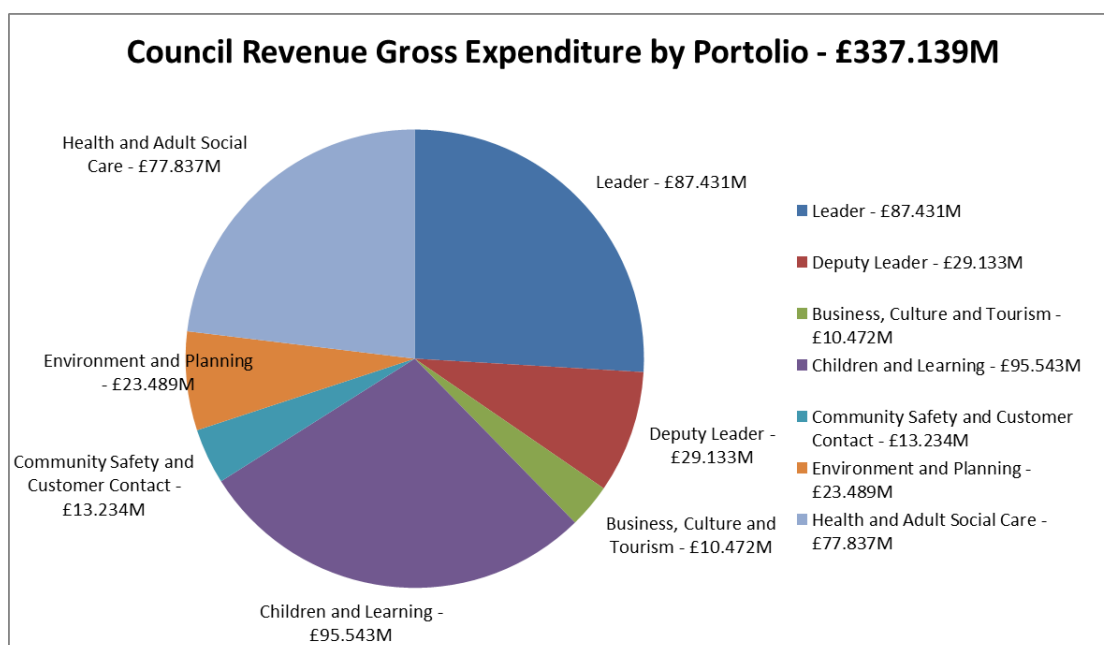
- 10.1 The original General Fund revenue budget for 2019/20 totalled £78.258M (total budget requirement of £123.150M less £44.892M government grants and business rates) and was to be met from available council tax and adult social care precept with no planned use of revenue balances or reserves.
- 10.2 Councillors have been supplied with regular financial monitoring information throughout the year. The latest forecast outturn for 2019/20 is summarised in the Corporate Budget Performance Report – Period 8, elsewhere on this agenda. In keeping with the majority of upper tier local authorities Southend-on-

Sea have been experiencing significant increases in demand and associated costs for key services in Children’s and Adults. There has also been increased pressures in highways and transport services.

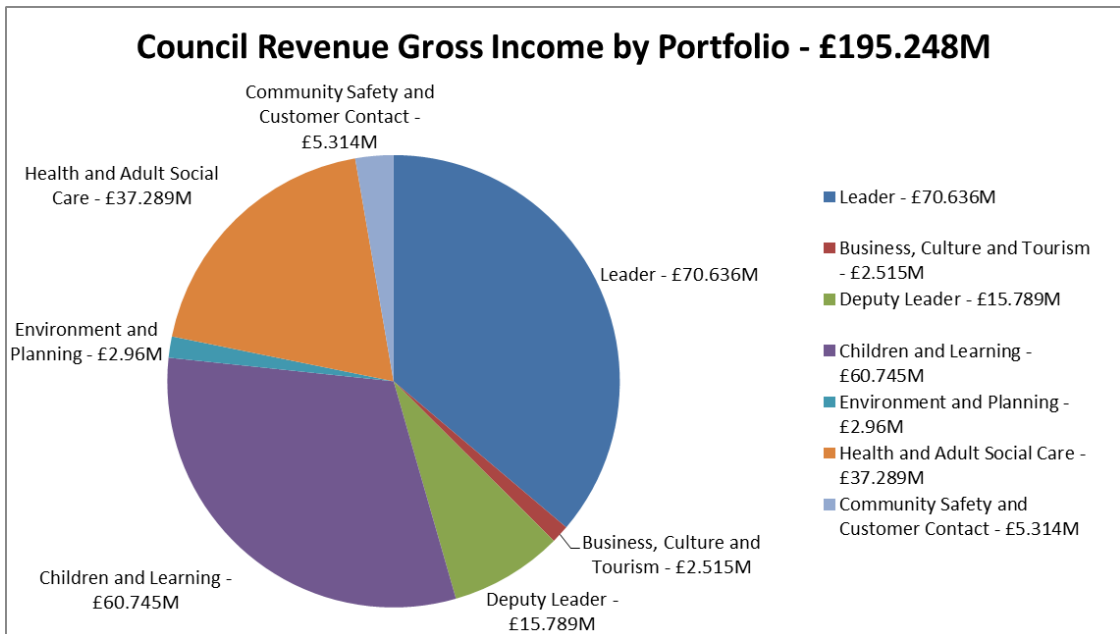
- 10.3 The latest financial forecast for 2019/20 indicates a projected £3.2M overspend. A range of mitigation plans are in place to try and improve this position by the end of the financial year. The situation will be closely monitored for the remainder of the financial year. The anticipated overspend will be met by a combination of using contingency and reserves if required. The actual year-end final position for 2019/20 will be considered as part of the outturn report, which will be presented to Cabinet in June 2020.

General Fund Revenue Budget 2020/21

- 10.4 The proposed gross revenue expenditure for 2020/21 by service and including all the proposed initiatives summarised in section 9.3 is shown in the pie chart below. The detail summarised by portfolio is attached as **Appendix 5b and 5c**.



- 10.5 The proposed gross revenue income for 2020/21 by service and income source is shown below:

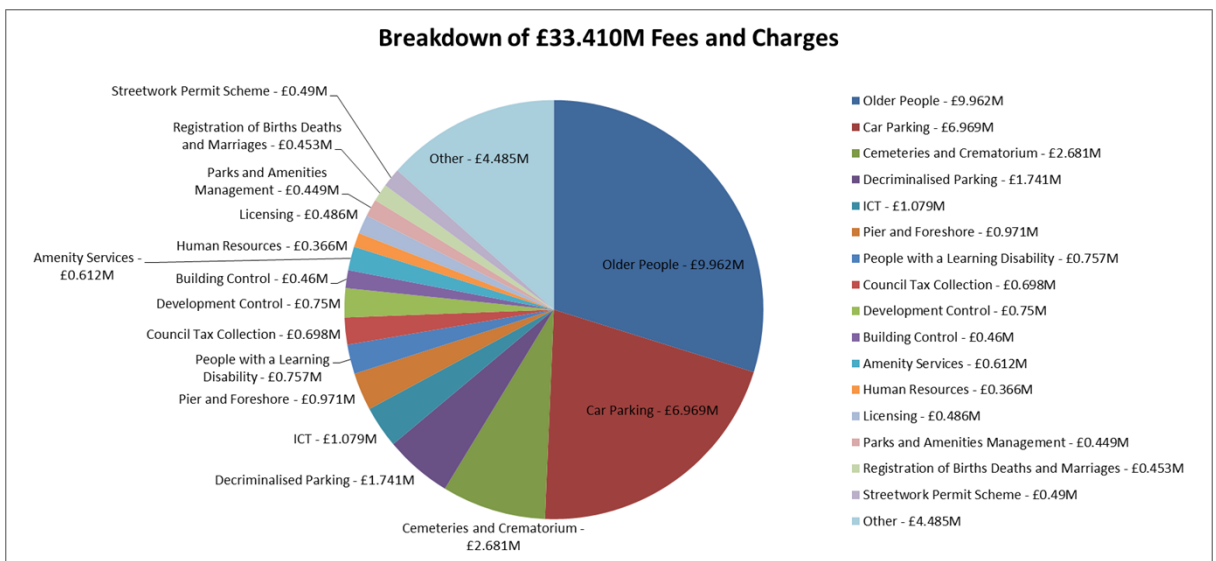


Fees and Charges

10.6 Cabinet at its meeting on 18 September 2018 approved the introduction of a fees and charges policy to cover all fees and charges reviews except car parking charges. This approved policy enabled Chief Officers to set fees and charges annually where the expected yield for a service or category is in line with the budget parameters as set out in the Medium Term Financial Strategy, For 2020/21 the guideline yield has been set at 2% and therefore charges for 2020/21 will be set by Chief Officers within this guideline.

10.7 This proposed overall balanced budget package assumes no increase in parking charges for 2020/21. A car parking scoping exercise previously reported to Cabinet is currently under development and a further update will be brought forward when the assessment has been completed.

The proposed breakdown of fees and charges for 2020/21 by service is shown below:



Overall General Fund Budget

The overall proposed balanced General Fund Revenue Budget package for 2020/21 is summarised in the following table.

	2019/20	2020/21
	£M	£M
Net Base Budget		125.073
Net Investment and Reprioritisation		5.355
Revenue Budget	125.647	130.428
Less Available Funding		
Revenue Support Grant	(5.925)	(6.049)
Business Rates	(24.130)	(25.481)
Business Rates Top-Up Grant	(12.337)	(12.551)
Council Tax Surplus	(2.500)	(2.000)
To be funded from Council and ASC Precept	80.755	84.347
General Council Tax	75.022	76.966
ASC Precept Income	5.733	7.381
Balanced Budget	0	0

- 10.8 As part of the budget proposals, there are also some one-off investment items that are proposed to be funded due to their temporary nature by the use of earmarked reserves. These items totalling £4.195M are detailed in **Appendix 7** and are summarised in the following table:

Use of Reserves	2020-21 (£000)	2021-22 (£000)	2022-23 (£000)	3 Year Total (£000)
Service Design	185	185	185	555
Community Safety / Environment Crime	150	150	-	300
Summer and Winter Planning	100	100	100	300
Community Builders / Capacity Building Fund	100	100	-	200
Economic Development	100	100	-	200
Workforce Development	100	50	-	150
Business Transformation Reserve total	735	685	285	1,705
Complex Needs Provision	150	150	-	300
Public Health Reserve total	150	150	-	300
Local Plan	410	130	-	540
Housing Implementation	150	150	-	300
New Homes Bonus Reserve total	560	280	-	840
Outcome Delivery	250	250	250	750
Outcome Delivery Reserve total	250	250	250	750
School Improvement	200	200	200	600
School Improvement Reserve total	200	200	200	600
Use of Reserves total	1,895	1,565	735	4,195

Council Tax 2020/21 and estimated collection fund balance 2019/20

- 10.9 The Council has to formally determine the Council Tax Base (the number of Band D equivalent properties) for 2020/21 and any estimated Collection Fund balance at the end of 2019/20. The Council Tax base for 2020/21 is as reported in a separate report on this agenda for approval by Cabinet as delegated by Council at **58,680.94** (equivalent Band D properties) including Leigh-on-Sea Town Council.

The tax base for Leigh-on-Sea Town Council has been calculated for 2020/21 as **8,845.24** Band D equivalents.

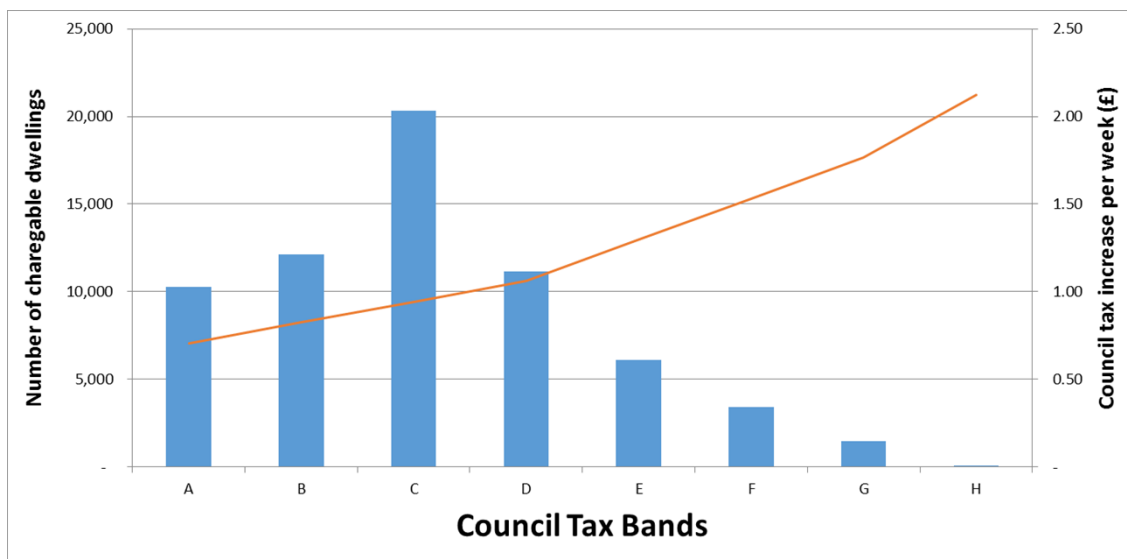
The Council Tax base for Southend-on-Sea has increased as a result of a combination of new properties on the list, coupled with the on-going impact of the agreed discounts and exemptions. The introduction of a new Care Leavers Council Tax Relief Policy and the proposed increase in the Empty Homes Premium to 200% from April 2020 has also been factored into the tax base calculation.

The estimated balance on the Collection Fund in respect of Council Tax as at the end of 2019/20 will be formally reported to Cabinet in February. It is currently assumed that £2M of the projected surplus will be used to support the budget for 2020/21.

Council Tax

- 10.10 Overall, the draft budget assumes a total increase in the Council Tax of 3.99% (that being 1.99% for general use and 2% for the Adult Social Care precept). This would result in a Band D value of £1,437.39 per annum (the Band D level for 2019/20 is £1,382.22). This equates to an annual increase of £55.17 and a weekly increase of £1.06. The following table and bar chart provide an indicative illustration of the impact of the proposed council tax increase for 2020/21 across the range of properties in Southend-on-Sea. Over 70% of properties in the Borough are in council tax bands A to C.

Council Tax Band	A	B	C	D	E	F	G	H
Number of chargeable dwellings	16,168	15,625	23,978	12,541	6,591	3,613	1,559	94
19/20 Council Tax per week (£)	17.72	20.67	23.63	26.58	32.49	38.40	44.30	53.16
Increase per week (£)	0.71	0.82	0.94	1.06	1.30	1.53	1.77	2.12
20/21 Council Tax per week (£)	18.43	21.50	24.57	27.64	33.78	39.93	46.07	55.28



This draft proposed budget assumes a Council Tax increase of 1.99% for general use on the Southend-on-Sea element of the total Council Tax. In addition, the draft budget for 2020/21 also assumes an Adult Social Care precept increase at a level of 2.0% of the main council tax. The ability to apply this precept was introduced by the Government as part of the 2016/17 Local Government finance settlement. It was introduced to assist with the increasing demand and demographic expenditure pressures from Adult Social Care that Local Government has been experiencing and are continuing to face.

The total Council Tax payable by tax payers consists of Southend-on-Sea Borough Council element, the Adult Social Care element and the precepts for Essex Fire & Rescue Services Authority and Essex Police Authority. Where applicable it also includes Leigh-on-Sea Town Council precept.

Precepts

- 10.11 Leigh-on-Sea Town Council has indicated its possible range of precept for 2020/21 depending on a decision to be made at their Town Council meeting of 21 January 2020 regarding essential repairs to their community centre. The highest precept has been indicated as £456,945 (2019/20 = £421,625). Based on their council tax base of 8,845.24, the Town Council element of the total Council Tax bill would increase from £47.70 to £51.66 at Band D, equivalent to an increase of 8.30% from 2019/20. The lowest precept has been indicated as £441,820 (2019/20 = £421,625). Based on their council tax base of 8,845.24, the Town Council element of the total Council Tax bill would increase from £47.70 to £49.95 at Band D, equivalent to an increase of 4.72% from 2019/20.
- 10.12 Essex Fire & Rescue Services and Essex Police through the Police, Fire and Crime Commissioner has by law to set both precepts no later than 1 March 2020 (after consideration by the Essex Police, Fire and Crime Panel on 22 January 2020).

Levies

- 10.13 The Council is required to pay relevant levying bodies, who have only indicated their draft levy position for 2020/21. Updated levies figures will be included in

the final report to Cabinet on 11 February. The final levies will be reported on in the Council Tax report for Council on 20 February 2020. The current position for 2020/21 is identified in the following table:-

Levying Body	2019/20 Probable Actual £000	2020/21 Estimate £000	Percentage increase %
Kent and Essex Inshore Fisheries and Conservation Authority (Provisional)	21.5	21.5	0%
Flood Defence – Environment Agency (Provisional)	200.5	206.5	3%
Coroners Court (Provisional)	417.0	417.0	0%
Total	639.0	645.0	

The Kent and Essex Inshore Fisheries and Conservation Authority levy is provisional and is proposed at the same level as 2019/20. The Flood defence levy is provisional and is based on the increase agreed at the Anglian Eastern Regional Flood and Coastal Committee. The Coroners Court levy is also provisional.

Reserves Strategy and Section 151 Officer’s Statement

- 10.14 The Reserves Strategy is set out in the Section 151 Officer’s Statement on the Adequacy of Balances attached at **Appendix 3**. Within the boundaries of this strategy the presentation of the budget reflects proposed net appropriations from earmarked reserves totalling £5.602M for which separate approval is sought. Full details are shown in **Appendix 4**.

Staffing Implications

- 10.15 The investment proposals outlined in **Appendix 6** will result in an increase to the staffing establishment of 7 full time equivalent posts. There are no reductions proposed and therefore no compulsory redundancies are required as part of the budget package for 2020/21.

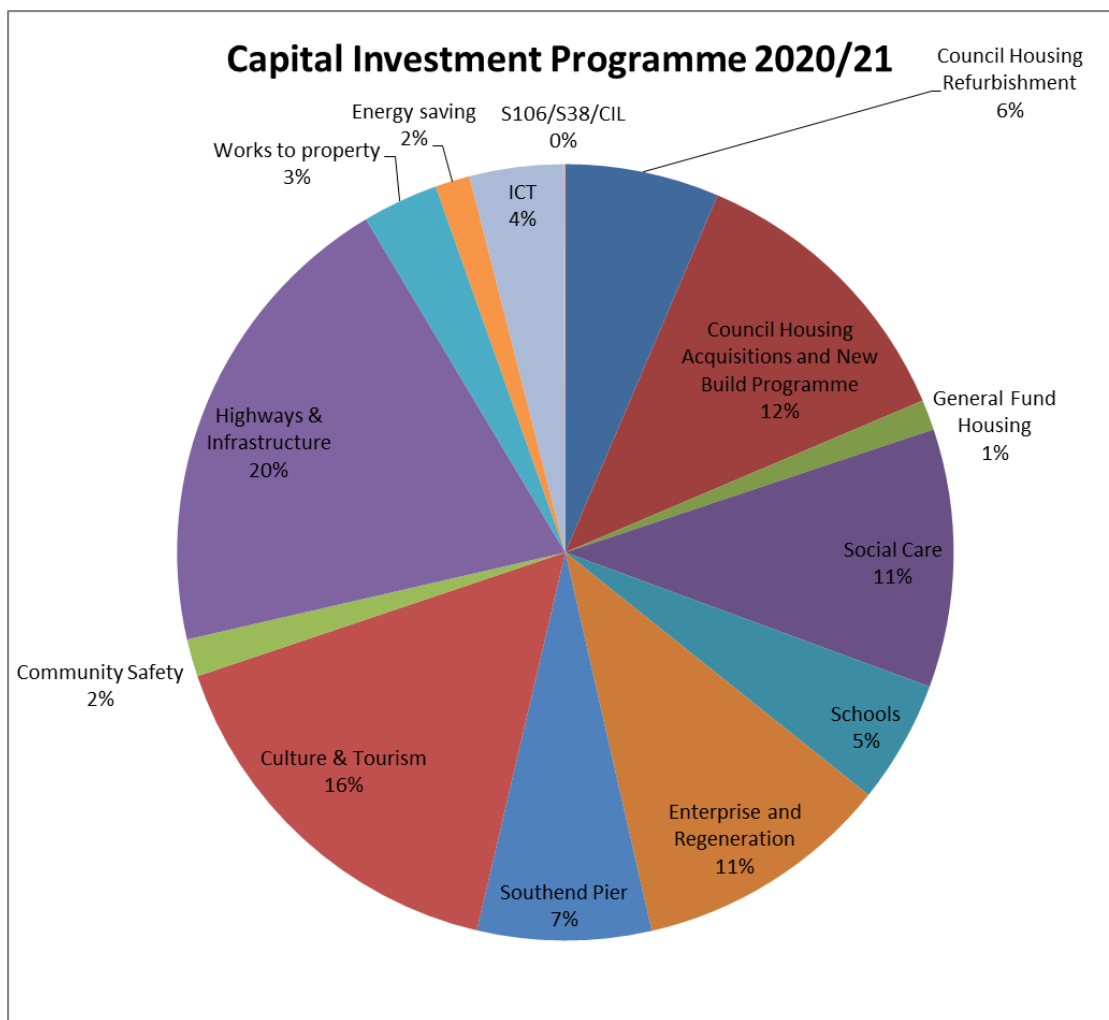
The Council’s workforce planning process will continue to provide oversight on all proposed staffing changes and will manage vacant posts (permanent and temporary) to ensure that any staff identified at risk from possible staffing restructures can be redeployed.

Consultations with staff and Trade Unions will continue throughout the budget process.

11 Capital Investment Programme

- 11.1 Each year the Council agrees a Capital Investment Strategy that sets out the framework for controlling and monitoring the Capital Investment Programme. The Capital Investment Strategy is a key document for the Council. It sets out the processes and policies relating to capital expenditure and investment.

- 11.2 The capital investment programme is prepared and developed in accordance with the Council's Capital Investment Strategy, which is attached as **Appendix 9** to this report. In turn, the Capital Investment Strategy has been written in the context of Southend 2050 and the five themes and all capital investment is therefore driven by the aim of contributing to the delivery of the ambition and the desired outcomes.
- 11.3 In February 2019 the Council agreed a capital investment programme budget for 2019/20 of £74.361M. This budget was revised at June Cabinet to £90.073M, further revised to £83.072M at September Cabinet and further revised to £79.826M at November Cabinet. This was a result of approved re-profiles and other amendments following robust monitoring and capital challenge meetings held with the Deputy Leader to ensure that budgets are better aligned to the predicted spend across the years of the programme and to the delivery of the desired outcomes.
- 11.4 Further capital challenge meetings have been held since November Cabinet and the changes resulting from those meetings have been included in this report. This report also includes any other budget amendments identified since November Cabinet. The proposed additions to the capital investment programme for 2020/21 to 2024/25 of £28.4M for the General Fund and £18.7M for the Housing Revenue Account are set out in **Appendix 10**, with the details of each scheme and its funding explained. These proposals have been prepared in line with the prioritisation process set out in the capital investment strategy and consideration has been given to proportionality, prudence, affordability and sustainability.
- 11.5 As a result of the strategy around prioritisation of schemes there are some new schemes and additions that are being proposed which are subject to viable business cases being produced and approved under current governance processes, before they can be brought into the capital investment programme. These schemes are set out in **Appendix 10**.
- 11.6 **Appendix 11** summarises the requests for budget re-profiles, virements between schemes, deletions from the programme where budgets are no longer needed, additions to the programme where new external funding has been received and proposed new schemes and additions to the capital investment programme.
- 11.7 The proposed capital investment programme for 2020/21 by investment area is shown below.



11.8 The 2020/21 capital budget is part of the wider capital investment programme spanning several years. The following table shows the revised programme if all the requests in **Appendix 11** are approved:

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
At November Cabinet	79,826	97,336	34,452	8,847	7,605	0	228,066
Amendments	(9,649)	11,260	14,515	9,151	4,600	17,050	46,927
Revised programme	70,177	108,596	48,967	17,998	12,205	17,050	274,993

11.9 The proposed amended Capital Investment Programme for 2019/20 to 2024/25 is detailed in **Appendix 12**.

Funding of the capital investment programme

11.10 The proposed capital investment programme presented in this report is currently fully funded and has been prepared based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts (from the sale of existing surplus Council assets) that will be realised.

11.11 The proposed estimated funding for the programme (excluding schemes subject to external funding and viable business case approval) is as follows:

Type of funding:	2020/21	2021/22	2022/23	2023/24	2024/25 and future years	Total
	£M	£M	£M	£M	£M	£M
External funding – capital grant	26.7	12.9	0.7	0	0	40.3
External funding – third party contributions	7.7	3.3	0	0	0	11.0
Capital Receipts	7.0	2.2	0.4	0	0	9.6
Major Repairs Reserve (Housing Revenue Account)	6.6	6.6	6.6	6.6	6.6	33.0
Earmarked reserves/ Revenue Contributions	9.1	5.2	1.2	0	0	15.5
Borrowing – Main Schemes ⁽¹⁾	39.0	14.3	7.1	3.6	3.4	67.4
Borrowing – Invest to Save ⁽¹⁾	12.5	4.4	2.0	2.0	7.1	28.0
Total	108.6	48.9	18.0	12.2	17.1	204.8

Note 1 - this relates to both internal and external borrowing

The estimated amounts of internal and external borrowing are shown in the table below:

Borrowing to fund capital schemes	2020/21	2021/22	2022/23	2023/24	2024/25 and future years	Total
	£M	£M	£M	£M	£M	£M
Internal borrowing	6.5	3.7	6.1	4.6	10.5	31.4
External borrowing	45.0	15.0	3.0	1.0	0	64.0
Total borrowing	51.5	18.7	9.1	5.6	10.5	95.4

11.12 The Corporate Asset Management Strategy records a clear preference for the retention of freeholds but does recognise that in some circumstances, a disposal is the most appropriate course of action. The capital receipts target of £1M p.a. is retained but is not a key driver for the sale of property. Capital receipts will reduce the need for borrowing to support the Capital Investment Programme if they can be generated.

11.13 Individual authorities are responsible for deciding the level of their affordable borrowing. The Government does have powers to limit the aggregate for authorities for national economic reasons, or for an individual authority. Funding schemes by borrowing has a revenue consequence of approximately £70k for every £1M borrowed or if £10M is borrowed this would equate to an increase in Council Tax of approximately 0.8%. The full impact of borrowing costs

associated with the funding of the proposed programme has been included in the Council's current financial planning for 2020/21 to 2024/25.

- 11.14 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. Each Local Authority has a general duty to charge an amount of MRP to revenue which it considers to be prudent, with responsibility being placed upon the full Council to approve an annual MRP policy statement. The MRP policy statement for 2020/21 is attached as **Appendix 13**.
- 11.15 The Treasury Management Strategy covers the management of the council's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks.
- 11.16 The budget includes provision for the financing costs of the Council's Capital Investment Programme, including interest on external borrowings. Offsetting this, the Council will earn interest by temporarily investing its surplus cash, which includes unapplied and set-aside capital receipts. These budgets depend on many factors, not least the Council's level of revenue and capital budgets, use of reserves, methods of funding the budget requirement, interest rates, cash flow and the Council's view of risk.
- 11.17 Audit Committee have responsibility for the scrutiny of the Treasury Management Strategy and it is the subject of a separate report to February Cabinet proceeding to Council for approval in advance of the forthcoming year.
- 11.18 The CIPFA Prudential Code for Capital Finance in Local Authorities has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability. To demonstrate compliance with these objectives each authority is required to produce a set of prudential indicators. These prudential indicators for capital and treasury management are attached as **Appendix 14**.
- 11.19 It is the Chief Finance Officer's view that this capital investment programme is prudent, affordable and sustainable and the risks associated with it are manageable.

12 Other Options

- 12.1 The Local Government Act requires billing authorities to complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.

13 Reasons for Recommendations

- 13.1 The recommendations in this report are to comply with statutory requirements and relevant Local Authority codes of practice and to ensure the budgets align to and enable the delivery of the Councils ambition and desired outcomes or to enhance the Councils infrastructure.

14 Corporate Implications

14.1 Contribution to the Southend 2050 Road Map

The delivery of a revenue budget and the capital investment programme in line with the recommendations in this report will contribute to the delivery of the Southend 2050 ambition and achievement of the desired outcomes and five year roadmap.

14.2 Financial Implications

As set out in this report.

14.3 Legal Implications

As set out in this report.

14.4 People Implications

None.

14.5 Property Implications

The Capital Investment Strategy and Corporate Asset Management Strategy (CAMS) may affect the Council's property holdings, assets and liabilities. The Strategy and CAMS will reflect the implications of the agreed capital investment programme and any impact on the level of required borrowing.

The CAMS now also includes a Commercial Property Investment Strategy setting out the Council's clear intention to proceed to make commercial property investments on the basis of specialist independent advice and where there is a good, sustainable return to be made both in terms of on-going revenue and long term capital appreciation.

14.6 Consultation

Consultation has taken place with the Chief Executive, Executive Directors and their Directors as part of the budget preparation process who are fully committed to working within the budget proposed. Members are being consulted through Cabinet, Scrutiny and Council.

Consultation with staff and unions will continue throughout the process. Briefings for local businesses and the voluntary sector have been undertaken to give them an opportunity to find out more about what is in the planned draft budget from the Leader, Deputy Leader and Executive Director (Finance & Resources).

Staff have been kept abreast of progress and opportunities for contributions through communications by the Chief Executive and Executive Director (Finance & Resources) and through media briefings.

A number of the investment proposals included within this budget proposal have been included as a result of feedback from our partners and stakeholders as a result of collaborative working to deliver our Southend 2050 outcomes.

14.7 Equalities and Diversity Implications

Assessments have been carried out for all proposed revenue investment and reprioritisation proposals in the 2020/21 budget and for all capital investment proposals where appropriate. This is summarised in **Appendix 15**.

14.8 Risk Assessment

The budget proposals will be subject to the Executive Directors and Directors review of risk and robustness. These have informed the Chief Finance Officer's Section 25 statement on the robustness of estimates and adequacy of reserves as part of this report.

All capital projects are delivered using best practice project management tools as appropriate. This requires a full risk assessment and management review to be carried out. The programme includes an appropriate sum within each project to cover build risk and claims.

14.9 Value for Money

The proposals set out in the report reflect the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates.

All projects are required to follow and adhere to procurement guidance issued by the Council. They must also comply with procedure rules for entering into and managing contracts with suppliers.

14.10 Community Safety Implications

Assessments have been carried out for all revenue and capital investment proposals where appropriate.

14.11 Environmental Impact

Assessments have been carried out for all revenue and capital investment proposals where appropriate.

15 Background Papers

The Local Government Finance Settlement 2020/21, MHCLG
Budget working papers held by the Finance and Resources section
Southend 2050 Ambition / Five Year Roadmap
Southend 2050 – Strategic Delivery Plans

16 Appendices

- Appendix 1 Financial Sustainability Strategy
- Appendix 2 Medium Term Financial Strategy
 - Annex 1 to Appendix 2 – Medium Term Financial Forecast to 2024/25
 - Annex 2 to Appendix 2 – Earmarked Reserves to 2024/25
- Appendix 3 Section 151 Officer’s Statement on the Adequacy of Balances and the Robustness of the Budget
- Appendix 4 Appropriations to and from General Fund Earmarked Reserves
- Appendix 5 General Fund revenue budgets for 2020/21 by portfolio
- Appendix 6 Proposed Revenue Investment and Reprioritisation 2020/21 to 2024/25
- Appendix 7 Planned use of One-Off Investment from Reserves 2020/21 to 2022/23
- Appendix 8 Dedicated Schools Grant Budget 2020/21 Budget planning report
- Appendix 9 Capital Investment Strategy – 2020/21 to 2024/25
 - Annex 1 to Appendix 9 – Capital Investment Policy
- Appendix 10 Proposed Investment – Capital
- Appendix 11 Requested Changes to Approved Capital Investment Programme
- Appendix 12 Amended Capital Investment Programme 2020/21 to 2024/25 (2019/20 shown for information)
- Appendix 13 Minimum Revenue Provision Policy 2020/21
- Appendix 14 Prudential Indicators 2020/21 to 2024/25
- Appendix 15 Equality Analyses supporting budget proposals

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Financial Sustainability Strategy

Southend-on-Sea 2020 – 2030

A Strategy to ensure financial resilience for the future

Southend 2050: it all starts here – where we are known for our creativity, our cheek, our just-get-on-with-it independence and our welcoming sense of community. And so, whilst the growth of London and its transport network has made the capital feel closer than ever, we cherish our estuary identity – a seafront that still entertains and a coastline, from Shoebury garrison to the fishing village of Old Leigh, which always inspires. We believe it's our contrasts that give us our strength and ensures that Southend has a vibrant character of its own.

Our shared ambition for Southend 2050 is grounded in the values of Southenders. It is bold, challenging but achievable. It will, however need all elements of our community to work together to make it a reality. We will also need our neighbouring boroughs, and central Government to play their part.

Introduction

This Strategy focusses on the sustainability for the future of Southend-on-Sea Borough Council, and the things we need to do to ensure we are financially resilient:

- Setting out our strategic priorities for financing which in turn will allow us to achieve our desired outcomes.
- Framing the financial future, commitment and intentions for the Council.
- Setting the overall context for the rolling **Medium Term Financial Plan** and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and roadmap phases.
- Clearly outlining our approach, desire and commitment to achieving financial sustainability by embracing Southend's economic potential, growing our local tax base and increasing our income generating capabilities.
- Designed to enable all staff and councillors within the Organisation, together with our stakeholders to understand the story of where we are now, where we would like to be and how will we get there. The aim is for this approach to help maximise understanding, ownership and engagement within the local area.

The financial sustainability strategy is aligned with the Council's other key plans and strategies, notably Local Plan, Economic Development Strategy, Housing Strategy and the Medium Term Financial Strategy. The Council will only achieve financial sustainability through funding and supporting economic and housing growth and maintaining a clear focus on our key outcomes and activities whilst simultaneously ensuring efficient and effective delivery.

This Strategy takes into account a range of factors including the current financial position and performance of the Council, a review of the local economy, proposed local government reform and external analysis relating to wider national economic and political developments.

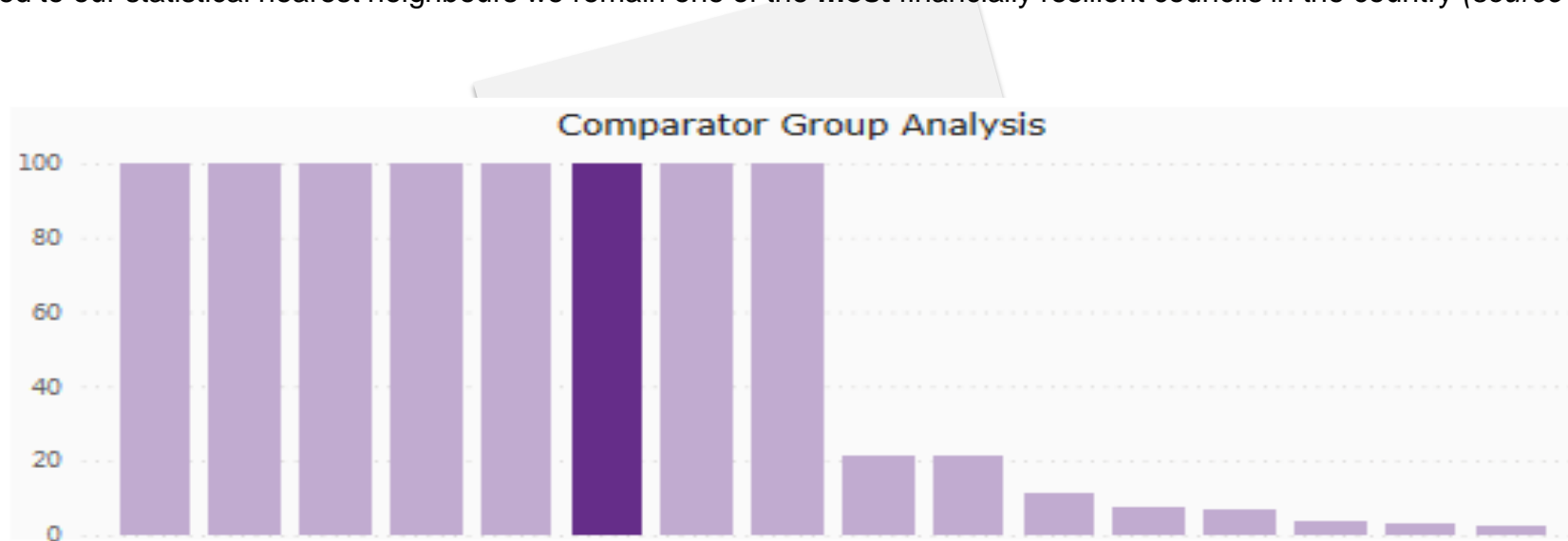
Despite financial uncertainties within the Local Government Sector, the Council is committed to the achievement of long term financial sustainability by embracing the area's economic potential, sustaining our local tax base and being commercial and business-like in the way we operate. This will enable us to become self-sufficient and generate the resources necessary to maintain and reinvest in quality public services.

For our longer term planning, we will need a clear understanding of service delivery objectives and priorities, requiring the right balance of skills and sufficient capacity within the organisation to focus on prioritising resources for the benefit of all stakeholders. This will enable us to direct our investment, resources and business planning to activity to achieving the outcomes, changing the conversation to “what to keep” rather than “what to cut”.

As an organisation we are investing in transformative and innovative service re-design so that we can deliver our 2050 outcome pledges effectively and efficiently.

We recognise that it is essential to work in collaboration with our residents, businesses and our partners to create the right conditions for investment and expansion to ensure that our Ambition is achieved.

Like all Local Authorities, Southend-on-Sea Borough Council has seen a decline in the amount of funding it receives from Government grant. Despite these reductions when compared to our statistical nearest neighbours we remain one of the **most** financially resilient councils in the country (source CIPFA Financial Resilience Index 2019).



Southend 2050



Southend 2050 is the borough's ambition for the future. It was developed following extensive conversations with those that live, work, visit, study and conduct business in Southend-on-Sea. These conversations examined what people thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

The Southend 2050 ambition includes twenty three outcomes which fit into five themes. The five year roadmap timeline identifies key projects that will help make the ambition a reality.

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Pride & Joy:

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably talking up Southend-on-Sea
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset
- Our streets and public spaces are clean and inviting



Safe & Well:

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives

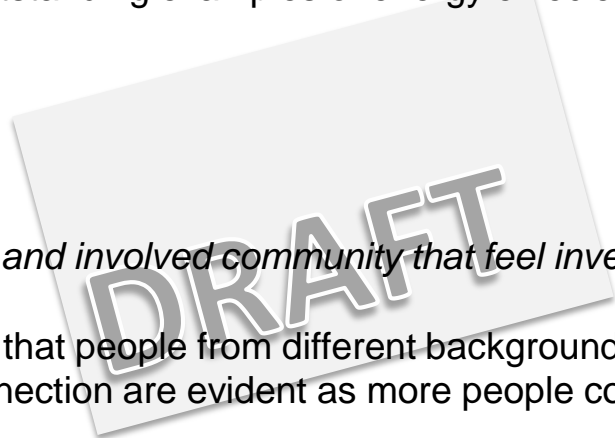
- People in all parts of the borough feel safe and secure at all times
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives
- We are on our way to ensuring that everyone has a home that meets their needs
- We are effective at protecting and improving the quality of life for the most vulnerable in our community
- We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling



Active & Involved:

By 2050 we have a thriving, active and involved community that feel invested in our city

- Even more Southenders agree that people from different backgrounds are valued and get on well together
- The benefits of community connection are evident as more people come together to help, support and spend time with each other
- Public services are routinely designed – and sometimes delivered – with their users to best meet their needs
- A range of initiatives help communities come together to enhance their neighbourhood and environment
- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity





Opportunity & Prosperity:

By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people

- The Local Plan is setting an exciting planning framework for the borough
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities
- Our children are school and life ready and our workforce is skilled and job ready
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term

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Connected & Smart:

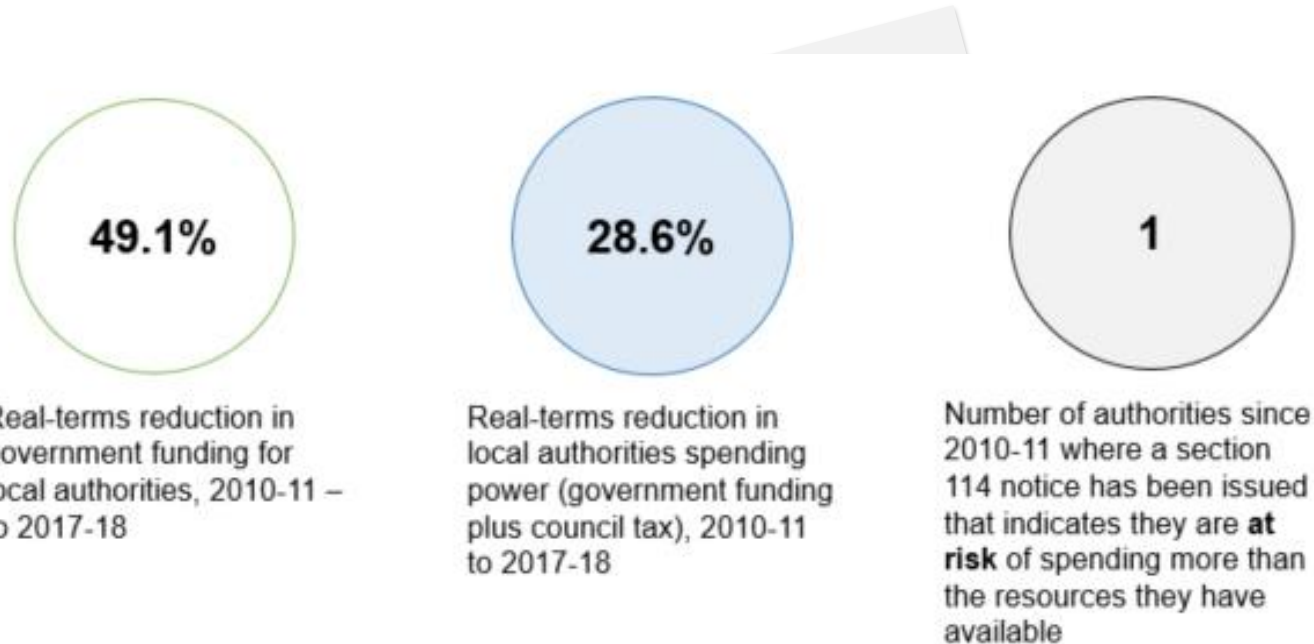
By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure

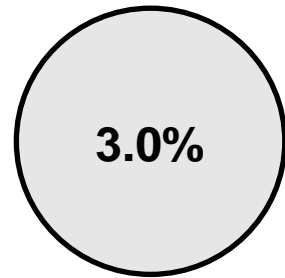
- It is easier for residents, visitors and people who work here to get around the borough
- People have a wide choice of transport options
- We are leading the way in making public and private travel smart, clean and green
- Southend is a leading digital city with world class infrastructure that enables the whole population

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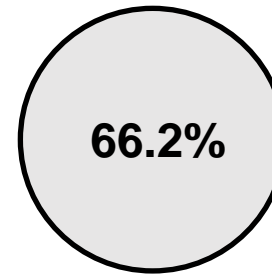
In order to accomplish our aim to achieve financial sustainability, it is important to recognise the challenges that face local government. More financial independence will give us the ability to shape our own future and meet local needs. The Council will be required to move towards enabling others to do more for themselves, rather than being a universal and direct provider of services.

Locally, the Council has seen sustained reductions in its external funding and increased demand across a range of services which is likely to continue for the foreseeable future. According to the 2018 National Audit Office report on sustainability of Local Authorities, between 2010/11 and 2017/18 local government has seen:

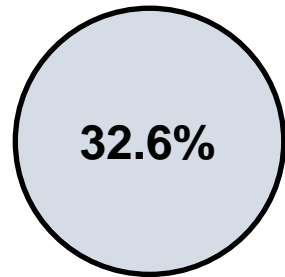




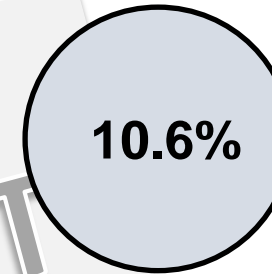
Real-terms reduction in local authority spending on social care services, 2010-11 to 2016-17



Of local authorities with social care responsibilities that drew down their financial reserves in 2016-17



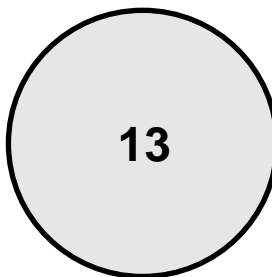
Real-terms reduction in local authority spending on non-social-care services, 2010-11 to 2016-17



Of local authorities with social care responsibilities that would have the equivalent of **less than three years**, worth of reserves left if they continued to use their reserves at the rate they did in 2016-17



Overspend on service budgets by local authorities in 2016-17



The number of departments asked by the Ministry of Housing, Communities & Local Government to provide information as part of the 2015 Spending Review

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UK Economic Growth

UK economic growth at a macro level remains sluggish just as it has since the 2008 financial crisis and subsequent recession. This sluggishness is projected to continue. Latest forecasts estimate that UK GDP growth of 1.3% in 2018 will decrease to 1.2% in 2019 and remain subdued over the next 3–5 years. Economists see this slow growth as being driven by three key factors: weaker private consumption, only modest growth in real wages and households looking to maintain savings. The downward pressure is compounded by constrained business investment and uncertainty around future trade contributions. Ongoing negotiations and uncertainty around the UK's withdrawal from the European Union make future growth even more difficult to predict than usual.

How this macro picture plays out at the local level will have profound implications for the financial resilience and sustainability of local authority finances. For some places – where businesses and employment are in sectors experiencing stronger growth – the local economy will be protected somewhat from changes at the macro level. For others, however, the strength of the local economy will be directly tied to the events playing out nationally. So, if growth continues to slow, businesses may fail or leave the UK and employment opportunities will decrease, increasing pressure on local services. This scenario will also result in reduced income (particularly in terms of business rates) and increased expenditure on demand-led services and on wider economic development services.

Local context

We have succeeded in developing a shared vision for Southend. We undertook extensive engagement within and outside the Council, instilling boldness, creativity and strong, place-based leadership. We have an invaluable framework against which to set shorter-term priorities and make investment decisions. The vision also establishes a set of short- and longer-term outcomes against which to measure and communicate progress, as well as providing a roadmap for the place, bringing partners and budgets together. Culturally, it also provides energy and excitement in Southend, enabling the Council, community and partners to feel more positive about the important role they have to play. It helps shift the mind-set from one of managing decline to one of place shaping. Given the challenges ahead, the importance of culture and behaviours within our authority is going to be critical.

The headline challenges for Southend include:

- Financial sustainability - end of Revenue Support Grant
- Increasing demand for services
- Aging population & rising birth rate
- Future of social care – resourcing and location?
- Delivering sustainable, inclusive place-based growth and housing
- Developing our skills pipeline
- Involving community
- Political uncertainty, nationally and locally
- Harnessing digital/new technologies
- Community Safety - County lines and knife crime

Southend's location has a significant effect on our economy and communities. To the south and east, the town is bordered by a sea that has brought commerce, sustenance, opportunity and tourists to the area for centuries. With Rochford and greenbelt land to the north and Castle Point to the west, Southend has developed as one of the densest urban areas outside of London, creating a metropolitan feel that is quite distinct from the more rural landscape that characterises the rest of Essex. Southend has an ageing population with the number of people entering the labour market steadily decreasing. During the last decade, however, international and domestic migration has supported an increase in the local labour market. The migration has delivered new business formation, growth in the labour market pool and increased local spend. Continuing to promote and improve Southend's image as a place to live is key to attracting new businesses and investment to the area. It's vital that Southend's principal transport connections to London are maintained and enhanced as these links play an important part in maintaining high average resident wage levels and supporting local economic growth.

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182,500
 Mid-Year Population Estimate
 for Southend
 (Nomis July 2018)



7 miles of
 coastline



32 parks,
36 play areas



9 railway
 stations



£290,592.00
 Average House Price Southend-on-Sea
£314,754.00
 Average House Price in Essex
£248,939.00
 Average House Price in England



Average house price
11x annual salary of
 Southend residents



2nd lowest
 housing stock
 growth of all
 cities* in UK



New housing
 mostly 1 and 2
 bedroom flats



Employment

Southend is a vibrant town, employing approximately 66,200 employees working in over 6,600 businesses. There is a recognised strong entrepreneurial culture in the area and most businesses within Southend are small, with 85.5% of companies employing 10 people or fewer.

Tourism

With over 7 million day visitors each year and over 250,000 longer stay visitors, Southend has significant potential to secure further growth as a major tourism destination. Tourism gives the town its identity centred on its iconic Pier. Tourism and the visitor economy is an important economic driver in the town supporting some 9,500 tourism related jobs. It is also an important economic driver for the adjoining town centre offering complementary leisure facilities including hotel accommodation, bars and restaurants.

Planning Policy

National policy is clear that planning has a key role to play in minimising vulnerability and providing resilience to the impacts of climate change, including coastal change, flood risk, drought, water supply and changes to biodiversity and landscape. It will be essential that appropriate planning policies are put in place in the new local plan to meet these challenges.



12% of Southend's males and **28%** females are economically inactive

Average weekly earnings

£312 for women

£546 for men

Unemployment

Out of Work Benefit Claimants

4,140 - 3.7%
(November 2019)



1,035

New businesses (2017/18)

1,115

Businesses closed (2017/18)

Employment Growth Sectors – digital, cultural and creative; healthcare technology; advanced manufacturing and engineering; and tourism

Strong entrepreneurial culture.

86% of companies employ 10 staff or fewer



Expanding Airport and business park



Growing visitor economy.

7m visitors per year



Low wage economy (those working in Southend)



6

Of our wards are amongst the **worse 20%** in the country



Kursaal ward ranks 136th*



* of 32,844 areas.

10 years difference in life expectancy between residents of most and least affluent areas of Southend



1/3 Southend residents classed as physically inactive and at risk of ill health



Election turnout



25%
Kursaal



Compared to

42.5%
West Leigh

An average overall turnout of **31.74%** highlighting lower civic participation in deprived areas

Average house price **11x** annual salary of Southend residents



2nd lowest housing stock growth of all cities* in UK



New housing mostly 1 and 2 bedroom flats



Poor connectivity for ultra-fast broadband compared with other cities*



Traffic congestion on major routes in the AM/PM peak



Low wage economy (those working in Southend)



Need to improve the skills base of residents



Overreliance of retail in the High Street



10 years difference in life expectancy between residents of most and least affluent areas of Southend



1/3 Southend residents classed as physically inactive and at risk of ill health



Renewal and replacement of sea defences



Enhance the built and natural environment





The mid-year population figure for Southend-on-Sea in 2018 was **182,500**



12% of Southend's males and **28%** females are economically inactive



23% of residents agree that they can influence decisions that affect their local area, and **59%** of residents disagree

52

11 / 17

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Wards have a **higher** proportion of children living in poverty than the England average



Average weekly earnings

£312 for women

£546 for men

11.1
years lower
(for men)

Life expectancy in the most deprived areas of Southend compared to the least deprived areas

9.7
years lower
(for women)

6

Of our wards are amongst the **worse 20%** in the country

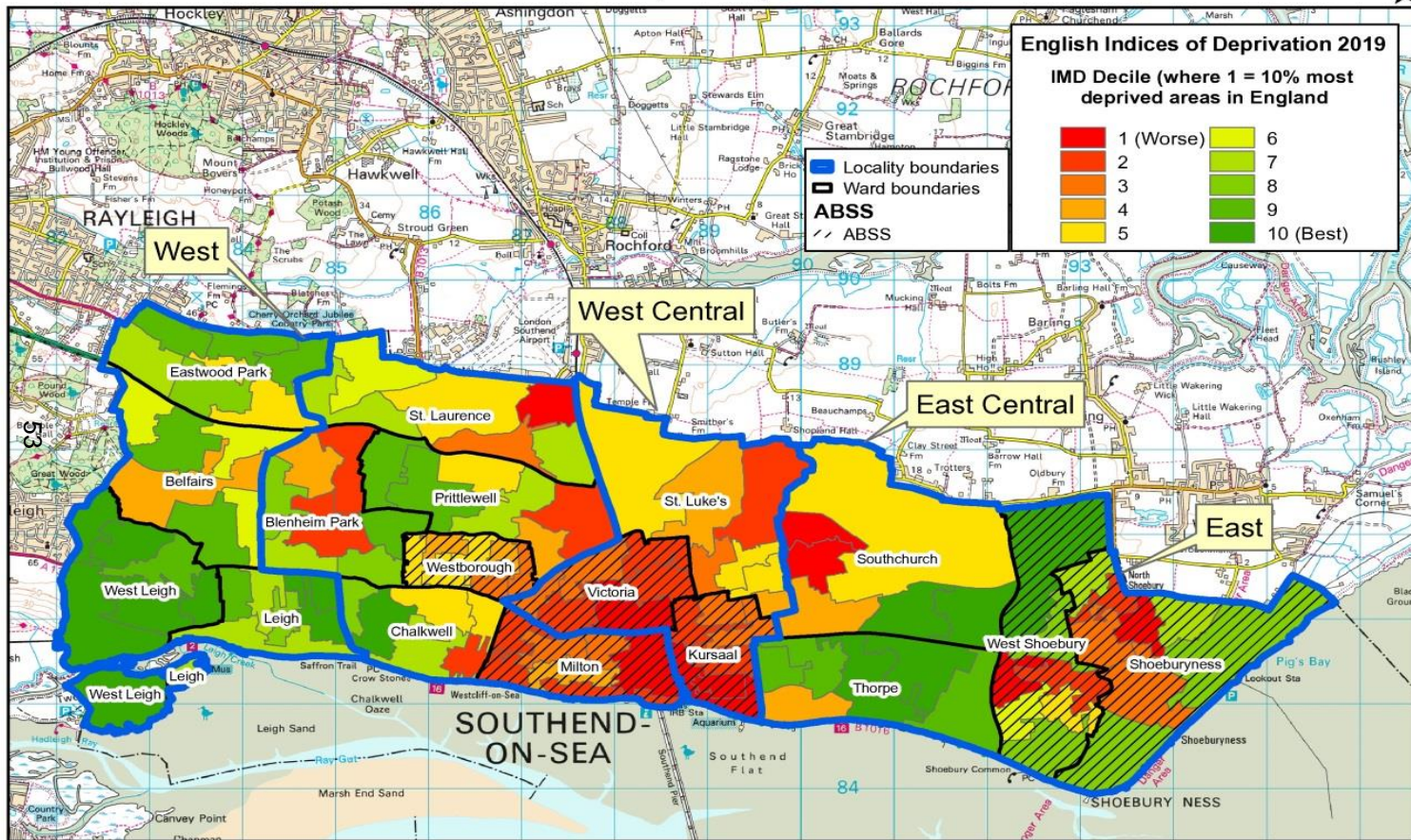


Kursaal
ward ranks
136th*



* of 32,844 areas.

Southend-on-Sea Index of Multiple Deprivation 2019



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Contains National Statistics data © Crown copyright and database rights 2019

Operational Performance & Intelligence Team – Southend-on-Sea Borough Council

Scale 1:55,194

Whilst the picture appears to be improving more generally across the borough, two domain areas have experienced worsening conditions:

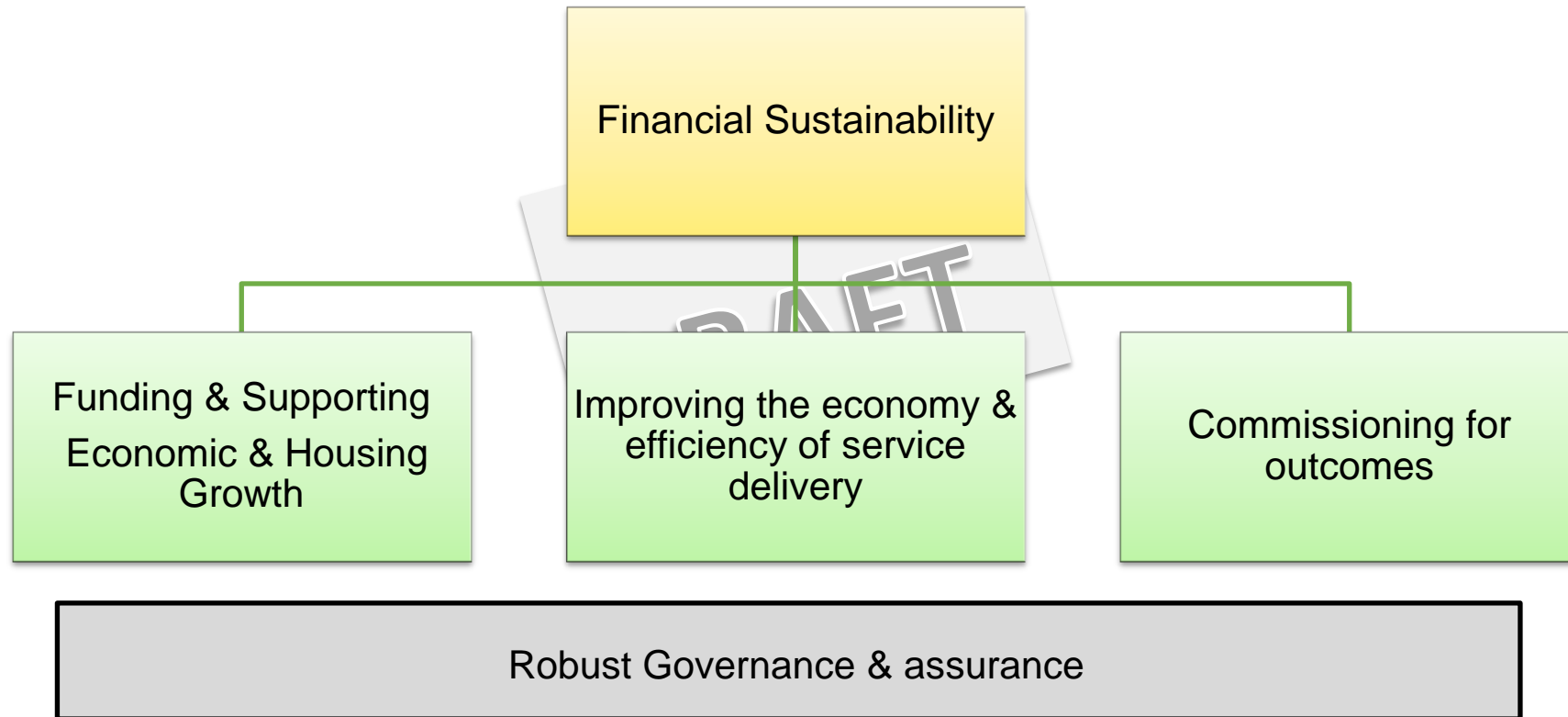
Income Deprivation Affecting Children Index - more wards have fallen into the 50% most deprived decile in 2019 compared to 2015 including an additional 3 wards falling into the 10% most deprived decile.

Barriers to Housing and Services – 8 more wards have fallen into the 50% most deprived decile in 2019 compare to 2015.

Income Deprivation now includes a measure of adults and children in Universal Credit families where the adults are not working or looking for work.

Framing our Future

The Strategy will drive the long term emphasis of delivering financial sustainability in order to achieve the Southend 2050 Ambition, with a focus on:



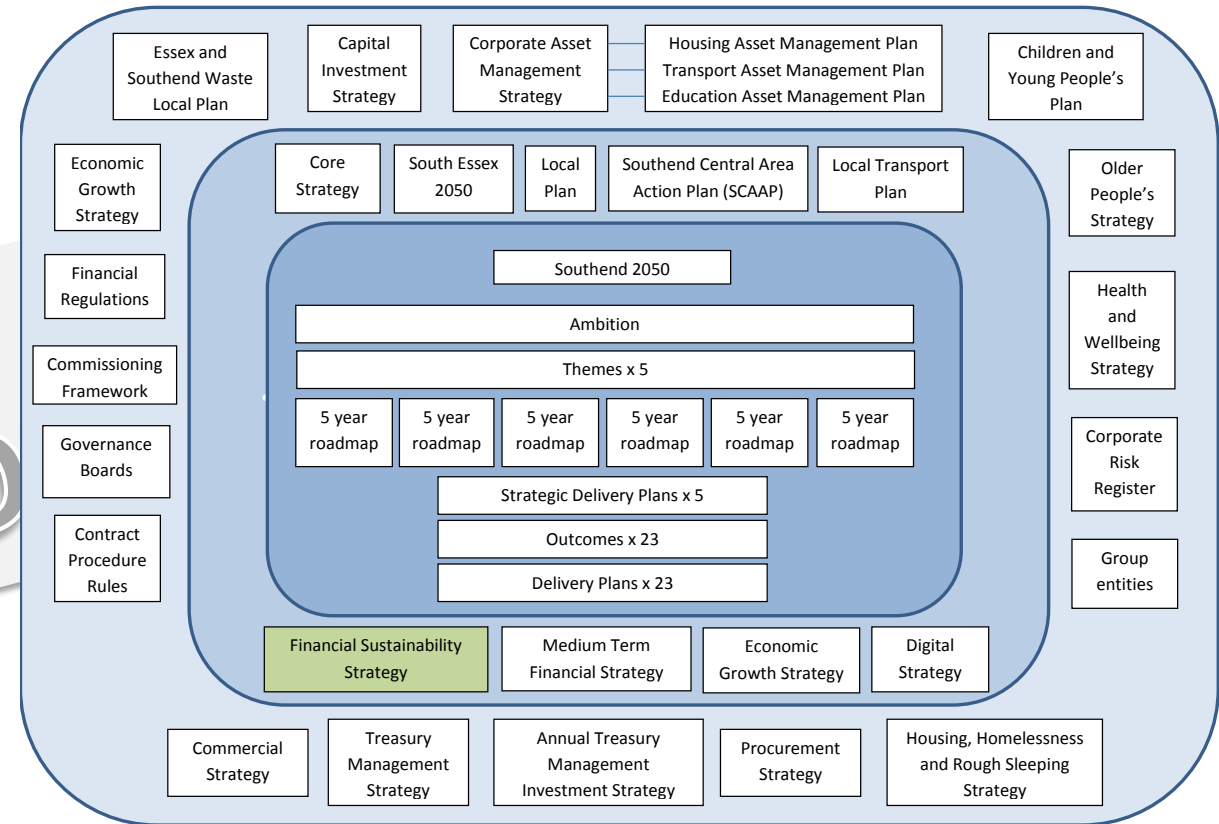
- Embracing Southend's economic potential by creating great conditions for businesses
- Enabling others to do more for themselves through asset based community development – people taking responsibility and enable them to live fulfilling lives.
- Proactively using reserves to better effect whilst maintaining adequate levels to deal with risks and fund opportunities.
- Being more commercial and business focussed
- Taking an outcome based investment approach
- Making the most of opportunities for improvement through capital projects and grant funding
- Being clear about our appetite for risk
- Taking a long term financial strategic approach
- Applying customer-led 'Design Thinking' approach to our services
- Being an organisation that is financially aware and has a business mind set
- Creating the right conditions for the private sector to invest

A clear and robust strategy is required to ensure we are financially resilient. This will

- Set out our **strategic priorities** for financing which in turn will allow us to achieve our outcomes.
- Frame the financial future, commitment and intentions for the Council.
- Set the overall context for the rolling Medium Term Financial Plan and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and roadmap phases.
- Clearly outline our approach, desire and commitment to achieving financial sustainability by embracing Southend’s economic potential, growing our local tax base and maximising our income generating capabilities.
- Enable all staff and councillors to understand the story of “where we are now”, “where we would like to be” and “how can we get there”.
- Extend understanding, ownership and engagement within the local area amongst our citizens and partners.
- Use reserves to smooth funding over time and provide capacity to respond to one-off events.

50

FINANCIAL SUSTAINABILITY STRATEGY – LINKS TO OTHER STRATEGIES AND PLANS



Economic & demographic developments

Digitalisation, automation and artificial intelligence (AI) are likely to impact on a number of jobs in sectors like transportation, hotels and restaurants, manufacturing, trade and construction. Digital technology is anticipated to change traditional employment structures changing the nature of demand on office space. The Council will encourage and embrace digital change within its own activities.

Demographic change and an aging population will create demand for products, services and technologies and a shift in public expenditure to meet rising health and social care costs. The declining workforce will have implications on the labour market with recruitment difficulties causing a potential rise in investment in technologies which reduce the dependence on labour. Where demographic change is impacting on Council activities it will seek to mitigate through prevention and early intervention stages.

This financial sustainability strategy spans what will be a major economic transition period both on a macro and micro scale, with new technologies and changing population profiles, investing in the right things is at the heart of this strategy and our ability to meet the increasing local service pressures will be influenced by the success in taking the opportunities.

Accessing external funding is a key enabler for increasing the amount of funding that can be invested in services. It can be both revenue and capital. The principal objective is to optimise the amount of external resources that support the shared ambition for the borough. The Government has made announcements in relation to post Brexit capital investment programmes including the Shared Prosperity Fund and Stronger Towns Fund.

Southend Council works across borders on strategic issues such as infrastructure, planning and growth, skills, housing and transport connectivity through the Association of South Essex Local Authorities (ASELA). This consists of Basildon, Brentwood, Castle Point, Essex County, Rochford and Thurrock Councils.

Medium Term Financial Strategy

Our Medium Term Financial Strategy (MTFS) gives a five year view of how the council will deliver the outcomes identified in the Southend 2050 ambition, in an affordable and sustainable way.

It also shows how the Council intends to match finances to the 2050 ambition, five year roadmap and desired outcomes.

It aids robust and methodical planning as it forecasts the Council's financial position, taking into account known pressures, major issues affecting the Council's finances, including international, national, sub regional and local economic influences as well as local priorities and factors.

The MTFS includes revenue and capital net expenditure for the General Fund and the Housing Revenue Account, reserves, financing of capital, treasury management and partnerships. This is to ensure that the Council sets a comprehensive but affordable budget.

The MTFS allows the council to take a longer term view to budget planning, ensuring that annual budgets are not set in isolation to future years and so that an outcome based approach can be taken, and is aligned with the Financial Sustainability Strategy.

Outcome Based Investment

Being an outcome focussed organisation will enable us to direct our investment, resource and business planning to activity that will achieve our outcomes, change the conversation to what to keep rather than what to cut. As a borough we have clearly articulated desired outcomes which describe the impact and the 'so what' of what we want to achieve.

Being commercial and business focussed

Being commercial is a mind-set about being more business-like, whilst retaining a strong public service ethos: delivering the best fit to ensure both a financial and social return. This means achieving both a financial and social return. Seeking to grow our income base and make efficiency savings in a variety of ways in order to be able to both commission universal delivery for all and also offer optional traded services for residents and businesses that are ready to buy.

The introduction of a commercial vision will identify and present opportunities for the Council, with due consideration of the risks. The key test around risk appetite – security of investment is paramount, yield/return a secondary key consideration. We need to consider commercial drivers that have a direct revenue benefit but also wider economic/social benefit felt locally. Examples include business rate generation, jobs (higher paid?), spending power, social value, holistic cost/investment understanding etc.

We are looking beyond the traditional sources of income generation for opportunities to boost revenue income through fees and charges and selling services where appropriate. Considering 'make or buy' service models to get hybrid best-fit mechanisms for delivery is a possibility. Importantly we will always look to secure social as well as financial returns where appropriate.

Knowing our Business

As an organisation we are more effective, understand key drivers and are investing to make a difference. This insight and challenge is driven by service and outcome leads, looking at how and where we spend our money currently, how this drives (or not) our outcomes; and what investment/disinvestment options this might give the Council as we move to longer term outcome based financial planning.

Smarter Commissioning & Maximise Social Value

The Council's social value policy will maximise the wider community benefits of the Council's procurement activity. It also sets the direction for engagement with businesses in Southend to increase the level of local spend, build in skills and employment opportunities and support small / medium enterprises and voluntary / community organisations.

Maximise wider community benefits (Social Value Policy) from the Council's procurement activity and proactively manage contracts. Increasing levels of local spend, build in skills and local employment clauses and opportunities, and support/enable SMEs and voluntary/community organisations.

By utilising the Community Infrastructure Levy, (a charge that can be levied by local authorities on new development in their areas), the Authority will be able to deliver the infrastructure needed to support development in the area. This levy only applies in areas where a local authority has consulted on, and approved, a charging schedule which sets out its levy rates and it has published the schedule on its website.

Most new development which creates net additional floor space of 100 square metres or more, or creates a new dwelling, is potentially liable for the levy. Some developments may be eligible for relief or exemption from the levy. This includes residential annexes and extensions, and houses and flats which are built by 'self-builders'. There are strict criteria that must be met, and procedures that must be followed, to obtain the relief or exemption.

Financial sustainability will be achieved by developing a stronger commercial approach and delivering public services at maximum efficiency.

For longer term planning we will need a clear understanding of service delivery objectives and priorities, requiring the right balance of skills and sufficient capacity within the organisation to focus on prioritising resources for the benefit of all stakeholders. This will enable us to direct our investment, resources and business planning to activity that will achieve the outcomes, changing the conversation to “what to keep” rather than “what to cut”.

As an organisation we are investing in transformative and innovative service re-design so that we can deliver our 2050 outcome pledges effectively and efficiently. We recognise that it is essential to work in collaboration with citizens, businesses and partners to create the right conditions for investment and expansion to ensure that our Ambition is achieved.

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**MEDIUM TERM
FINANCIAL STRATEGY
2020/21 to 2024/25**

January 2020

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1 Introduction

1.1 Background

The Medium Term Financial Strategy (MTFS) provides an integrated view of the whole of the Council's finances and outlook over the medium term, i.e. over the next five years. It shows how the Council intends to align its financial resources to the Southend 2050 ambition, five year roadmap and desired outcomes. However, it should be noted that the further the MTFS looks to the future, the more uncertainties there are.

The MTFS is the Council's key financial planning document which informs service and resource planning, and shows how spending is balanced with the available funding. It identifies budget gaps in the medium term and allows the Council time to address them in a considered and planned way.



1.2 Southend 2050 Ambition and Road Map

Southend 2050 is the Borough's ambition for the future. It was developed following extensive conversations with those that live, work, visit, do business and study in Southend-on-Sea. These conversations asked people what they thought Southend-on-Sea should be like in 2050 and what steps are needed now, and in the coming years, to help achieve this. The ambition is grounded in the values of Southenders. It is bold and challenging and will need all elements of our community to work together to make it a reality.

The Southend 2050 ambition includes twenty three outcomes which fit into five themes. The five year roadmap timeline identifies key projects that will help make the ambition a reality.

The ambition is an overarching view of the Council's future direction which aims to articulate the visible changes to the environment and the more fundamental effects on people's lives, essentially capturing how it could feel to live, work or visit Southend in the future. It complements the Essex 2050 vision, 'The Future of Essex' developed by Essex wide stakeholders and the emerging South Essex 'proposition', titled 'What sort of place are we making?' This is being developed by South Essex local authorities who are collectively looking to the future.

As it steps towards that ambition the Council will agree five year roadmaps. The road map outlines the Council's role in achieving the ambition and provides a high level guide for Councillors, staff, partners and others in aligning their capacity and resources to priorities. It builds on our existing achievements and outlines what the Council wants to

achieve in the coming five years. There will be five strategic delivery plans, one per theme reflecting the road map. These will be supported by delivery plans which reflect our ambition and focus on achieving the desired outcomes in five years' time. . All revenue and capital resources will be allcated with the aim of contributing to the delivery of the ambition and the desired outcomes. This Medium Term Financial Strategy has been written accordingly.



1.3

Pride and Joy

By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea;
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset;
- Our streets and public spaces are clean and inviting.



1.4

Safe and Well

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;

- People in all parts of the borough feel safe and secure at all times;
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives;
- We are well on our way to ensuring that everyone has a home that meets their needs;
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community;
- We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.



1.5

Active and Involved

By 2050 we have a thriving, active and involved community that feel invested in our city;

- Even more Southenders agree that people from different backgrounds are valued and get on well together;
- The benefits of community connection are evident as more people come together to help, support and spend time with each other;
- Public services are routinely designed - and sometimes delivered - with their users to best meet their needs;
- A range of initiatives help communities come together to enhance their neighbourhood and environment;
- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.



1.6

Opportunity and Prosperity

By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;

- The Local Plan is setting an exciting planning framework for the Borough;
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities;
- Our children are school and life ready and our workforce is skilled and job ready;
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough;
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.



1.7 Connected and Smart

By 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure

- It is easier for residents, visitors and people who work here to get around the borough;
- People have a wide choice of transport options;
- We are leading the way in making public and private travel smart, clean and green;
- Southend is a leading digital city with world class infrastructure that enables the whole population.

1.8 Implementing the Ambition (Partnership/Community engagement)

The Council is continuing to develop shared ownership of the Southend 2023 outcomes with the aim that, where possible, measures to achieve the outcomes are co-designed and co-delivered with residents and partners. This means developing more innovative partnership arrangements with stakeholders and shifting our culture so that all council staff have an engaging role in their day to day job.

Asset Based Community Development (ABCD) methodology will support this approach with a view to promoting the sustainable development of our communities. As well as a step change in how the council works with residents and stakeholders, an asset based approach will revise the Council's approach to leadership, management of assets, funding streams, commissioning and workforce development.

This approach will include more shared posts, shared commissioning and the co-location of services and staff, along with the development of our locality approach. It will promote a more fluid and creative way for citizens to share their ideas on priorities and solutions, while still valuing the more formal consultative process.

1.9 Aims and Purpose of the Medium Term Financial Strategy

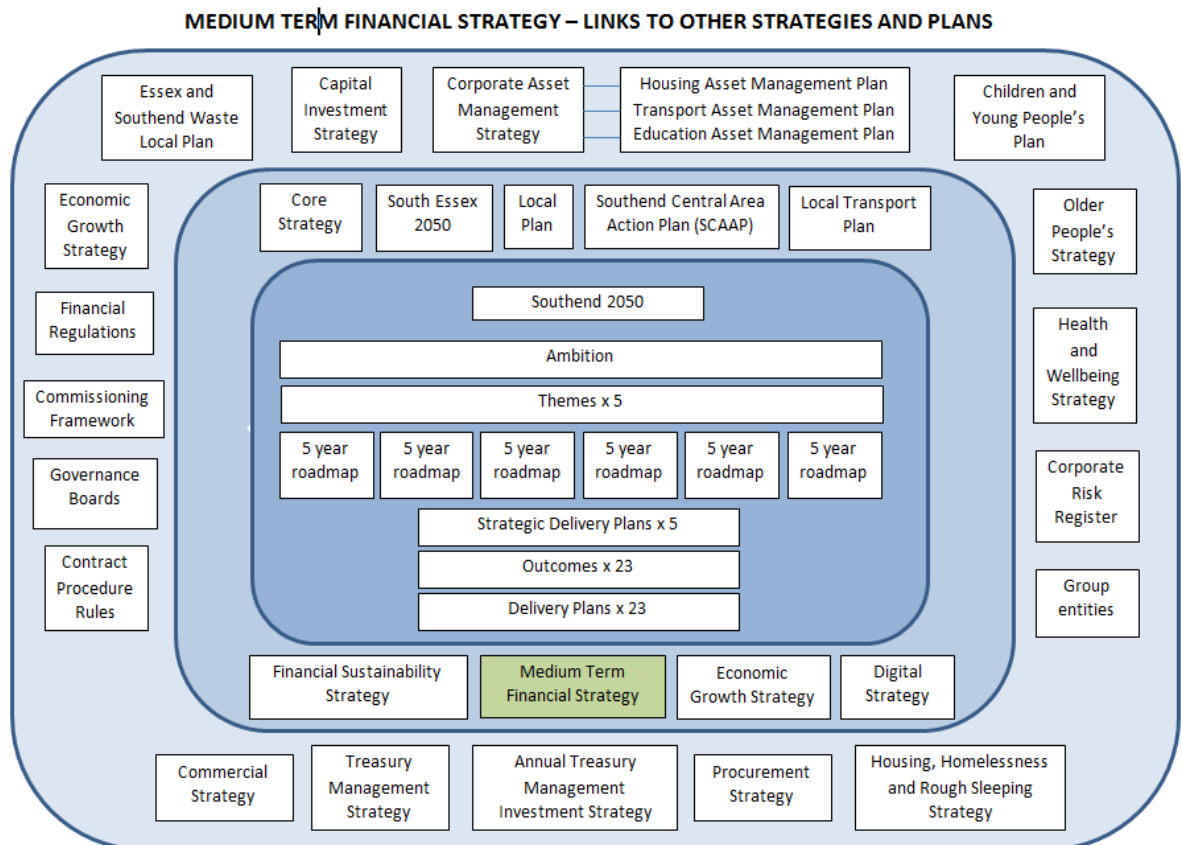
The MTFs takes into account national, regional and local priorities so that it is realistic and reduces the risk of a significant budget gap occurring late in the budget setting process. It includes revenue and capital net expenditure for the General Fund and the Housing Revenue Account, reserves, financing of capital, treasury management and partnerships. This is to ensure that the Council sets a comprehensive but affordable budget.

The parameters set by the five year planning period of the MTFS are used to inform the development of the budgets for the General Fund, Housing Revenue Account and the capital investment programme for the first year of that planning period. This is to make sure that, in setting the budget, decisions are not taken that could create problems in future years and that the financial consequences of these decisions are sustainable.

The MTFS assists with the setting of a robust budget by taking into account the likely effect of identified budget pressures and risks materialising. It allows the modelling of the effect of different planning assumptions on the budget gap which facilitates decision-making that is affordable and realistic.

1.10 Strategic context

The MTFS is closely aligned to a number of other strategies and plans which impact on the direction of the Council and must reflect and be informed by the drivers and priorities within them. The diagram below shows the links to these other strategies and plans.



1.11 Key Assumptions

The following assumptions have been made in producing the Medium Term Financial Plan for the Revenue Account.

Funding

Council Tax - the increase is assumed to be 1.99% for each year from 2020/21. In addition it is assumed that the social care precept will increase by 2% in 2020/21 but no increases have been included for future years.

Revenue Support Grant (RSG) –The MTFS uses the assumption that the 2020/21 RSG will be the 2019/20 figure plus CPI as indicated in the 2019/20 Government spending round. Although it is likely that all RSG will be subsumed into 75% business rates retention from 2021/22, in the absence of any other information, it has been presumed this will be on a revenue neutral basis. The amounts for 2021/22 to 2024/25 are extremely likely to change.

Business Rates – the figure for 2020/21 is a combination of the fixed top-up payment the Council receives from Government and a local assessment of the net amount likely to be raised locally that the Council will retain. This local element is assumed to grow by 2.0% from 2020/21. Although it is likely that business rates will move to 75% rates retention from 2021/22, in the absence of any other information, it has been presumed that this will be on a revenue neutral basis. The amounts for 2021/22 to 2024/25 are highly likely to change.

Support from Collection Fund – a surplus has been declared for 2020/21, based on the accumulated balance. This is a prudent view based on Council Tax increases and forecasts of housing completions, increases in discounts and exempt properties, and taking into account the effect of the current economic climate on collection rates. An assumption has been made as to amounts available for release in future years.

Inflation and Fees & Charges

Pay award – there is assumed to be an increase of 2.0% in 2020/21 and future years.

Inflation on goods and services – inflation is only being provided for major contractual commitments, utilities and business rates. Services are expected to absorb any other price inflation within existing resources.

Fees and charges – it is assumed that the income generated will largely increase by 2% each year but this assumption may need to be

reviewed depending on local economic circumstances.

Corporate Cost Pressures

Employers' pension contributions – the financial impact of the latest draft triennial actuarial valuation, as at 31 March 2020, has been built into the MTFS. Provision has been made for the potential financial impact in 2020/21.

Interest – the capital investment programme, although partly funded by grants and HRA funds, implies an increase in borrowing as set out in the Treasury Management and Capital Investment Strategies. The MTFS allows for the increased net costs of interest payments required to support this borrowing.

Costs of Transformation – with the on-going uncertainty over the future level of resources available, increasing local demand and expectations for priority services, it is inevitable that there will be upfront costs associated with service redesign and the introduction of new service delivery models. The MTFS has been updated to take account of this.

Revenue Investment and Reprioritisation - it is assumed that these changes will be achieved in full in each of the years in which they have been identified. With the unpredictability of demands on services and potential new legislation resulting from the change of Government, services could experience differing challenges. The MTFS has been developed based upon the most up to date information available and will be kept under regular review.

Better Care Fund (BCF) / improved Better Care Fund (iBCF)

The BCF is assumed to increase by 3.4% as indicated in the 2019/20 Government spending round. There is no certainty of the amounts available through the BCF arrangements with Southend CCG beyond 2020/21. The MTFS assumes the continuation of funding at the same level as announced in the 2019/20 financial settlement for iBCF for 2020/21 and future years.

Public Health Funding

The MTFS assumes an increase in the Public Health Grant in 2020/21 in line with the increase in the BCF as indicated in the 2019/20 Government spending round, matched by a consequential increase in spend. It is currently assumed that all Public Health Grant will be subsumed into 75% business rates retention from 2021/22. In the absence of any other information, it is also assumed that the same level of funding will be embedded into the new system. The MFTS will be updated as soon as any more information becomes available.

Housing Revenue Account

From 2012/13 the HRA became self-financing, and is no longer subject to the HRA subsidy regime.

Under self-financing, the HRA funds its expenditure, including its capital expenditure, from its income streams (primarily tenant's rents). Some grant funding may be available to support capital expenditure within the HRA going forward, but there is no assumption of external financing built into forward projections.

Dedicated Schools Grant

The Dedicated Schools Grant (DSG) for 2020/21 is now in its third year of total funding allocations set under a revised National Funding Formula (NFF). This includes proposed funding levels for individual school allocations. It remains, a government ambition that all individual school allocations will be fixed as per the NFF, however in 2020/21 it remains a local decision as to whether a Local Authority (in consultation with its School Forum/Education Board) choose to adopt.

With this in mind, our Local Authority and Education Board have made the strategic decision to align individual school allocations to the principle decisions of the NFF, so should the government impose a hard national funding formulae for individual school allocations in future years, our local schools are already aligned to this funding trajectory. The Department of Education (DfE) have reported that this is in line with the majority of other local authorities.

Our high needs block funding (also recognised as a national issue), has been under considerable financial pressure which had impacted the DSG reserves balances. Despite this, and as a result of robust recovery planning by the Local Authority and Education Board and further national funding awarded, our local high needs block funding and opening DSG reserves are now in a sustainable funding position moving forward into 2020/21.

In 2020/21, the DfE also announced (under NFF) a 20% funding (an equivalent £180,000 loss) reduction to the DSG Central Block element, which is funding that has historically been used to support Council expenditure, providing it serves the benefit of an educational purpose. To cover this funding loss in 2020/21, the Education Board helpfully agreed a transfer of £180,000 from the Schools Block allocation (for 1 year only), recognising for 2021/22 and future years a plan now needs to be determined as to how the Local Authority will manage this funding loss moving forward, and it could well be likely, although not yet formally announced, that a further 20% funding loss will be applied in 2021/22 until the full funding allocation of £900,000 has been removed from the DSG by 2024/25

1.12 Corporate Assurance and Risk Management

The Council has identified key risks that may impede the delivery of Southend 2050 ambition, and the desired outcomes for 2023.

The Council's governance framework supports the delivery of the ambition, to ensure that these are:

- Effective, but as simple as possible and easy to understand;
- Joined up and complementary, not conflicting with each other;
- Designed around customers;
- Making best use of technology and digitally enabled where this makes sense;
- Compliant with legislative requirements and ensuring that resources are used efficiently and effectively;
- Driving the desired outcomes.

The Council has identified core principles at the heart of its Risk Management Framework, these include that:

- Risk management is a positive value added activity, focused on achievement and successes, not a negative bureaucracy – by changing the perception and raising awareness officers will have increased confidence when managing operational risks;
- All staff are responsible for risk management and resources that support the framework are there to 'support and challenge' not 'own and do';
- Wider Member involvement in identifying and monitoring the most strategic risks the organisation faces would add value, whilst the roles of the Audit Committee, Scrutiny and Cabinet are critical to the robustness of the overall framework;
- The Southend 2050 ambition and outcomes need to drive the Council's budget and financial management arrangements, performance management of the outcome delivery plans and risk management framework;
- By getting the conversations happening with the right people, at the right time and in the right place, the required thinking can be applied and the processes to capture, document and report risk will be simple and become business as usual;
- The framework ensures joined up Strategic, Operational, Programme and Project Risk Management whilst recognising the differences between them.

The Council's Corporate Risk Register identifies the key risks as:

- Risk that failure to address the financial challenge by effectively managing the growing demand for services and enhancing local income streams will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services;
- Risk that the Council will not have the appropriate staffing resources, with the right skills working in the right places within collaborative teams, resulting, in part, from a failure to effectively embed the arrangements with the new recruitment partner, leading to a lack of workforce capacity resulting in a failure to achieve the Council's ambitions;
- Risk that the impact of, or a failure to take advantage of, the Government's agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities;
- Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years;
- Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough;
- Risk that the implementation of Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents resulting in increased health inequalities, worsening health outcomes and significant cost increases;
- Risk that a failure to ensure the Council has a coherent and comprehensive approach to data protection, including its cyber security arrangements, will result in a data breach or cyber-attack, leading to significant financial and reputational damage to the Council;
- Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to deliver the outcomes anticipated by the Council's roadmap for the children in need of support;
- Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council;
- Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption;

- Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council;
- Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies;
- Risk that failing to implement changes needed to reduce the Borough's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the Borough, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the Borough.

2 Horizon Scanning

2.1 Demographics

For Southend Borough residents/service users:

- 12% of Southend's males and 28% females are economically inactive, with average weekly earnings for males £546 and £312 for females;
- 39% of Southend's residents live in areas considered to be in the most deprived 30% in the country, this is 9% higher than the English average;
- 11 of Southend's 17 wards have a higher proportion of children living in poverty than the England average; six of these are amongst the worse 20% of wards in the country;
- Kursaal, the most deprived ward, ranks 136th most deprived area in England (of 32,844 areas);
- Life expectancy is 11.1 years lower for men and 9.7 years lower for women in the most deprived areas of Southend compared to the least deprived areas;
- 0.7% of West Leigh residents indicated they were in very bad health, compared to 1.6% in Kursaal and 1.3% for Southend as a whole;
- Kursaal ward had a borough election turnout of 25%, compared to 42.5% in West Leigh (average overall turnout 31.74%), highlighting lower civic participation in deprived areas;
- Residents living in the East Central locality are significantly less satisfied with their local area (66%) (89% in West and 75% for the borough), feel significantly less safe and cite crime/ASB as

something they dislike more, than residents elsewhere in the borough;

- Only a minority of residents (23%) agree that they can influence decisions that affect their local area. More than twice this number (59%) disagree.

2.2 National, Regional and Local Policy Drivers

National Factors

National factors which are likely to impact on the Council's financial position:

- The impact of the world economic climate on the national economy. Levels of economic growth are impacted by the prospect of higher trade barriers and the slowdown of growth in key economies such as the Eurozone and China;
- The impact of uncertainties related to Brexit, with investment decisions delayed or mitigated pending future trade arrangements.
- The level of uncertainty in Government funding for future years, with the overall level of government resources for councils dependent on a range of political outcomes, which are very difficult to predict. While the 'end of austerity' has been proclaimed by many politicians, according to the Institute of Fiscal Studies the government forecast (as of November 2019) that councils' core spending could increase by 4.3% in real terms in 2020-21 compared to 2019-20, would still leave spend per person 20% lower in 2020-21 than in 2009-10.
- The move from councils retaining 50% to 75% of business rates, from which the Council could potentially gain or lose, depending on final details on how the expansion will be administered.
- With the vast majority of councils funding set to come from council tax and business rates, there may be a need for large increases in council tax to keep pace with the level of demand on services, notably from children's and adult services.
- Unmanaged service pressures and increases in demand. Forecasts of future demand for services may be under-estimated
- Levels of future pay awards: Enhanced funding for local authorities could be subsumed by pay awards after a long period of minimal increases.
- General inflation assumptions: Driven by monetary policy and cost factors, such as energy prices, supplier prices with increased demands on councils to deliver government priorities, wages, new trade arrangements.

Regional position

In Summer 2017 the Leaders and Chief Executives of South Essex – Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea, Thurrock and Essex County Council – embarked on a process to develop a long-term growth ambition that would underpin strategic spatial, infrastructure and economic priorities across the sub-region. The ‘South Essex 2050 Ambition’ is now being taken forward through a number of workstreams to develop:

- the spatial strategy, through a Joint Strategic Plan;
- a Local Industrial Strategy;
- a strategic Infrastructure Framework;
- a Place Narrative.

The context for the SE2050 Ambition is to ensure that the local authorities remain in control of South Essex as a place, putting them in a strong position to shape and influence wider plans and strategies, for example, the Thames Estuary 2050 Commission and the London Plan, and Government and other investment priorities.

The local authorities recognised that long term healthy and sustainable growth in South Essex could only be delivered through a strategic solution and that would require some politically and technically challenging decisions as the Ambition is implemented. In January 2018, therefore, the local authorities formed the Association of South Essex Local Authorities (ASELA) to ensure the implementation of the Ambition has strong leadership and is managed on a truly collaborative basis.

The spatial strategy to implement the SE2050 Ambition is being implemented through a new planning ‘portfolio’ with a Joint Strategic Plan (JSP) currently being prepared to provide the overarching framework. Local plans and other place-shaping tools will be used to deliver this on the ground, using the range of planning tools available in a more flexible and responsive way.

Work on the JSP is underway with a Project Delivery Board in place, reporting through a Member structure to ASELA, and a timetable and scope agreed. A Statement of Common Ground was published in June and is has been formally agreed by all partners, alongside an update to each authority’s Local development Scheme.

The current timetable is ambitious, with the full process through to adoption expected to take 2-3 years at the most. The local policies and place-shaping plans will be developed alongside the JSP but will have to fully reflect its overarching strategy. Timing of the planning portfolio will therefore be carefully managed through the Statement of Common

Ground and under the steerage of ASELA. (The Association of South Essex Local Authorities)

Local drivers

2050 priorities and political administration priorities to support the ambition, roadmap and desired outcomes, while placing greater emphasis or prioritisation on particular areas. Among these are:

- new housing opportunities, including new social and key worker housing;
- measures to improve the private rented sector;
- prioritisation of the green agenda;
- a more integrated approach to transport, including reviewing the current approach to parking;
- enhancing local people's skills and making the council a living wage employer.

Other local drivers include:

- Increasing demand for services with a population projected to increase from 182,000 to 192,200 by 2025, an increasingly aging population due to grow from 19% to 23% by 2030 and a higher birth rate;
- The need for an anticipated 22,000 homes by 2030 and the increasing demand for new school places.
- Commitment to meeting 2050 priorities, including: tackling climate change, community safety, rough sleeping, housing and skills pipelines, public and integrated transport, health inequalities, key regeneration projects (Seaways, Airport Business Park), digital borough, tackling inequalities – notably on education, health and income;
- New priorities of incoming Council administrations, with local elections due in 2020, 2022, 2023 and 2024;
- Non achievement of anticipated efficiencies from new ways of working, service re-organisations or poor budget management in places;
- The impact of becoming a National Living Wage employer and seeking to achieve real living wage accreditation;
- The need to achieve more income from fees and charges is not always attainable, with anticipated levels of income subject to a range of factors that vary between services.

2.3 Physical-Environmental Factors

The council owns over 6,000 socially rented properties, which are managed by our arm's-length management organisation, South Essex Homes. Over 1,500 local households are on our housing waiting list. The council's housing, homelessness and rough sleeping strategy (2018-2028) sets out a long-term plan to prioritise the supply of safe, locally affordable homes, support people to live independently in their own homes and avoid homelessness and ensure any instance of homelessness is brief and doesn't re-occur.

This plan includes meeting the government's target of delivering 11,140 new homes between 2016 and 2026. With the current average annual delivery of all homes (including affordable) standing at 340 homes a year, this is clearly a challenge.

To ensure we are able to prevent increased levels of homelessness, housing induced poverty and poor or unsuitable housing conditions, we are working with housing associations to ensure a focus on good quality affordable housing and also developing our own social housing. This has already seen the delivery of thirty-three new homes, with a number more in the pipeline. This is complemented by the council's acquisitions programme, with fifteen homes bought from the private market.

3 The Financial Challenge

3.1 Forecast Financial Position 2020/21 to 2024/25

The Council is dealing with many of the same financial challenges as most other upper tier Authorities across the country. Most Local Authorities are experiencing increasing demand in key services which is placing a strain on available resources. A recent survey has identified that 90% of Councils are experiencing increasing demand and are also overspending in meeting the needs of children and families.

Overall the Council remains in a strong and resilient financial position, despite the potential impact of the current range of demand and spending pressures.

3.2 Financial Sustainability

The MTFs is aligned with the council's financial sustainability strategy (2020-2030) which sets out our aim to achieve long-term financial sustainability.

3.3 Pressures

There are a number of financial pressures faced by the council and these are reported as part of the budget monitoring reports on a regular basis. A number of these are demand led pressures which are due to a wider national position and it is important that these pressures are identified and mitigated to ensure sound financial resilience in changing times.

3.4 New Investments

In order to focus our available resources and align them to the Southend 2050 vision it is important to have a longer term view of the financial requirements necessary to deliver on the 5 year roadmap and the 2050 outcomes. Both revenue and capital investments are assessed against these outcomes to ensure that all resources are focussed in the correct areas to achieve the greatest positive impact.

3.5 Income Generation

The Council needs to ensure that although it is responsible for delivering public services, there must be a commercial mindset in areas where the services are in competition with other businesses. Therefore it is increasingly important at a time when central grant funds are reducing that income is generated where possible and within reason. Service areas will be expected to take ownership for the fees and charges within their service areas and these shall be benchmarked to provide assurance that the charges are appropriate, proportionate and are applied correctly.

3.6 Council Tax

There is a 3.99% increase in Council Tax for 2020/21 (including 2% for adult social care). For planning purposes an increase of 1.99% has been assumed for future years. Changes in the number of households affect the tax base for Council Tax purposes, as does the number of Council Tax Support claimants. The Council Tax base for 2020/21 is 58,680.94 (equivalent Band D properties).

The Medium Term Forecast assumes an increase in the Council Tax base of 0.5% in 20/21 with further increases of 1% per year over the following 4 year period.

The Council plans to release accumulated Council Tax surpluses over the five year period.

3.7 Housing Revenue Account

The Housing Revenue Account is a ring-fenced account which stands apart from the General Fund, although there are charges between the two funds to reflect Service Level Agreements and corporate support services.

Under the provisions of the Localism Act 2011, the Housing Revenue Account (HRA) became “self-financing” on 1 April 2012: That is in return for the payment of a lump sum, funded by borrowing, to HM Treasury; the HRA no longer has to pay negative subsidy each year to the Government. The HRA is the statutory “landlord” account for the authority. The Council is obliged by law to set rents and other charges at a level to avoid a deficit on the HRA balance. Changes to regulations over recent years, notably the introduction of rent restructuring in 2002, mean that the dwelling rent income streams had become largely fixed. The approach in recent years has been to work within the guidelines set by the government. Despite the introduction of “self-financing” for the HRA no longer requiring strict adherence to rent restructuring, the same approach has been continued given that the settlement underpinning self-financing assumed full convergence would be achieved.

The HRA estimates have been prepared alongside South Essex Homes, and incorporate their management fee bid.

Subsequent to the introduction of self-financing, the Government introduced legislation that fundamentally changed the economics of the HRA. The Welfare Reform and Work Act 2016 forced the Council to reduce rents by 1% each year from 2016/17 to 2019/20. In October 2017, the government announced its intention to set a long term rent deal for both Local authorities and housing associations. This allows rent increases of up to CPI at September each year plus 1 percentage point from 2020/21.

The Medium Term Financial Strategy demonstrates that the HRA is currently financially robust.

The Council has concluded a procurement exercise to choose a partner organisation with which to regenerate the Queensway estate. Swan Housing Association has been approved as the preferred bidder. The regeneration ambition will see the existing 441 predominately council owned homes redeveloped into a vibrant, mixed tenure community with enhanced public realm and facilities. This will mean that over time the estate will no longer form part of the HRA. The timing of the regeneration and asset transfer to the proposed partnership is not yet confirmed.

In addition South Essex Homes Ltd has been commissioned to produce an up to date stock condition survey, which will enable a fuller understanding of the investment necessary to maintain the existing housing stock to decent homes standards.

The HRA MTFS does not currently take either of these developments into account in a detailed manner, although some provision is made. It will be necessary to update the HRA MTFS once more detail is available.

3.8 Asset Management Plan

The Corporate Asset Management Strategy (CAMS) sets out the way in which the Council makes decisions on asset related matters and identifies procedures and governance arrangements to monitor and improve the use of its assets to increase efficiency and maximise returns. The plan is reviewed annually alongside the MTFS and updated as appropriate.

The Plan divides all the Council's assets into five investment blocks. These are:

- Operational assets – The Council's operational buildings;
- Non-operational assets – The Council's investment portfolio;
- Regeneration assets – Assets acquired or held to support regeneration;
- Surplus Assets – Assets which have no sound case for retention;
- Infrastructure required to deliver the Plan, notably ICT.

Some assets sit within specific policy and legislative frameworks, or are important by virtue of specific features of Southend. These are housing, highways and transport assets, schools and children centres, car parks, listed buildings and designated areas, and the sea defences and cliffs.

The CAMS brings asset-related decision making (on acquisition and disposal) together with the procedures guiding investment through the Capital Investment Programme.

The CAMS was comprehensively reviewed and updated for the period 2015 – 2025 and was approved at the Cabinet meeting in September 2015 to provide high-level strategic focus to enable flexibility over the plan period and to reinforce the current Vision and Strategic Aims of the CAMS that all the Council's assets are corporately held and managed strategically to:

- Support efficient and effective service delivery;
- Support regeneration and development and enable the Council to achieve its objectives;
- Rationalise, develop and improve the portfolio to underpin the capital investment programme and revenue budget through development, income generation, property acquisition and disposals;
- Actively support co-location and integration with other public-sector partners.

The CAMS also includes a property investment strategy with its own set of governance arrangements to enable investment opportunity decisions

to be taken quickly against a pre-agreed set of investment performance criteria such as and including lot size, yield, property type, lease terms and covenant strength. The first acquisition under this was made during 2017/18.

The CAMS also supports the Council's high priority major projects such as Better Queensway, Airport Business Park, Care and Learning Disability re-provision.

Some further updates will be made during 2020/21 as follows:

- Corporate structure and governance changes to reflect the current structure of the Council;
- Updates to reflect the latest 2050 position and direction of travel;
- Methodology for the prioritisation and decision making process around Council assets (particularly the development pipeline) with associated governance;
- To update the schedule of charges relating to property transactions;
- To monitor the Government's position on Commercial Property Investment;
- To update the Property Metrics section;
- To ensure that the framework is in place to move forward with benefits derived from WorkLife and improved agility to improve collaboration, share costs and generate income;
- To clearly and more appropriately distribute responsibility for particular assets (e.g. footpaths, non-adopted roads, water-courses) to ensure these are managed efficiently in the most appropriate section of the business.

3.9 Capital Investment Programme

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset which is needed to provide services such as housing, schools and highways. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services. Capital grants, borrowing and capital receipts can only be spent on capital items and cannot be used to support the revenue budget. However, it should be noted that revenue funding can be used to support capital expenditure.

The Capital Investment Strategy covers all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

It is a key document and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It includes an overview of the governance processes for approval and monitoring of capital expenditure and how investment decisions take account of stewardship, value for money, prudence, sustainability and affordability. It also provides an overview of how associated risk is managed and the implications for future financial sustainability.

The capital investment programme is prepared and developed in accordance with the Capital Investment Strategy. In turn, the Capital Investment Strategy has been written in the context of Southend 2050 and the five themes and all capital investment is therefore driven by the aim of contributing to the delivery of the ambition and the desired outcomes.

3.10 Treasury Management Strategy

The Treasury Management Strategy is an area of activity which covers the management of the council's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks.

In compliance with the CIPFA Treasury Management Code of Practice the Council's treasury management strategy comprises:

- the Treasury Management Policy Statement;
- the Treasury Management Strategy;
- the Annual Treasury Management Investment Strategy.

The purpose of the Treasury Management Policy Statement is to set out the scope of the Treasury Management function, the policy on borrowing, debt restructure, investments, delegation and management of risk.

The budget includes provision for the financing costs of the Council's Capital Investment Programme, including interest on external borrowings. Offsetting this, the Council will earn interest by temporarily investing its surplus cash, which includes unapplied and set-aside capital receipts. These budgets depend on many factors, not least the Council's level of revenue and capital budgets, use of reserves, methods

of funding the budget requirement, interest rates, cash flow and the Council's view of risk. The purpose of the Treasury Management Strategy is to set out how the budgeted financing costs can be achieved. It covers the prospects for interest rates and the strategy on borrowing and debt restructuring.

The purpose of the Annual Treasury Management Investment Strategy is to set out the investment objectives and the policies on the use of external fund managers, on the investment of in-house managed funds and on the use of approved counterparties.

The Audit Committee have responsibility for the scrutiny of the Treasury Management Strategy. The policy is approved by Council in advance of the year to which it relates. It is then monitored regularly and updated, as appropriate, to reflect changing circumstances and guidance with updates approved by Council as and when required.

3.11 Minimum Revenue Provision Policy

The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. Each Local Authority has a general duty to charge an amount of MRP to revenue which it considers to be prudent, with responsibility being placed upon the full Council to approve an annual MRP policy statement.

3.12 Prudential Indicators

The Prudential Code is the key element in the system of capital finance that was introduced from 1 April 2004 as set out in the Local Government Act 2003.

Individual authorities are responsible for deciding the level of their affordable borrowing, having regard to the CIPFA code, (which has legislative backing). Prudential limits apply to all borrowing, qualifying credit arrangements (e.g. some forms of lease) and other long term liabilities. The system is designed to encourage authorities that need, and can afford, to borrow for capital investment to do so.

Under the Local Government Act 2003 each authority can determine how much it can borrow within prudential limits (unsupported borrowing). The Government does have powers to limit the aggregate for authorities for national economic reasons, or for an individual authority. The majority of capital expenditure will continue to be directly supported by Government through capital grant or by Council unsupported borrowing.

The CIPFA Prudential Code for Capital Finance in Local Authorities has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability.

Another objective of the Code is that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation.

To demonstrate compliance with these objectives each authority is required to produce a set of prudential indicators. These indicators are designed to support and record local decision making and are not for comparison with other authorities. The setting and revising of these indicators must be approved by Cabinet and Council.

In setting or revising its prudential indicators, the local authority is required to have regard to the following matters:

- service objectives (e.g. strategic planning);
- stewardship of assets (e.g. asset management planning);
- value for money (e.g. options appraisal);
- prudence and sustainability (e.g. risks, whole life costing and implications for external debt);
- affordability (e.g. implications for long-term resources including the council tax);
- practicality (e.g. achievability of the forward plan).

3.13 General Fund Balance

In relation to the adequacy of reserves, the Council's Section 151 Officer recommends the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and updated in light of any changes to the assumptions within it.

- An absolute minimum level of General Fund reserves of £8M that is maintained throughout the period between 2020/21 to 2024/25
- An optimal level of reserves of £10M over the period to cover the absolute minimum level of reserves, in-year risks, cash flow needs and unforeseen circumstances
- A maximum recommended level of reserves to £12M over the period to provide additional resilience to implement the Medium Term Financial Strategy

3.14 Reserves Strategy

General Fund Reserve

In relation to the adequacy of reserves, the Council's Section 151 Officer (Director of Finance and Resources) recommends the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and adjusted in the light of the prevailing circumstances.

- a) An absolute minimum level of General Fund reserves of £8 million that is maintained throughout the period between 2020/21 to 2024/25;
- b) An optimal level of reserves of £10 million over the period 2020/21 to 2024/25 to cover the absolute minimum level of reserves, in-year risks, cash flow needs and unforeseen circumstances;
- c) A maximum recommended level of reserves of £12 million for the period 2020/21 to 2024/25 to provide additional resilience to implement the Medium Term Financial Strategy;
- d) A Reserves Strategy to remain within the recommended range for reserves over the relevant period of 2020/21 to 2024/25.

These recommendations were conditional upon not considering further calls on reserves other than for those risks that have been identified, those that could not have been reasonably foreseen and that cannot be dealt with through management or policy actions.

Housing Revenue Account

In relation to the Housing Revenue Account (HRA) in 2020/21 and the medium to long term:

- a) Given the current status of housing management provision the recommendation is that reserves be maintained at £3.0m.

This recommendation is based on and conditional upon

- a) A 2020/21 budget has been agreed with South Essex Homes Ltd. to maintain a balanced HRA, together with the HRA's own Medium Term Financial Strategy for the period 2020/21 to 2024/25.
- b) Forward projections for the HRA beyond 2020/21 are being remodelled to take into account the impact of the Better Queensway regeneration and the updated stock condition survey.

Earmarked Reserves

A table of the earmarked reserves and their balances at 31 March 2019 to 31 March 2025 is shown in Annex 2. The balances at 31 March 2020 to 2025 are indicative, based on the assumptions in this report, and do not represent the probable figures that will be disclosed in future years Statement of Accounts.

3.15 Outcomes Based Planning and Budgeting

The Council will target its resources to deliver the Southend 2050 programme and roadmap phases. Being an outcome focussed organisation will enable us to direct our investment, resource and business planning to activity that will achieve our outcomes and change the conversation to what to keep rather than what to cut.

3.16 Addressing the Budget Gap

The forecast budget gap in the Medium Term Financial Forecast over the next 5 years is summarised in the table below.

Year	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Budget gap	£0M	£7.9M	£4.7M	£5.7M	£5.0M	£23.3M

In order to address and close the budget gap over this time period we must continue our drive towards full financial sustainability for the future. As we work collaboratively with our partners we may need to increase our focus on the delivery or commissioning of services in a targeted way to ensure that those in most need and who will receive the greatest benefit are the recipients of our services.

Longer term and focussed outcome based budgeting will be key to ensuring that all resources at the council's disposal are targeted to have the greatest impact in delivering all the Southend 2050 outcomes.

3.17 Budget Monitoring and Forecasting

The corporate budget performance report is a key tool in scrutinising the Council's overall financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the Authority actively monitors its budgets throughout the year in order to ensure that the overall financial position is robust and sustainable and that strategic objectives are being achieved.

These reports will be prepared for Cabinet at regular intervals throughout the financial year and will provide an opportunity to highlight major variations from the approved spending plans enabling corrective action to be taken where necessary.

4 Conclusion

The Council has seen a sustained reduction in grant funding over the past few years whilst experiencing increasing demand for the services that it provides. The Fair Funding Review and a move towards 75% Business Rates retention may well present additional future challenges but with the Council's 2050 Ambition, the move to outcome focussed budgets and its robust financial resilience as evidenced by the CIPFA Financial Resilience Index, Southend-on-Sea Borough Council is in a strong position to shape and redesign services both locally and regionally.

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SOUTHEND-on-SEA BOROUGH COUNCIL

Annex 1 to Appendix 2

Medium Term Financial Forecast
2020/21 to 2024/25

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000
Base Budget					
From prior year (which assumes the gap is closed from the prior year)	125,647	130,428	141,988	145,180	148,964
LESS					
Appropriations to/from Reserves in prior year	(1,538)	5,902	(23)	(138)	1,484
Revenue Contributions to Capital	(5,376)	(363)	(10)	(117)	0
Less other one-off expenditure/savings	1,604	(4,545)	60	1,215	0
Adjusted Base Budget	120,337	131,422	142,015	146,140	150,448
Appropriations to / (from) reserves	(5,902)	23	138	(1,484)	(1,483)
Revenue Contributions to Capital (funded from Earmarked Reserves)	363	10	117	0	0
Other one-off/time limited expenditure bids	4,545	(60)	(1,215)	0	0
Inflation and other increases	4,271	3,750	3,750	3,750	3,750
Corporate Cost Pressures	5,468	2,104	1,313	2,002	1,395
Directorate Savings/Pressures					
On-going Corporate and Directorate investment allowance	6,160	3,050	3,050	3,850	3,050
Budget reductions identified and agreed	(2,075)	0	0	0	0
Better Care Fund					
NHS funding to Support Social Care and benefit Health	(13,634)	(12,603)	(12,603)	(12,603)	(12,603)
Expenditure relating to the NHS funding	13,634	12,603	12,603	12,603	12,603
Public Health					
Projected Grant Income	(9,525)	ringfence removed	0	0	0
Projected Expenditure	9,525	0	0	0	0
Housing Revenue Account					
Projected Expenditure	31,851	27,439	24,658	25,036	25,423
Projected Income	(28,522)	(29,440)	(30,397)	(31,311)	(32,211)
Contributions to/(from) HRA Earmarked Reserves	(3,329)	2,001	5,739	6,275	6,788
Dedicated Schools Grant					
Projected Grant Income	(50,967)	(50,967)	(50,967)	(50,967)	(50,967)
Projected Expenditure	50,967	50,967	50,967	50,967	50,967
Pupil Premium received from Government (indicative)	(1,892)	(1,892)	(1,892)	(1,892)	(1,892)
Pupil Premium expenditure	1,892	1,892	1,892	1,892	1,892
Projected General Fund Net Expenditure	133,167	140,299	149,168	154,258	157,160
Changes in General Grants	(2,739)	9,555	712	409	0
Budget Requirement	130,428	149,854	149,880	154,667	157,160
Funded by:					
Council tax increase (1.99% in 20/21, 1.99% onwards) (taxbase +0.5% 2021/22 and +1.0% p.a future years)	(76,966)	(79,427)	(81,972)	(84,587)	(87,285)
Social Care Precept (2.0% in 20/21, 0% onwards)	(7,381)	(7,455)	(7,530)	(7,605)	(7,681)
Business Rates	(38,032)	(53,606)	(54,678)	(55,772)	(56,192)
Revenue Support Grant	(6,049)	0	0	0	0
Collection Fund Surplus	(2,000)	(1,500)	(1,000)	(1,000)	(1,000)
Total funding	(130,428)	(141,988)	(145,180)	(148,964)	(152,158)
Funding Gap	0	7,866	4,700	5,703	5,002
Funding Gap (Cumulative)	0	7,866	12,566	18,269	23,271
Core Precept	76,966	79,427	81,972	84,587	87,285
Social Care Precept	7,381	7,455	7,530	7,605	7,681
Band D Council Tax					
Council Tax for a Band D Property	1,437.39	1,465.93	1,495.17	1,524.87	1,555.20
% Increase in Council Tax	3.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base					
Council Tax Base	58,681	59,268	59,860	60,459	61,064
Increase in Taxbase on prior year	0.44%	1.00%	1.00%	1.00%	1.00%

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Use of Earmarked Reserves

Earmarked Reserves	Probable Outturn 2019/20			Budget 2020/21			Forecast 2021/22			Forecast 2022/23			Forecast 2023/24			Forecast 2024/25							
	To Reserves £000	From Reserves £000	Transfers £000	To Reserves £000	From Reserves £000	Transfers £000	To Reserves £000	From Reserves £000	Transfers £000	To Reserves £000	From Reserves £000	Transfers £000	To Reserves £000	From Reserves £000	Transfers £000	To Reserves £000	From Reserves £000	Transfers £000					
Capital Reserves																							
Capital Reserve	7,957		(5,574)	2,383		1,500	3,520		(10)		3,510		(117)		3,393		3,393		3,393				
New Homes Bonus Reserve	4,130	2,031	(835)	5,326	1,370	(560)	6,136	1,340	(280)		7,196	628			7,824		7,824		7,824				
Business World ERP Reserve	316			316		385	701				701				701		701		701				
Queensway Reserve	235			235		(235)	-				-			-			-		-				
Corporate Reserves																							
Business Transformation Reserve	5,133		(3,014)	2,119		3,750	5,054		(685)		4,369		(285)		4,084		4,084		4,084				
Outcome Delivery Reserve	0			-		750	500		(250)		250		(250)		-		-		-				
Business Rates Retention reserve	4,283			4,283		(2,283)	2,000				2,000				2,000		2,000		2,000				
Interest Equalisation Reserve	4,211		(500)	3,711		(945)	2,766				2,766				2,766		2,766		2,766				
MRP Equalisation Reserve	12,625	3,665		16,290		(918)	15,372		(1,364)		14,008		(1,493)		12,515	(1,448)	11,067	(1,448)	9,619				
Pensions Reserve	5,831	3,733		9,564	2,000	(4,350)	2,000	2,000		4,000	2,000				6,000		6,000		6,000				
Rents Equalisation	850			850			850				850				850		850		850				
Insurance																							
Insurance Reserve	6,800			6,800			6,800				6,800				6,800		6,800		6,800				
Service Reserves																							
Building Control Reserve	116			116		(116)	-				-				-		-		-				
Cemeteries Reserve	39			39		(39)	-				-				-		-		-				
Elections Reserve	304		(36)	268		(36)	232	107		339		(35)		304		268		(35)	233				
Local Land Charges Reserve	64			64			64			64				64		64			64				
Schools Improvement	225		(200)	25		(200)	400		(200)	200		(200)		-		-			-				
Adult Social Care Reserve	2,428			2,428		(928)	1,500			1,500				1,500		1,500			1,500				
Childrens Social Care Reserve	2,000		(2,000)	-		3,000	3,000			3,000				3,000		3,000			3,000				
Social Fund	817		(350)	467		(350)	117		(117)	-				-		-			-				
Specific Corporate Projects	730			730		(730)	-			-				-		-			-				
Supporting People Reserve	552		(100)	452			452			452				452		452			452				
Voluntary Organisations Reserve	125			125		(125)	-			-				-		-			-				
Waste Management Reserve	4,923		(1)	4,922			4,922			4,922				4,922		4,922			4,922				
Welfare Reform Reserve	1,590		(300)	1,290		(290)	1,000			1,000				1,000		1,000			1,000				
Street Lighting Reserve	105			105			105			105				105		105			105				
Grants																							
Dedicated Schools Grant	215	800		1,015			1,015			1,015				1,015		1,015			1,015				
Area Child Protection	26			26			26			26				26		26			26				
General Grants Carried Forward	2,485		(753)	1,732			1,732			1,732				1,732		1,732			1,732				
Public Health Grant - Public Health	1,368		(133)	1,235		(150)	1,085		(150)	935				935		935			935				
Public Health Grant - DAAT	130			130		(35)	95			95				95		95			95				
Monies held in Trust																							
Comp- 3 Children When Reach 18	3			3			3			3				3		3			3				
Emily Briggs Trust	17			17			17			17				17		17			17				
S. Thorpe Smith Bequest	33			33			33			33				33		33			33				
Total General Fund Ear Marked Reserves	70,666	10,229	(13,796)	67,099	3,370	(8,972)	61,497	3,447	(3,056)	61,888	2,628	(2,380)	62,136	(1,484)	60,652	(1,483)	59,169						
HRA Capital Investment Reserve	25,106	3,552	(5,508)	23,150	5,319	(8,708)	19,761	5,837	(5,405)	(2,387)	17,806	6,378	(1,250)	(1,313)	21,621	6,831	(200)	(1,036)	27,216	7,266	(200)	(875)	33,407
HRA Major Repairs Reserve	6,763	6,706	(8,408)	5,061	5,365	(6,620)	3,806	5,633	(6,600)	2,387	5,226	5,915	(6,560)	1,313	5,894	6,210	(6,560)	1,036	6,580	6,521	(6,600)	875	7,376
HRA Repairs Contract Pension Reserve	520	60		580	60		640	60		700	60				760	60			820	60			880
Total HRA Reserves	32,389	10,318	(13,916)	28,791	10,744	(15,328)	24,207	11,530	(12,005)	23,732	12,353	(7,810)	28,275	13,101	(6,760)	34,616	13,847	(6,800)	41,663	13,847	(6,800)	(875)	41,663
TOTAL EARMARKED RESERVES	103,055	20,547	(27,712)	95,890	14,114	(24,300)	85,704	14,977	(15,061)	85,620	14,981	(10,190)	90,411	13,101	(8,244)	95,268	13,847	(8,283)	100,832				

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COUNCIL BUDGET 2020/21 TO 2024/25**DRAFT SECTION 151 OFFICER'S STATEMENT ON ADEQUACY OF
BALANCES AND THE ROBUSTNESS OF THE BUDGET****1. Introduction**

1.1. The Chief Financial Officer is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under section 25 of the 2003 Local Government Act which states the following:

- a) Where an authority to which section 32 or 43 of the Local Government Finance Act 1992 (billing or major precepting authority) or section 85 of the Greater London Authority Act 1999 (c.29) (Great London Authority) applies is making calculations in accordance with that section, the Chief Finance Officer of the authority must report to it on the following matters:
- The robustness of the estimates made for the purposes of the calculations, and
 - The adequacy of the proposed financial reserves.
- b) An authority to which a report under this section is made shall have regard to the report when making decisions about the calculations in connection with which it is made.

This includes reporting and taking into account:

- The key assumptions in the proposed budget and to give a view on the robustness of those assumptions.
 - The key risk areas in the budget and to assess the adequacy of the Council's reserves when reviewing the potential financial impact of these risk areas on the finances of the Council. This should be accompanied by a Reserves Strategy.
- 1.2. This paper has to be considered and approved by full Council as part of the budget approval and Council Tax setting process.
- 1.3. This document concentrates on the General Fund budget, the Housing Revenue Account and Capital Investment Programme, but in addition it also considers key medium term issues faced by the Council.

**2. Assurance Statement of the Council's Section 151 Officer
(Executive Director of Finance and Resources)**

2.1. The following are the summary assurances and recommendations of the Council's Section 151 Officer (currently the Executive Director of Finance and Resources). They must be read in conjunction with the supporting statement in this Appendix, which together make up the Section 151 Officer's statutory duty to report under Section 25 of the Local Government Act 2003.

2.1.1. In relation to the 2020/21 General Fund Revenue budget I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management will to implement the changes, good management, and the sound monitoring of performance and budgets. I am satisfied that sufficient management processes exist within the Council to deliver this budget and to identify and deal with any problems which may arise unexpectedly during the year.

2.1.2. The key process risks in making the above statement are the level of resources within the Council dedicated to providing financial support services and advice to managers, which will need the finance teams to be focused on key risk budgets.

2.1.3. My recommendations are also conditional upon:

- a) The Council approving the new Financial Sustainability Strategy for 2020 – 2030;
- b) The Council approving the updated Medium Term Financial Strategy for 2020/21 to 2024/25
- c) A recognition in the medium term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic, and shows a clear commitment to prudent contingency planning. It must be noted, however, that the recommended levels of reserves could still leave the Council exposed to the very exceptional risks identified in this review and, if all those risks crystallised, then the total level of reserves could be inadequate;
- d) Cabinet Members, Chief Executive, Executive Directors and managers not exceeding their cash limits for 2020/21 (and future years covered by the Medium Term Financial Strategy);

- e) Taking every opportunity to meet the Reserves Strategy as a first call on windfall underspends;
- f) Not considering further calls on reserves other than for those risks that have been identified, those that could not have been reasonably foreseen and that cannot be dealt with through management or policy actions. The exception to this is where the Reserves Strategy (reviewed annually) is met. Even in those circumstances, it is not prudent to finance ongoing spending from one-off reserves. Any excess reserves should be targeted towards business transformation (including redundancies and invest to save initiatives), key services particularly Childrens and Adults, contributions to support capital outlay, Local Government funding changes and the impacts of significant changes in national policy.
- g) Where there is a draw-down on reserves, which causes the approved Reserves Strategy to be off target, that this is replenished as part of a revised Medium Term Financial Strategy;
- h) That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.

2.1.4. In relation to the adequacy of reserves, I recommend the following Reserves Strategy based on an approach to evidence the requisite level of reserves by internal financial risk assessment. The Reserves Strategy will need to be reviewed annually and adjusted in the light of the prevailing circumstances.

- a) An absolute minimum level of unallocated General Fund reserves of £8 million is maintained throughout the period between 2020/21 to 2024/25;
- b) An optimal level of unallocated General Fund reserves of £10 million over the period 2020/21 to 2024/25 to cover the absolute minimum level of reserves, in-year risks, cash flow needs and unforeseen circumstances;
- c) A maximum recommended level of unallocated General Fund reserves of £12 million for the period 2020/21 to 2024/25 to provide additional resilience to implement the Medium Term Financial Strategy;
- d) A Reserves Strategy to remain within the recommended level of reserves over the relevant period of 2020/21 to 2024/25.

2.1.5. The estimated level of unallocated General Fund reserves at 31 March 2020, based on current projections is £11 million depending on the final outturn position. Therefore:

- a) The absolute minimum level of reserves of £8 million is currently being achieved;
- b) The optimal level of reserves of £10 million criteria is being achieved for 2019/20, if departments spend against budget as currently projected;
- c) The maximum level of reserves of £12 million is not being exceeded;
- d) Reserves should remain within the recommended range of reserves during 2019/20. This is subject to resources set aside for redundancy costs proving adequate and the cash limited budget for 2019/20 being met.

2.1.6. These recommendations are made on the basis of:

- a) The risks identified by the Chief Executive and Executive Directors reviews of their budgets;
- b) My own enquiries during the development of the current budget proposals;
- c) The resilience and sustainability required to deliver the Medium Term Financial Strategy;
- d) One-off unallocated reserves not being used to fund new on-going commitments;
- e) That the reserves in 2020/21 and the foreseeable future are used only if risks materialise and cannot be contained by management or policy actions.
- f) That where reserves are drawn down, the level of reserves is maintained in line with the latest Medium Term Financial Strategy.

2.1.7. There are also serious exceptional risks which, if they crystallise, could significantly impact the Council's reserves and leave its financial standing seriously in question. These include :

- a) The potential for cliff slips, pier remediation works and any other unforeseen Council owned infrastructure issues;
- b) Waste Management (Disposal) – This is to be kept under review pending a new contract in 2023;
- c) The current Waste Collection and Street Cleansing contract, which has been renegotiated now includes a requirement for an earlier re-tendering of this service in 2023;

- d) The financial implications from the Care Act, other welfare reform changes and other associated Housing legislation;
- e) The increasing cost and demand pressures for adult and children social care;
- f) The risk surrounding the non-delivery of savings and exceeding investment proposals within the budget package for 2020/21;
- g) The extreme financial issues for the public sector arising from the prevailing and continuing national and local conditions;
- h) The risk of even further significant reductions in income and Government grant funding, particularly in relation to:
 - Growth and decline in the Council's Tax base and Business Rates base;
 - Business Rates appeals from the 2017 revaluation;
 - Academies funding;
 - The Local Council Tax Support Scheme with reduction in subsidy funding and no protection for caseload increases;
 - Further changes to the way in which Local Government is financed by Government particularly with any changes to the Business Rates Retention Scheme;
 - Future Government changes in policy and funding for Local Government, particularly the unknown impact of the next Spending Round and fair funding review;
 - The need to address the Country's ongoing Public Sector Borrowing Requirement (PSBR) and the structural financial deficit.
 - The economic impact of the withdrawal of the UK from the European Union;
- i) Insurance Claims;
- j) Any impact on Council services and Budget in 2020/21 and later years arising from the intended withdrawal from the European Union on 31/1/20.

2.1.8. In relation to the Housing Revenue Account (HRA) in 2020/21 and the medium to long term:

- a) Given the current status of housing management provision the recommendation is that general reserves be maintained at the target figure of £3m;
- b) A 2020/21 budget has been agreed with South Essex Homes Ltd. to maintain a balanced HRA;

- c) Forward projections for the HRA beyond 2020/21 are being remodelled. In addition, this is linked to the HRA's own Medium Term Financial Strategy for the period 2020/21 to 2024/25.

The current position demonstrates that it is possible to:

- Maintain a balanced HRA throughout that period;
- Meet current level of capital investment; and
- Repayment of required debt

2.1.9. In relation to the General Fund and HRA Capital Investment Programme 2019/20 to 2024/25 (including commitments from previous years and new starts):

- a) The HRA Capital Programme will need to be contained within the total programme cost;
- b) The General Fund Capital Budget is substantial but is based on the best information available in terms of project costs. What is less certain is the actual phasing of expenditure;
- c) The key strategic schemes identified in the Capital Investment Programme will be closely monitored in-year;
- d) That the funding identified for the approved Capital Investment Programme is delivered and is prudent, affordable and sustainable.

2.1.10. In relation to the medium to long term Capital Investment Programme:

- a) The delivery of the agreed Capital Strategy and Asset Management Plan is a critical priority to enable the matching of resources to needs and priorities.

2.2. Assurance

Given all these factors, I, as the Council's Section 151 Officer, consider the estimates for 2020/21 to be sufficiently robust but challenging for approval by the Council. I am also able to advise the Council that the level of General Fund Reserves is adequate and to recommend a Reserves Strategy which is achievable by 2020/21.

3. Supporting Statement

3.1. Processes

3.1.1. Budget estimates are exactly that – estimates of spending and income made at a point in time and which will change as circumstances change. This statement about the robustness of estimates cannot give a 100% guarantee about the budget but gives Members reasonable assurance that the budget has been based on the best information and assumptions available at the time.

3.1.2. In order to meet the requirement on the robustness of estimates a number of key processes have been put in place, including:

- a) The issuing of clear guidance to Services on preparing budgets;
- b) The development of a Council wide risk assessment;
- c) The use of extensive budget monitoring and its escalation process to identify risks;
- d) The Council's S151 Officer providing advice throughout the process of budget preparation and budget monitoring;
- e) The Chief Executive and Executive Directors review of their budgets and appropriate sensitivity analysis;
- f) A review of all budget proposals and implications by CMT from April 2019 to February 2020;
- g) A review of budget proposals and implications by Cabinet Members from June 2019 to February 2020;
- h) Enquiries made directly by the Section 151 Officer and Finance Officers

3.1.3. Notwithstanding these arrangements, which are designed to rigorously test the budget throughout its various stages of development, considerable reliance is placed on the Chief Executive, Executive Directors and Directors having proper arrangements in place to identify issues, project costs, service demands, to consider value for money and efficiency, and to implement changes in their service plans. These arrangements are supported by appropriately qualified financial staff.

3.1.4. A summary of the key budget assumptions considered by Services and financial staff in terms of assessing the robustness of their budgets are shown below;

- a) The treatment of inflation and interest rates.
- b) The treatment of demand led pressures.
- c) The treatment of efficiency savings/productivity gains.

- d) The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments.
- e) The availability of other funds to deal with major contingencies.
- f) The Service's track record in budget and financial management.
- g) The Service's capacity to manage in-year budget pressures.

3.1.5. The full key budget assumptions and comments by the Chief Executive and Executive Directors have been used in constructing all budget proposals.

3.1.6. Corporate and service processes are under continuous review and improvement. Over the last few years there has been a sustained emphasis on a robust scheme of budget monitoring with an improved reporting format to Cabinet and Members in 2019/20. Additionally, the regular review and monitoring of the annual budget savings that was introduced by the current Executive Director of Finance & Resources will continue in 2020/21.

3.1.7. There is also clear plans in place for the continuous improvement and development of the ERP system (Business World) covering both Financial and HR systems. This will strengthen the authority's capacity and ability to monitor more effectively the overall budget. Continual improvement in these processes will also assist in the prevention or at least the earlier identification of issues to be dealt with in the budget and Medium Term Financial Strategy and allow for any in-year rebalancing to be undertaken as soon as possible if required. Nevertheless in preparing a comprehensive budget for such a complex Organisation, unforeseen issues will undoubtedly still arise throughout the year and in the future.

3.2. Robustness of Estimates - General Fund Revenue Budget

3.2.1. The 2020/21 budget and Southend 2050 ambition, themes and 5 year roadmap continues the need and our commitment to target our financial resources to delivering better outcomes and effectively managing risks. In addition to improving efficiency, there are clearly choices for the Council in this respect:

- a) To increase financial resources to meet demand and reduce risk;
or
- b) To reduce (where possible) service levels and standards, frequency of service delivery, and eligibility for services.

3.2.2. As part of developing the budget, Members of the administration have considered these options and the outcome of these deliberations are reflected in the proposed budget.

3.2.3. Most notably the Council has had to address major cost increases and pressures as well as corporate priorities including:

- a) Employee costs;
- b) Demographic and cost pressures for Adult and Children Social Care;
- c) The cost of prudential borrowing within the capital programme;
- d) Shortfalls in income and grant income;
- e) Inflation;

3.2.4. The factors and risks taken into account in developing the proposed budget and recommendations on reserves are contained in each of the Executive Directors proposals surrounding their Service budget.

3.2.5. These assumptions will require the forecasts for future years to be reviewed early in each financial year leading to more detailed budgets during the autumn of each financial year.

3.3. **New Financial Sustainability Strategy**

3.3.1. The Council has developed a new high level long term strategy that is designed to frame its financial future and intentions. This strategy will help set the context for the Medium Term Financial Strategy, guide the Council's approach to maximising resources, prioritising investment and the effective targeting of resources to deliver the ambitions and outcomes contained within the Southend 2050 programme and Roadmap phases.

3.3.2. Its primary purpose is to outline the Council's approach, desire and commitment to achieving financial sustainability by embracing the area's economic potential, growing our local tax base and increase sustainable income capabilities.

3.4. **Medium Term Financial Strategy**

3.4.1. The Council needs to deliver its Medium Term Financial Strategy reflecting the continuing impact of the proposed budget and only planned growth in relation to issues that are unavoidable. Within the current uncertain financial climate it is very likely that service improvement and reasonable Council Tax increases, without key service reductions, will only be achieved through improving efficiency, clear prioritisation and adopting a new more commercial approach to income generation.

3.5. Adequacy of Reserves – General Fund Revenue Budget

- 3.5.1. Under the Local Government 2003 Act the Secretary of State has powers to set a minimum level of reserves. The most likely use of this power is where an authority is running down its reserves against the advice of their S151 Officer.
- 3.5.2. Determining the appropriate levels of reserves is not a precise science or a formula e.g. a percentage of the Council's budget. It is the Council's safety net for risks, unforeseen or other circumstances. The reserves must last the lifetime of the Council unless contributions are made from future years' revenue budgets. The minimum level of balances cannot be judged merely against the current risks facing the council as these can and will change over time.
- 3.5.3. Determining the appropriate levels of reserves is a professional judgement based on local circumstances including the overall budget size, risks, robustness of budget preparation, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions, and the Council's track record in budget management. It is also a professional judgement on the external factors that influence the Council's funding position.
- 3.5.4. The consequences of not keeping a minimum prudent level of reserves can be serious. In the event of a major problem or a series of events, the Council would run the serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.
- 3.5.5. The recommendation on the prudent level of reserves has been based on the robustness of estimate information and the Corporate Risk Register. In addition, the other strategic operational and financial risks taken into account when recommending the minimum level of unallocated General Fund reserves include:
- a) There is always some degree of uncertainty over whether the full effects of any economy measures and/or service reductions will be achieved. The Executive Directors have been requested to be prudent in their assumptions and that those assumptions, particularly about demand led budgets, will hold true in changing circumstances.
 - b) The Bellwin Scheme Emergency Financial Assistance to Local Authorities provides assistance in the event of an emergency. The Local Authority is able to claim assistance with the cost of dealing with an emergency over and above a threshold set by the Government.
 - c) The risk of major litigation, both current and in the future.
 - d) Risks in the inter-relation between the NHS and Social Service authorities coupled with the responsibilities of Public Health.

- e) The Local Council Tax Support Scheme with less Government funding and increases in caseload at the Council's own risk
- f) Issues arising from the final Housing Benefit Subsidy Claim.
- g) The localisation of Business Rates including the impact of businesses declining in the borough boundaries.
- h) New and impending legislation.
- i) Unplanned volume increases in major demand led budgets, particularly in adult and children's services, learning disabilities, physical and sensory impairment, and housing benefits.
- j) The need to retain a general contingency to provide for some measure of unforeseen circumstances which may arise. This part of the reserves is not provided for directly but indirectly on the assumption that the financial risks identified will not all crystallise.
- k) The need to retain reserves for general day-to-day cash flow needs. This is minimal given the level of cash the Council holds at any given time.

3.5.6. Further exceptional risks identified may have a potential and serious call on reserves. The Council is advised to be cautious about these risks and commit to restoring any drawn down reserves in line with the Medium Term Financial Strategy.

3.5.7. In these circumstances, I will require the Council, Cabinet, Chief Executive, Executive Directors and Directors:

- a) To remain within their service budget for 2020/21 and within agreed medium term financial strategy parameters for future years (2021/22 to 2024/25) with a strict adherence to recovering overspends within future years' financial plan targets;
- b) Repayment to reserves in line with the Medium Term Financial Strategy should these risks materialise;
- c) Direct any windfall revenue savings/underspends to reserves should the General Fund Revenue Reserves Strategy require it.

3.6. **Estimated Earmarked General Fund Revenue Reserves**

3.6.1. I have reviewed the Council's General Fund earmarked revenue reserves which are estimated to amount to circa. £67.1 million at 1 April 2020. This is compiled of key specific reserves of Insurance at £6.8 million, Welfare Reform and Social Fund at £1.7 million, Adult and Children's Social Care at £2.4 million, Interest Equalisation at £3.7 million, Rents Equalisation at £0.9 million, MRP Equalisation at £16.3 million, Waste Management at £4.9 million, Business Transformation at £2.1 million, New Homes Bonus at £5.3 million, Business Rates Retention at £4.3 million, Capital at £2.4 million, Pensions at £9.6 million and Grants at £4.1 million. The remainder is made up of other smaller funds held for specific purposes.

3.7. Estimated Earmarked Housing Revenue Account Revenue Reserves

3.7.1. I have reviewed the Council's Housing Revenue Account earmarked revenue reserves which are estimated to amount to £28.8 million at 1 April 2020. This is compiled mainly of a Capital Investment reserve of £23.2 million and Major Repairs reserve of £5.1 million.

3.8. Schools' Balances

3.8.1. Schools' balances, while consolidated into the Council's overall accounts, are a matter for Governing Bodies. Nevertheless, under the Council's Scheme for Financing Schools the Council has a duty to scrutinise whether any school holds surplus balances. Section 4.1 "The right to carry forward surplus balances" identifies that Schools may carry forward from one financial year to the next any surplus/deficit in net expenditure relative to the school's budget share for the year plus/minus any balance brought forward from the previous year.

3.8.2. Any revisions to the Council's Scheme for Financing Schools in respect of balances will be amended in line with the requirements of the Secretary of State for Education with minor amendments agreed by the Schools' Forum.

3.8.3. I am satisfied that the arrangements in place are adequate.

3.9. Capital Investment Programme – 2020/21 to 2024/25**The Capital Budget**

3.9.1. Projects, included in the capital investment programme, were prepared by Directors and managers in line with financial regulations and guidance. All projects were agreed by the relevant member of CMT and Cabinet Member and are fully funded for their estimated cost.

3.9.2. Projects have been costed at outturn prices with many subject to tender after inclusion in the programme. This may lead to variance in the final costs.

3.9.3. Services are required to work within the given cash envelope so any under or over provision must be found within these limits.

Capital Investment Programme Risks

3.9.4. The risk of the Council being unable to fund variations in the programme is minimal mainly due to phasing of projects. The Council is able to freeze parts of the programme throughout the year to ensure spend is within the agreed financial envelope, although this will have service implications.

3.9.5. A further key risk to the capital investment programme is the ability of the Council to fully deliver it within the agreed timescales.

3.9.6. In relation to the General Fund and HRA Capital Investment Programme specifically for 2020/21 (including commitments from previous years and new starts):

- a) The HRA Capital Investment Programme will need to be contained within total programme cost by delaying or stopping specified schemes.
- b) The General Fund Capital Budget is substantial but is based on the best information available in terms of project costs. What is less certain is the phasing of expenditure.
- c) The strategic schemes identified in the Capital Investment Programme will be closely monitored in-year.
- d) That the funding identified for the approved Capital Investment Programme is delivered and is prudent, affordable and sustainable.

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Appropriations to and from General Fund Earmarked Reserves

Appropriations for 2019/20

Within the forecast outturn figure, there are a number of proposals for appropriations to and from earmarked reserves. The final value of these appropriations will be assessed at year-end and reported as part of the closedown reporting programme.

Appropriations to Reserves

1. £2,031,000 to the New Homes Bonus Reserve

The Council currently continues to receive New Homes Bonus Grant. Given the uncertainty over the level of this grant in the future, it is proposed that any monies are continued to be used to support one-off projects.

2. £3,665,000 to the MRP Equalisation Reserve

Following the review of the Council's MRP policy, the amount of MRP that the Council needs to set aside in 2019/20 has dropped significantly below budget. Rather than take this saving to general reserves, it is proposed that it be transferred to the MRP equalisation reserve to fund future increases in MRP without impacting base line services.

3. £3,733,000 to the Pensions Reserve

The Pensions Reserve was used in 2017/18 and 2018/19 to fund the pension deficit payment. This appropriation completes the final (3rd year) instalment of replenishing the Reserve as part of the last triennial Pensions review in 2017.

4. £800,000 to the Dedicated Schools Grant Reserve

Planned contribution to this Reserve which is primarily attributable to High Needs underspend in 2019/20. Other contributory elements include the Department of Education Early Years funding adjustment for 2018/19 (received in 2019/20) and the approved underspend on the centrally retained growth fund.

Total Appropriations to Reserves

£10,229,000

Appropriations to and from General Fund Earmarked Reserves

Appropriations from Reserves

5. £3,014,000 from the Business Transformation Reserve

To fund a number of one-off investments identified as part of the approved 2019/20 budget.

6. £5,574,000 from the Capital Reserve

This is to fund a number of approved capital projects in 2019/20.

7. £36,000 from the Elections Reserve

In line with the purpose that this reserve was set up, £36,000 will be released in 2019/20 in support of the costs of the Borough elections in May 2019.

8. £500,000 from the Interest Equalisation Reserve

To compensate for an in year change to regulation regarding income recognition.

9. £200,000 from the Schools Improvement Reserve

To fund approved and planned investment into Schools Improvement

10. £835,000 from the New Homes Bonus Reserve

To fund the work required to progress the development of an approved Local Plan.

11. £100,000 from the Supporting People Reserve

To fund additional demand created within approved supported housing contracts in 2019/20.

12. £300,000 from the Welfare Reform Reserve

To fund on-going approved work around welfare reform and housing benefit subsidy arrangements for 2019/20.

13. £2,000,000 from the Children's Social Care Reserve

To fund additional investment into Children's Social Care and support in-year service demand pressures for 2019/20.

14. £350,000 from the Social Fund Reserve

To continue to fund the approved on-going work of the Essential Living Fund Team in 2019/20.

Appropriations to and from General Fund Earmarked Reserves**15. £1,000 from the Waste Reserve**

This is to equalise the impact of the saving being delivered over the life of the new waste collection contract.

16. £753,000 from the General Grants Reserve

In accordance with proper accounting practice, grants received in 2018/19, but not used, were carried forward into 2019/20 via the use of earmarked reserves. This appropriation represents the release of some of those funds to support the approved and eligible grant related expenditure.

17. £133,000 from the Public Health Reserve

In accordance with proper accounting practice, public health grant received in 2018/19, but not used, was carried forward into 2019/20 via the use of earmarked reserves. This appropriation represents the release of some of those funds to support the approved and eligible public health expenditure.

Total Appropriations from Reserves**£13,796,000**

Appropriations to and from General Fund Earmarked Reserves

Appropriations for 2020/21

The proposed appropriations to and from earmarked reserves included within the 2020/21 budget are:

Appropriations to Reserves

1. £1,370,000 to the New Homes Bonus Reserve

The Council currently continues to receive New Homes Bonus Grant. Given the uncertainty over the level of this grant in the future, it is proposed that any monies are continued to be used to support one-off projects.

2. £2,000,000 to the Pensions Reserve

This appropriation provides some flexibility by beginning to rebuild the Pensions Reserve in order to ensure that the Council has sufficient provision to cope with future pension fund evaluations.

Total Appropriations to Reserves **£3,370,000**

Appropriations to and from General Fund Earmarked Reserves

Appropriations from Reserves

1. £815,000 from the Business Transformation Reserve

To fund a number of one-off investments proposed as part of 2020/21 budget package.

2. £363,000 from the Capital Reserve

To fund a number of capital projects proposed as part of the 2020/21 budget package.

3. £200,000 from the Schools Improvement Reserve

To fund proposed investment into Schools Improvement for 2020/21.

4. £560,000 from the New Homes Bonus Reserve

To fund a number of proposed one-off investments during 2020/21.

5. £350,000 from the Social Fund Reserve

To fund the proposed on-going work of the Essential Living Fund Team in 2020/21.

6. £36,000 from the Elections Reserve

In line with the purpose that this reserve was set up, £36,000 will be released in 2020/21 in support of the costs of staging the Borough elections in May 2020.

7. £250,000 from the Outcome Delivery Reserve

This is to fund proposed interventions in 2020/21 which will provide better improve outcomes in line with our 2050 ambitions.

8. £945,000 from the Interest Equalisation Reserve

This is to smooth the impact in 2020/21 of the increases in the interest budgets as a result of the financing of the capital investment programme.

9. £918,000 from the MRP Equalisation Reserve

This is to smooth the impact in 2020/21 of the increases in MRP that the Council needs to set aside as a result of the proposed capital investment programme.

10. £4,350,000 from the Pensions Reserve

This is to fund the prepayment of pension deficit contributions and thereby securing savings over the three year actuarial review period.

Appropriations to and from General Fund Earmarked Reserves

11. £150,000 from the Public Health Grant – Public Health Reserve

This is to fund proposed additional investment for the operation of a new complex needs facility. This investment will be drawn down once the purchase of a suitable property is secured to expand the service and provision in 2020/21.

12. £35,000 from the Public Health Grant – DAAT Reserve

This is to fund proposed additional hours and capacity to enhance the current operating model at the local complex needs facility in 2020/21.

Total Appropriations from Reserves

£8,972,000

GENERAL FUND YEAR ENDING 31 MARCH 2021

	Original Estimate 2019/20	Original Estimate 2020/21
	£000	£000
Portfolios		
Leader	15,021	16,494
Deputy Leader	11,519	13,344
Business, Culture and Tourism	7,370	7,957
Children and Learning	34,630	34,798
Community Safety and Customer Contact	7,078	7,921
Environment and Planning	20,785	20,529
Health and Adult Social Care	36,798	40,548
Sub Total	133,201	141,591
Capital Financing Removed	(24,303)	(21,008)
Portfolio Net Expenditure	108,898	120,583
Levies	643	645
Contingency	5,110	3,297
- Pensions & Apprenticeship Levy	0	0
Pensions Upfront Funding	(3,733)	
Financing costs	11,799	17,874
Total net expenditure	122,717	142,399
Contribution to /(from) general reserves	0	0
Contribution to /(from) earmarked reserves	1,413	(5,727)
Revenue Contribution to Capital	5,376	363
Non Service Specific Grants	(3,859)	(6,607)
Total Budget Requirement	125,647	130,428
Met from:		
Revenue Support Grant	(5,925)	(6,049)
Retained Business Rates	(24,130)	(25,481)
Business Rates Top up Grant	(12,337)	(12,551)
Collection Fund Surplus	(2,500)	(2,000)
Council Tax Requirement	80,755	84,347
Council Tax	(75,022)	
Adult Social Care Precept	(5,733)	
	(80,755)	

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Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Leader									
Housing									
Housing Needs and Homelessness	1,521	(1,313)	208	1,670	(1,466)	204	1,710	(1,483)	227
Private Sector Housing	605	(120)	485	535	(226)	309	718	(178)	540
Strategy and Planning for Housing	409	(125)	284	509	(125)	384	537	(128)	409
Supporting People	2,245	0	2,245	2,245	0	2,245	2,245	0	2,245
Legal and Democratic Services									
Democratic Services Support	385	0	385	385	0	385	389	0	389
Elections and Electoral Registration	358	0	358	358	0	358	359	0	359
Legal Services	1,409	(251)	1,158	1,644	(251)	1,393	1,435	(256)	1,179
Local Land Charges	202	(297)	(95)	202	(297)	(95)	201	(297)	(96)
Mayoralty	175	0	175	176	0	176	183	0	183
Member Support	715	0	715	715	0	715	715	0	715
Other Services									
Corporate Subscriptions	250	0	250	250	0	250	100	0	100
Emergency Planning	206	0	206	233	0	233	227	0	227
Human Resources	1,978	(517)	1,461	2,138	(517)	1,621	2,177	(555)	1,622
Strategic Service Support	599	0	599	652	(3)	649	670	(19)	651
Strategy and Performance	1,817	(115)	1,702	1,852	(41)	1,811	1,900	(41)	1,859
Revenues and Benefits									
Council Tax Collection	984	(684)	300	1,094	(794)	300	992	(698)	294
Housing Benefit Administration	1,664	(925)	739	1,681	(925)	756	1,675	(925)	750
Non Domestic Rates Collection	207	(308)	(101)	202	(278)	(76)	209	(309)	(100)
Rent Benefit Payments	73,902	(74,005)	(103)	73,902	(74,005)	(103)	64,546	(64,649)	(103)
Strategic Planning and Policy									
Corporate and Non-Distributable Costs	1,886	(196)	1,690	1,952	(196)	1,756	2,356	(200)	2,156
Leader Total	91,516	(78,857)	12,659	92,393	(79,124)	13,269	83,343	(69,736)	13,607

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Deputy Leader									
Asset and Facilities Management									
Asset Management	459	(17)	442	459	(17)	442	496	(17)	479
Buildings Management	1,868	(113)	1,755	2,033	(113)	1,920	2,039	(113)	1,926
Community Centres and Club 60	17	(1)	16	17	(1)	16	17	(1)	16
Corporate and Industrial Estates	93	(3,567)	(3,474)	93	(3,567)	(3,474)	97	(3,667)	(3,570)
Property Management and Maintenance	460	(114)	346	460	(114)	346	482	(116)	366
Tickfield Training Centre	362	(160)	202	362	(160)	202	400	(164)	236
Financial Services									
Accountancy	2,261	(308)	1,953	2,204	(273)	1,931	2,345	(271)	2,074
Accounts Payable	129	(4)	125	129	(4)	125	135	(4)	131
Accounts Receivable	200	(82)	118	200	(82)	118	211	(84)	127
Corporate Fraud	229	(52)	177	229	(52)	177	237	(53)	184
Corporate Procurement	700	0	700	774	0	774	964	0	964
Insurance	173	(249)	(76)	173	(249)	(76)	178	(249)	(71)
Internal Audit	739	(207)	532	556	(189)	367	700	(192)	508
Highways and Transport									
Bridges and Structural Engineering	51	0	51	26	0	26	51	0	51
Car Parking Management	1,261	(6,993)	(5,732)	1,729	(6,868)	(5,139)	1,413	(6,970)	(5,557)
Concessionary Fares	3,390	0	3,390	3,037	0	3,037	3,390	0	3,390
Decriminalised Parking	1,178	(1,707)	(529)	1,442	(1,597)	(155)	1,141	(1,741)	(600)
Dial A Ride Service	97	(20)	77	102	(20)	82	72	(20)	52
Highways Maintenance	2,712	(283)	2,429	3,857	(173)	3,684	3,536	(189)	3,347
Passenger Transport	142	(67)	75	257	(82)	175	142	(68)	74
Road Safety and School Crossing	214	0	214	128	0	128	165	0	165
Traffic and Parking Management	155	(6)	149	360	(16)	344	171	(6)	165
Transport Management	168	0	168	168	0	168	224	0	224
Transport Planning	1,828	(2,287)	(459)	2,086	(1,777)	309	727	(612)	115
Vehicle Fleet	549	(344)	205	549	(344)	205	534	(351)	183
Deputy Leader Total	19,433	(16,581)	2,852	21,428	(15,698)	5,730	19,867	(14,888)	4,979

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Business, Culture and Tourism									
Culture									
Arts Development	500	(264)	236	538	(264)	274	613	(264)	349
Culture Management	156	(37)	119	156	(37)	119	11	(7)	4
Library Service	2,968	(410)	2,558	2,939	(358)	2,581	2,989	(392)	2,597
Museums and Art Gallery	871	(93)	778	871	(93)	778	889	(95)	794
Southend Theatres	52	(25)	27	52	(25)	27	52	(25)	27
Sport and Leisure Facilities	96	(304)	(208)	96	(304)	(208)	124	(308)	(184)
Sports Development	55	0	55	55	0	55	55	0	55
Economic Development and Regeneration									
Economic Development	3,730	(3,291)	439	3,673	(2,949)	724	651	(335)	316
Town Centre	182	(60)	122	166	(60)	106	193	(61)	132
Tourism									
Resorts Services Pier and Foreshore	1,458	(991)	467	1,468	(1,149)	319	1,426	(1,011)	415
Tourism	64	(17)	47	254	(17)	237	354	(17)	337
Business, Culture and Tourism Total	10,131	(5,492)	4,639	10,268	(5,256)	5,012	7,356	(2,515)	4,841

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Children and Learning									
Childrens Social Care									
Children Fieldwork Services	5,480	(5)	5,475	6,871	(5)	6,866	6,087	(5)	6,082
Children with Disabilities	1,179	(178)	1,001	1,354	(173)	1,181	1,250	(178)	1,072
Childrens Specialist Support and Commissioning	2,784	(171)	2,613	2,832	(201)	2,631	2,832	(184)	2,648
Inhouse Fostering and Adoption	5,089	(166)	4,923	5,305	(395)	4,910	5,618	(211)	5,407
Leaving Care Placements and Resources	1,903	(656)	1,247	2,932	(1,189)	1,743	2,291	(1,023)	1,268
Private Voluntary Independent Provider Placements	4,175	(120)	4,055	8,978	(165)	8,813	6,550	(120)	6,430
Education and Schools									
Early Years Development and Child Care Partnership	11,494	(10,057)	1,437	11,763	(10,280)	1,483	11,833	(10,471)	1,362
High Needs Educational Funding	12,402	(11,344)	1,058	13,419	(12,277)	1,142	13,446	(12,259)	1,187
School Support and Education Transport	6,918	(4,526)	2,392	6,101	(3,341)	2,760	8,652	(6,288)	2,364
Southend Adult Community College	3,263	(3,186)	77	2,277	(2,200)	77	2,277	(2,200)	77
Maintained Schools Delegated									
Maintained Schools Delegated Budgets	21,656	(21,656)	0	21,656	(21,656)	0	22,569	(22,569)	0
Pupil Premium	2,500	(2,500)	0	2,500	(2,500)	0	2,500	(2,500)	0
Youth and Family Support									
Early Help and Family Support	2,080	(1,203)	877	2,184	(1,118)	1,066	2,018	(1,258)	760
Youth Offending Service	1,993	(574)	1,419	1,887	(465)	1,422	2,035	(532)	1,503
Youth Service	520	(46)	474	473	(23)	450	538	(46)	492
Children and Learning Total	83,436	(56,388)	27,048	90,532	(55,988)	34,544	90,495	(59,843)	30,652

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Community Safety and Customer Contact									
Cemeteries and Crematorium									
Cemeteries and Crematorium	1,027	(2,640)	(1,613)	1,125	(2,515)	(1,390)	1,078	(2,692)	(1,614)
Community Safety									
Closed Circuit Television	509	(34)	475	494	(34)	460	534	(35)	499
Community Safety	607	(32)	575	622	(32)	590	800	(32)	768
Customer Services									
Customer Services Centre	2,192	(303)	1,889	2,038	(303)	1,735	2,313	(309)	2,004
Registration of Births Deaths and Marriages	351	(387)	(36)	339	(437)	(98)	366	(470)	(104)
ICT									
Information Communications and Technology	4,340	(1,238)	3,102	4,038	(1,310)	2,728	4,532	(1,261)	3,271
Regulatory Services									
Regulatory Business	29	(14)	15	47	(14)	33	29	(15)	14
Regulatory Licensing	118	(478)	(360)	124	(314)	(190)	118	(488)	(370)
Regulatory Management	1,165	0	1,165	1,102	0	1,102	1,228	0	1,228
Regulatory Protection	63	(13)	50	103	(13)	90	72	(14)	58
Community Safety and Customer Contact Total	10,399	(5,138)	5,261	10,031	(4,971)	5,060	11,069	(5,314)	5,755

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Environment and Planning									
Energy									
Climate Change	55	(163)	(108)	67	(141)	(74)	476	(394)	82
Flooding									
Flood and Sea Defence	414	(13)	401	315	(13)	302	414	(13)	401
Parks and Open Spaces									
Amenity Services Organisation	3,931	(600)	3,331	3,986	(600)	3,386	4,058	(612)	3,446
Parks and Amenities Management	1,492	(446)	1,046	1,493	(516)	977	1,517	(455)	1,062
Planning									
Building Control	457	(451)	6	499	(483)	16	449	(460)	(11)
Development Control	923	(656)	267	1,113	(806)	307	1,038	(750)	288
Regional and Local Town Plan	735	0	735	726	0	726	830	0	830
Waste and Street Scene									
Enterprise Tourism and Environment Central Pool	1,505	0	1,505	1,470	0	1,470	1,519	0	1,519
Environmental Care	228	(4)	224	225	(4)	221	228	(4)	224
Household Recycling	489	(7)	482	498	(7)	491	498	(7)	491
Public Conveniences	498	0	498	504	0	504	504	0	504
Street Cleansing	1,392	0	1,392	1,518	0	1,518	1,418	0	1,418
Waste Collection	4,993	0	4,993	5,039	0	5,039	5,088	0	5,088
Waste Disposal	5,037	0	5,037	4,527	0	4,527	5,039	0	5,039
Waste Management	281	0	281	382	(230)	152	(281)	(230)	(511)
Environment and Planning Total	22,429	(2,339)	20,090	22,361	(2,799)	19,562	22,796	(2,925)	19,871

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Objective Summary	2019/20						2020/21		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
Health and Adult Social Care									
Adult Social Care									
Adult Support Services and Management	498	0	498	464	0	464	509	0	509
Business Support Team	1,744	(180)	1,564	1,820	(164)	1,656	1,881	(154)	1,727
Healthwatch Regulation	123	(69)	54	119	(69)	50	123	(69)	54
Older People	28,768	(18,182)	10,586	28,988	(19,913)	9,075	30,009	(20,745)	9,264
Other Community Services	5,720	(5,017)	703	4,604	(2,233)	2,371	4,577	(2,708)	1,869
People with a Learning Disability	14,499	(1,874)	12,625	15,499	(2,465)	13,034	15,550	(1,890)	13,660
People with a Physical or Sensory Impairment	5,192	(1,254)	3,938	5,262	(1,254)	4,008	5,588	(1,306)	4,282
People with Mental Health Needs	4,456	(396)	4,060	4,698	(420)	4,278	4,629	(395)	4,234
Strategy, Development and Commissioning	2,785	(786)	1,999	3,329	(1,098)	2,231	3,459	(958)	2,501
Health									
Drug and Alcohol Action Team	2,282	(2,187)	95	2,282	(2,187)	95	2,469	(2,187)	282
Public Health	6,145	(6,369)	(224)	6,158	(6,249)	(91)	6,426	(6,612)	(186)
Young Persons Drug and Alcohol Team	272	(265)	7	272	(265)	7	277	(265)	12
Voluntary and Community Services									
Support to Voluntary Sector	701	0	701	703	0	703	701	0	701
Health and Adult Social Care Total	73,183	(36,580)	36,603	74,198	(36,317)	37,881	76,197	(37,289)	38,908

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Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Leader			
Expenditure			
Employees	10,972	11,245	11,854
Premises	143	126	125
Transport	50	55	48
Supplies & Services	6,247	6,879	6,413
Third Party Payments	716	691	701
Transfer Payments	73,189	73,189	64,002
Special Items	200	208	200
Expenditure Total	91,516	92,393	83,343
Income			
Government Grants	(71,259)	(71,518)	(63,399)
Other Grants & Reimbursements	(4,752)	(4,758)	(3,679)
Fees & Charges	(1,900)	(1,983)	(1,779)
Rents	(75)	(75)	(75)
Recharges to Housing Revenue Account	(790)	(790)	(804)
Other Internal Charges	(80)	0	0
Income Total	(78,857)	(79,124)	(69,736)
Leader Total	12,659	13,269	13,607

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Deputy Leader			
Expenditure			
Employees	8,110	8,194	7,901
Premises	2,918	3,619	3,366
Transport	407	434	390
Supplies & Services	1,443	1,790	1,487
Third Party Payments	6,555	7,392	6,724
Expenditure Total	19,433	21,428	19,867
Income			
Government Grants	(1,227)	(1,227)	(2)
Other Grants & Reimbursements	(40)	(40)	(69)
Fees & Charges	(11,019)	(10,136)	(10,410)
Rents	(3,568)	(3,568)	(3,668)
Recharges to Housing Revenue Account	(259)	(259)	(264)
Other Internal Charges	(469)	(469)	(475)
Income Total	(16,581)	(15,698)	(14,888)
Deputy Leader Total	2,852	5,730	4,979

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Business, Culture and Tourism			
Expenditure			
Employees	4,757	4,836	4,471
Premises	1,225	1,242	1,302
Transport	71	71	70
Supplies & Services	3,605	3,710	1,084
Third Party Payments	473	408	428
Expenditure Total	10,131	10,268	7,356
Income			
Government Grants	(60)	(60)	(60)
Other Grants & Reimbursements	(3,712)	(3,369)	(756)
Sales	(165)	(195)	(140)
Fees & Charges	(1,503)	(1,561)	(1,506)
Rents	(52)	(70)	(52)
Income Total	(5,492)	(5,256)	(2,515)
Business, Culture and Tourism Total	4,639	5,012	4,841

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Children and Learning			
Expenditure			
Employees	16,777	18,191	17,576
Premises	313	294	301
Transport	625	766	1,808
Supplies & Services	20,179	20,664	19,903
Third Party Payments	18,196	23,288	22,463
Transfer Payments	27,345	27,329	28,445
Expenditure Total	83,436	90,532	90,495
Income			
Government Grants	(54,508)	(53,946)	(57,903)
Other Grants & Reimbursements	(785)	(1,056)	(863)
Sales	(49)	(121)	(144)
Fees & Charges	(988)	(808)	(875)
Rents	(58)	(58)	(58)
Income Total	(56,388)	(55,988)	(59,843)
Children and Learning Total	27,048	34,544	30,652

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Community Safety and Customer Contact			
Expenditure			
Employees	7,950	7,471	8,406
Premises	284	307	305
Transport	46	49	44
Supplies & Services	2,030	2,084	2,231
Third Party Payments	88	119	84
Expenditure Total	10,399	10,031	11,069
Income			
Other Grants & Reimbursements	(32)	(32)	(35)
Sales	(7)	(25)	(6)
Fees & Charges	(4,906)	(4,721)	(5,076)
Rents	(15)	(15)	(15)
Recharges to Housing Revenue Account	(127)	(127)	(130)
Other Internal Charges	(52)	(52)	(52)
Income Total	(5,138)	(4,971)	(5,314)
Community Safety and Customer Contact Total	5,261	5,060	5,755

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Environment and Planning			
Expenditure			
Employees	7,163	7,383	7,885
Premises	498	588	498
Transport	461	455	461
Supplies & Services	1,387	1,461	1,462
Third Party Payments	12,920	12,474	12,490
Expenditure Total	22,429	22,361	22,796
Income			
Government Grants	(13)	(13)	(13)
Other Grants & Reimbursements	0	(230)	(546)
Sales	(4)	(4)	0
Fees & Charges	(2,309)	(2,539)	(2,353)
Rents	(13)	(13)	(14)
Income Total	(2,339)	(2,799)	(2,925)
Environment and Planning Total	20,090	19,562	19,871

Southend on Sea Borough Council
General Fund Year Ending 31 March 2021

Subjective Summary	2019/20		2020/21
	Original £000s	Probable Outturn	Budget £000s
Health and Adult Social Care			
Expenditure			
Employees	15,509	17,987	17,775
Premises	265	327	271
Transport	463	596	453
Supplies & Services	4,647	5,401	5,254
Third Party Payments	52,400	49,987	52,444
Transfer Payments	(100)	(100)	0
Expenditure Total	73,183	74,198	76,197
Income			
Government Grants	(9,633)	(9,530)	(9,840)
Other Grants & Reimbursements	(15,759)	(15,809)	(15,990)
Fees & Charges	(11,187)	(10,979)	(11,411)
Rents	0	0	(48)
Income Total	(36,580)	(36,317)	(37,289)
Health and Adult Social Care Total	36,603	37,881	38,908




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PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21**1. Summary of Proposed Investment**







Theme	Proposed Investment (£)
Pride and Joy	200,000
Safe and Well	5,810,000
Opportunity and Prosperity	(75,000)
Connected and Smart	1,200,000
Enabling	(1,780,000)
Total *	5,355,000

* £575,000 will be funded by the prioritised iBCF Allocation for 2020/21 and £35,000 will be funded from Public Health Grant.






2. Proposed Investment by Theme

Theme		Total (£)	Proposed Initiatives
	PJ1	200,000	Tree & Shrub Planting/Maintenance As a result of works identified under the inspection programme there is a need to enhance the resources required for the maintenance of our current tree and shrub provision. New strategic planting of 1,000 trees and 2,500 shrubs across the Borough will also require further maintenance costs, as agreed at Cabinet in September 2019. This investment will support and enhance our green infrastructure.
Pride and Joy	Total	200,000	
	SW1	2,375,000	External Care Provision In order to meet the needs of vulnerable children the Council is currently having to place more reliance on external care provision. Due to current market conditions the costs of this provision is continually increasing. The current number of ongoing external care placements as at November 2019 is 87 (at a current average cost per child of £2,150 per week across both residential and external foster care) compared to 54 children at the end of March 2019. This investment recognises that this request does not cover the whole budget pressure currently faced in this area. The long term strategy remains, to place children in care, within the Council's own local in house foster provision or a local children's care home whenever possible.
	SW2	400,000	In house foster carers Children thrive best in our local in-house foster care provision. Increasing capacity will place less reliance on more costly private external care provision. This investment request is to support a full years funding for 16 additional in-house foster carers. At an average of £25,000 per annum per placement in-house compared to a £50,000 average per annum external foster care placement.








PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21

	SW3	210,000	<p>Newly Qualified Social Workers We have been very effective in recruiting Newly Qualified Social Workers in order to keep Children's Social Care caseloads at reasonable levels. This reduces reliance on the use of agency staff and associated recruitment fees. This investment request, is therefore seeking to increase the Newly Qualified Social Care workforce academy to 10 fully funded posts (currently 5 in 2019/20). This will contribute towards developing a permanent and sustainable workforce.</p>
	SW4	115,000	<p>Field work services Due to the increase in caseloads Children's Social Care teams within field work services are consistently fully staffed whether through permanently employed staff or via agency cover. It is making it impossible for the current budgeted vacancy factor to be achieved and this investment request seeks to remove it, recognising that the Council supports a fully funded Children Social Care workforce establishment at all times.</p>
	SW5	100,000	<p>Vulnerable Children Children's Social Care teams are also experiencing an increase in the need to support vulnerable families who require temporary accommodation support. These families are assessed in accordance with national and council policy, that if asylum seeking families have no access to central government funds, any child protection issues still remain the responsibility of the local authorities where that family is seeking accommodation. This investment request is therefore seeking an increase in the budget to support these families.</p>
	SW6	200,000	<p>Children's Social Care legal costs The current staffing resource in the Legal team is insufficient to keep pace with the escalating number of childcare cases. This means that it has been necessary to commission additional external legal support to manage the increasing demand.</p>
	SW7	1,095,000	<p>Living Wage for Adult Service Providers This request is for additional investment to cover the forthcoming increase of the national living wage in April 2020. The increase in wage costs for care providers will have an impact on the amount we pay for care.</p>
	SW8	350,000	<p>Children to Adults transition This funding is for the transition costs of supporting individuals with a learning disability who will reach the age of 18 and meet the eligibility criteria for adult social care interventions. The support will consider the person's skills and ambitions, and contribute to positive outcomes in their future lives.</p>







PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21

	SW9	480,000	<p>Older People demographics This will help us to meet the care needs of our growing older population. It will fund our Southend residents who either remain in their own homes with a domiciliary care package or direct payment. Those with more complex needs and who cannot be cared for in their own homes will be placed in suitable residential care.</p>
	SW10	250,000	<p>Equipment Services Most people want to remain in their home rather than move to a different setting. Some specific equipment is required to support those people with more complex needs to continue to remain in their own homes. This has created a pressure on the Equipment Service budget. Allowing people to be cared for in their own homes wherever possible reduces their social isolation and increases their quality of life. The equipment provided includes zimmer frames, commodes, reclining chairs and beds. This approach also aligns with Care Act requirements, to ensure consideration of an individual's wellbeing and prevent, reduce or delay the need for more costly interventions.</p>
	SW11	120,000	<p>Green City Aspirations To help realise our green city ambitions, specialist planning expertise is required, particularly around air quality requirements. It is a legal requirement for the Council to have an Air Quality Action Plan and this strengthens the links to both Public Health and Highways to ensure that preventative measures are in place to improve our local air quality. This proposal will provide the investment needed for the permanent continuation of an Air Quality Specialist and Planning Support Officer. These roles will enable reviews of all planning applications for health considerations to assess any potential issues ranging from noise complaints to contaminated land. This work will also reduce the probability of future enforcement.</p>
	SW12	25,000	<p>Public Health Act Funeral Arrangements There were 59 Public Health Act funerals in 2018/19 at an average cost of £1,000. All Public Health Act funerals from April 2019 are the responsibility of the Council, this request will bring the budget up to a more realistic level to undertake this statutory duty.</p>
	SW13	155,000	<p>Liquid Logic Support Team To support the development and administration of the new system but also to maximise the potential benefits of the new capabilities and secure greater value for money. Improving the functionality of the system will lead to the release of further efficiencies from improved productivity and better outcomes for clients from within both Adults and Children's Services.</p>





PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21

	SW14	35,000	<p>Complex Needs Provision</p> <p>This would provide circa 32 hours extra per week – which would enhance the current operating model at the facility, minimise complaints from neighbours and ensure the safety of staff members who are dealing with some very challenging clients. Currently funded by Public Health grant. Acquiring an additional suitable property is also being pursued via the capital investment programme to expand and extend local provision. Funding for running this new facility will initially come from the use of ‘one-off’ investment from reserves while potential other opportunities are explored.</p>
	SW15	(£100,000)	<p>Southend Care</p> <p>Saving on the existing block contract through the Company’s efficient service delivery model as former Council staff who TUPE’d over to the Care Company are replaced through natural turnover by staff appointed on Southend Care’s own terms and conditions. This saving has previously been declared as part of the contribution towards the financing costs of the Priory New build facility.</p>
Safe and Well	Total	5,810,000	
	OP1	100,000	<p>Library Review</p> <p>It was identified from the libraries peer review that there was a need to provide investment to address a number of items. Additional staffing costs at peak times to keep libraries open, a revision in the level of income targets and a recognition of an increase in cleaning costs. This change will adjust the budget accordingly to an appropriate level.</p>
	OP2	(75,000)	<p>Income Generation – Registration Service</p> <p>The statutory fee for birth, death and marriage certificates has increased from £4 to £11. The number of certificates issued will be closely monitored to assess the reasonableness of this increased income target but this change will result in additional income.</p>
	OP3	(100,000)	<p>Asset Management Income</p> <p>Additional rent and lease income will be achieved due to the planned annual reviews for a range of tenants in Council owned properties and assets. There will also be additional rent from Friars Nursery and new properties at Brunel Road.</p>
Opportunity and Prosperity	Total	(75,000)	
	CS1	500,000	<p>Potholes</p> <p>This investment will fund appropriate reactive works to be undertaken alongside planned capital maintenance works which over time will improve the overall quality of the highway and footway for all road and footpath users.</p>
	CS2	50,000	<p>Town Centre Parking</p> <p>This will enable the current reinstatement of one hour car parking in the following Town Centre car parks to continue; Alexandra Street, Clarence Road, Essex Street, University Square and Warrior Square.</p>

PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21

	CS3	50,000	Signal Maintenance An increase in the use of Variable Message Signage has resulted in an increased maintenance requirement for these useful assets. There has also been an increase in the damage caused to traffic signals and junction boxes which have to be repaired. If there is sufficient evidence then these costs can be reclaimed through insurance companies.
	CS4	500,000	Streetworks Income Positively there has been a significant decrease in the number of instances of extended closures of the highway and substandard reinstatement works. This has resulted in a significant reduction in the level of income that can reasonably be expected in the future from issuing penalty notices to utility companies.
	CS5	100,000	Rechargeable Works When necessary works are undertaken as a result of damage caused to street furniture, with appropriate evidence these costs can be recharged to the liable party. The income target in this area has historically been overstated and this adjustment will ensure that the income budget is set at a more realistic level.
Connected and Smart	Total	1,200,000	
	E1	200,000	ICT Transformation Additional investment required to support the development of a new modern staffing structure designed to enable transformation and delivery. Principles of the new structure are based upon ICT being outcome aligned, business enabling with a clear strategy and technical architecture to develop best in class skills and capabilities.
	E2	100,000	Workforce Development Delivery of innovative solutions to roll out self-serve management capabilities and Learning & Development processes. This will allow for a continuing focus on the training and development of all staff across the organisation.
	E3	(800,000)	Waste Disposal There continues to be a benefit due to the Basildon Mechanical and Biological Treatment (MBT) plant remaining in a commissioning phase which charges a lower gate fee to accept residual waste and a further benefit due to the extension to the waste Joint Working Agreement with Essex CC which provides a share of the Waste Infrastructure Grant. This budget can therefore be temporarily adjusted to reflect the current situation until the outcome of the waste collection / disposal contract. The Medium Term Financial Forecast will be updated accordingly to reflect our future waste disposal liabilities if costs are expected to increase in the future.

PROPOSED REVENUE INVESTMENT AND REPRIORITISATION FOR 2020/21

	E4	(750,000)	Release of Pension Fund Provision The Council had prudently set aside this amount in its MTFS following the Pension Fund Valuation in 2016. The triennial review for 2019 has just been undertaken and the valuation of Southend's share of assets and liabilities has improved, from a funding level in 2016 of 91.4% to a funding level in 2019 of 103.5%. Pension Fund calculations by the independent actuaries are notoriously complex and can be volatile due to the many contributing factors. The situation will be carefully monitored and another formal review will be undertaken by the Essex Pension Fund in 2022. This provision can now be released and a further assessment will be made in good time for financial planning for 2023/24.
	E5	(250,000)	Productivity and Efficiency Gains All services are expected to continually improve their efficiency and productivity so each budget area will need to make a proportionate contribution towards this improvement target to ensure budgets are reduced accordingly.
	E6	120,000	Facilities Management As a result of additional cleaning work undertaken as part of our corporate social responsibility, and additional security requirements in the civic centre, there is a need to increase this budget to the required level.
	E7	(400,000)	Investment Income This level of increased returns is anticipated from our overall portfolio of short, medium and long term investments.
Enabling	Total	(1,780,000)	
		5,355,000	TOTAL INVESTMENTS AND REPRIORITISATIONS

PLANNED USE OF ONE-OFF INVESTMENT FROM RESERVES
2020/21 – 2022/23

1. Summary of Planned Use of One-Off Investment from Reserves


Proposed Reserve Use	Total (£)
Business Transformation	1,705,000
Public Health	300,000
New Homes Bonus	840,000
Outcome Delivery	750,000
School Improvement	600,000
Total	4,195,000

Investment by theme	Total (£)
Pride and Joy	300,000
Safe and Well	900,000
Active and Involved	200,000
Opportunity and Prosperity	1,490,000
Enabling	1,305,000
Total	4,195,000




	2020/21 (£)	2021/22 (£)	2022/23 (£)	Total (£)
Investment per year	1,895,000	1,565,000	735,000	4,195,000

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2. Planned Use of One-Off Investment by Reserve

Theme	Item	2020/21	2021/22 Indicative	2022/23 Indicative	TOTAL	Proposed Reserve Use
	<p>Service Design A continuation of the Service Redesign team, that will work with council teams and local residents/customers to look at and redesign Council services in order to improve them, maximise investment where possible and eradicate duplication across the organisation.</p>	185,000	185,000	185,000	555,000	Business Transformation



PLANNED USE OF ONE-OFF INVESTMENT FROM RESERVES
2020/21 – 2022/23

	<p>Community Safety/ Environment Crime Resources to allow for the scoping and commencement of delivery of a more joined up approach to better anti-social behaviour and environmental crime enforcement.</p>	150,000	150,000	0	300,000	Business Transformation
	<p>Summer and Winter Planning To ensure the recruitment of appropriate staffing and other related resourcing for the Borough's busy summer period and to support various winter events in the town centre and seafront area.</p>	100,000	100,000	100,000	300,000	Business Transformation
	<p>Community Builders/ Capacity Building Fund Introduction of a Community builders scheme on a test and learn basis, working in collaboration with SAVS. Community Builders will be embedded in the heart of the local community and will have preventative conversations with residents in neighbourhoods about what matters to them as well as helping people to build and connect using their personal strengths and with finding natural support through local assets and relationships. They will draw on resources that people already have around them and connect neighbours with each other through shared passions, breaking down social isolation. Community builders will be an enabler to support early, preventative action BY citizens to deliver on the Southend 2050 outcomes. A small sparks fund held in the community sector (SAVS) will be available for the builders to access to match fund small community projects.</p>	100,000	100,000	0	200,000	Business Transformation

PLANNED USE OF ONE-OFF INVESTMENT FROM RESERVES
2020/21 – 2022/23

	Economic Development To enable continued research and staff support for the promotion of the town.	100,000	100,000	0	200,000	Business Transformation
	Workforce Development Temporary increased capacity required to deliver innovative solutions to roll out capabilities for staff to self-serve. Enhance Learning & Development processes as well as increased e-learning development right across the organisation.	100,000	50,000	0	150,000	Business Transformation
TOTAL Business Transformation		735,000	685,000	285,000	1,705,000	
141 	Complex Needs Provision The intention is to purchase an additional suitable property to expand our provision. This request is for the estimated cost of expert staffing to provide support to residents and also outreach to other rough sleepers in the Borough, together with appropriate security.	150,000	150,000	0	300,000	Public Health
TOTAL Public Health		150,000	150,000	0	300,000	
	Local Plan Continued resource is required to support the development of the Southend new Local Plan and contribution to the South Essex Joint Strategic Plan (JSP).	410,000	130,000	0	540,000	New Homes Bonus
	Housing Implementation Continued resource is vital to progress the implementation of the Housing, Homelessness and Rough Sleeping Strategy, a key council priority.	150,000	150,000	0	300,000	New Homes Bonus
TOTAL New Homes Bonus		560,000	280,000	0	840,000	

PLANNED USE OF ONE-OFF INVESTMENT FROM RESERVES
2020/21 – 2022/23

	<p>Outcome Delivery Investment to implement and embed a range of new approaches, tools and techniques that will enable the Council to continue transforming the way it works. In addition this investment will facilitate the testing and development of new concepts and ideas to enhance the impact of the agreed outcomes and delivery of the roadmap to 2023.</p>	250,000	250,000	250,000	750,000	Outcome Delivery
TOTAL Outcome Delivery		250,000	250,000	250,000	750,000	
	<p>School Improvement To continue school improvement support including support for pupils to attain Grammar School entrance.</p>	200,000	200,000	200,000	600,000	School Improvement
TOTAL School Improvement		200,000	200,000	200,000	600,000	
GRAND TOTAL		1,895,000	1,565,000	735,000	4,195,000	

Southend-on-Sea Borough Council

Report of Executive Director of Finance and Resources
And Deputy Chief Executive - People

Agenda
Item No.

To
Education Board

On
17th December 2019

Report prepared by:
Paul Grout, Senior Finance Business Partner

Dedicated School Grant Budget Planning 2020/21 And Forecast Outturn 2019/20

1 Purpose of Report

To present the Education Board with the Dedicated Schools Grant (DSG):

- Final funding methodology for distribution of the 2020/21 Individual School Block (ISB) allocations
- Final indicative DSG budget allocation for 2020/21
- Updated forecast outturn for 2019/20

2 Recommendations

Education Board (EB) are asked to agree:

- 2.1 That the indicative and the remaining 2020/21 per pupil uplift applied to all individual school block allocations, who have either not benefited from and therefore already funded above the minimum funding rates per pupil for 2020/21 or a 4% uplift to applied to the applicable core NFF pupil led factors, are set on Option 1 of Appendix 1, which incorporates the proposed, required and asked school block to central block funding transfer. (As referenced in 4.4 – 4.8).
- 2.2 And, on the basis Option 1 is agreed, it is recognised this is a proposed short term measure for 2020/21, which has been driven by the Department for Educations (DfE) recent announcement on the 11th October 2019 that the Central Block funding for historic commitments will be reduced by 20% for 2020/21. Option 1 will therefore allow the local authority (with working groups, as required) time to sensibly plan and consult (including with the Education Board), mitigating actions to address the continued and expected further funding losses from 2021/22 onwards.

- 2.3 Therefore, on the basis Option 1 (recommendation 2.1) is approved, the Education Board agree the total funded amount for Central Block services as referenced in 9.3 (option 1).
- 2.4 In the event, recommendation 2.1 / Option 1 is not agreed (which will then also automatically default to indicative Individual School Block allocations being set on Option 2). The Education Board are asked to agree the total funded amount for Central Block Services as referenced in 9.4 (option 2), and recognise the required Local Authority action as referenced in 4.5.
- 2.5 [Maintained School voting rights only] the de-delegation of funding to be centrally retained from the Schools block for the following services: (As referenced in 5.2)
- Staff Costs (Public duties)
- 2.6 That the growth fund to support schools continues to be held centrally within the Schools block and distributed to provide the extra required planned places within the authority.
- 2.7 And, as referenced in 6.3, if affordable to the long term growth model, a back dated increase can now applied to the growth rates proposed from Sept-19, which will be presented in the next January 2020 EB DSG report alongside the rates for Sept-20. This will also then, become an additional annual step of the model.
- 2.8 Agree, the 2020/21 early year funding rates, as shown in Appendix 3. (And referenced in 7.4)
- 2.9 And therefore on the basis of the decisions undertaken through both this and the previous October 2019 DSG paper, that this DSG paper and the following January 2020 DSG EB paper (which is for EB noting only), will be recommended to Council for final approval in February 2020.

And Education Board (EB) are asked to note:

- 2.10 With regard to individual school's budget (ISB) planning for 2020/21, as agreed, at the last October 2019 EB meeting:
- 2.10.1 The minimum per pupil 2020/21 funding levels have been set in line with the National Funding Formulae at £3,750 for primary schools and £5,000 for secondary schools (which is based on the nationally defined pupil led funding factors including lump sum).
- 2.10.2 And within the funding formulae itself, the core Pupil led National Funding Formulae (NFF) factors have been set and applied with the NFF 2020/21 4% uplift applied to those core factors from 2019/20.
- 2.11 That the final DSG Individual school budgets (ISB) for mainstream schools and the DSG 2020/21 budget, will be illustrated and simply for noting at the Education Board in January 2020, based on the agreed decisions made in both this December 2019 and the October 2019 DSG EB report.

3 Background

- 3.1 This reports sets out the 2020/21 Draft DSG budget and the final 2020/21 proposed funding methodology for award of funding to Individual School Budgets.
- 3.2 This reports follows on from the extensive “DSG 2019/20 budget update and budget planning for 2020/21” presented and agreed at the last October 2019 EB, which ultimately set the agreed trajectory for Individual School block allocations, subject to a remaining and required recommendation for a Schools Block to Central Block funding transfer, now proposed in this paper.
- 3.3 And, in continuation of the presentation of the last EB DSG report, to inform short term financial planning the 2020/21 Budget planning and the latest 2019/20 forecast outturn are presented alongside within each DSG funding block, and as displayed in ‘Appendix 2 – DSG Budget and Outturn 2019/20 to 2020/21’.

4 Schools Block – Individual School Block (ISB) allocations

2019/20 Budget to Forecast Outturn – on line to budget

2020/21 Individual Schools Budgets

Indicative DSG funding allocation £120.958M (Final tbc in January 2020)

- 4.1 As per the recommendations approved in the last DSG EB report, Appendix 1 – displays the indicative 2020/21 per pupil funding amounts for each school incorporating:
- 4.1.1 Minimum per pupil funding levels of £3,750 for primary schools and £5,000 for secondary schools (including lump sum).
 - 4.1.2 A 4% increase applied to the applicable core pupil led NFF funding factors (which is based on the current 2019/20 baselines).
 - 4.1.3 And 2 options, option 1 displaying the % per pupil led uplift (indicative 1.66%) to all remaining schools incorporating the required and asked funding transfer to the central block, and option 2 displaying the % per pupil led uplift (indicative 1.84%) to all remaining schools without the required ask of a central block funding transfer.
- 4.2 And as referenced, in the last DSG EB paper, with the exception of those schools who will benefit from the 2020/21 minimum per pupil funding levels, all other school per pupil funding rates are indicative and therefore subject to minor changes once the DfE have processed and released the October 2019 school census data. Following that, the final illustrations will be shown in the next January DSG EB paper and will therefore be for noting only (which will also include any applicable and separate funding adjustments for 2020/21 Business rate charges and updated Numbers on Roll of each school as recorded through to the DfE in the October 2019 school census).

- 4.3 And lastly, as referenced in the last DSG EB paper and verbally updated at the last Education Board, the Department for Education have approved subject to the agreement of the school forum, an allowable block funding transfer (within the tolerance of 0.5% for the totality of Schools Block) from the schools block, to cover the 20% loss of funding to the central block. And to remind the Education Board, for Southend this is an equivalent £181,000 loss of funding (a national loss of £43.6M), compared to £905,000 of current central block funded services delivered, some of which, as shown in Appendix 4, are either part funded by the DSG or a 100% funded, all in accordance with decisions, previously undertaken through the Education Board/School Forum.
- 4.4 Now, given, the DfE only announced the actual amount of loss of funding for 2020/21 on the 11th October 2019 (which has imposed a very short and unrealistic time frame to consider the future of these services), and with due consideration to Appendix 4, illustrating both the activities and outcomes those services provide, the Education Board are asked to approve the proposed funding transfer for 2020/21 and therefore resulting illustrative school block allocations show under “option 1”, of Appendix 1.
- 4.5 If the Education Board approve this funding transfer for 2020/21, this will then at least ensure the listed services are protected and confirmed at their current funded levels for 2020/21 (1st April 2020 to 31st March 2021). In the event, the Education Board do not approve option 1, then the Appendix 4 listed services will be put at risk in terms of their current funded levels, and as the local authority is the lead commissioner of these services an appropriate action plan will need to urgently be put in place to seek to ensure the 2020/21 DSG £181,000 funding loss is recovered.
- 4.6 And yes, it must remain minded, the continuation of proposed school block transfer from 2021/22 is not a long term sustainable funding option, given it is now very likely (although not announced), that the DfE will continue to reduce this allocation by a further 20% for the remaining 4 years (21/22 through to 24/25), and by which time the full £905,000 will have gone, which in turn is also a greater sum than the current allowable 0.5% school block transfer.
- 4.7 And, it must also remain minded, that the ability to transfer funding from the school blocks to other blocks, is also subject to the annual decision of the DfE, and given the intention that a hard NFF implementation remains, this will no doubt remove the ability to apply local block funding transfers in future years.
- 4.8 Therefore, on the basis Education Board approve Option 1 (and protect these service’s for 2020/21), this will therefore buy some sensible time to allow the Local Authority to plan accordingly and update the Education Board during 2020/21, as to how the continued funding loss of historic Central Block services will be managed (with any required options) from 2021/22 onwards.

5 School block – Centrally retained de-delegated public duties (Voting rights Maintained only)

2019/20 Budget to Forecast Outturn – circa (£9,000) underspend

- 5.1 This position reflects the 11 academy schools that have now bought in at this stage, including an estimate of expected claims by the end of the year. Appendix 1 has also been updated to reflect an isolated DSG reserve balance for de-delegation, and therefore any final under or over spend on this fund will be carried forward into the following financial year.

2020/21 Indicative DSG funding allocation £5,538 (Final tbc in January 2020)

- 5.2 In continuation of the decision undertaken last year, and now the only proposed item for de-delegation Maintained Schools are asked to approve the continued de-delegation of public duties at £1.00 per pupil (same rate at 2019/20), which will also be applied to their Numbers on Roll as at the October 2019 Census.
- 5.3 The fund enables Maintained schools within the Borough to reclaim the cost of staff who undertake Public Duties (usually jury service or sitting as a magistrate), and to undertake trade union duties in work time, in accordance with the facilities agreement for schools.
- 5.4 And Academy Schools can continue to be able to buy in to this fund and therefore be eligible to claim from this fund, with the same charge rates applied as 5.2.

6 Schools Block – Centrally retained Growth Fund

2019/20 and 2020/21 Budget Planning

- 6.1 As referenced and agreed, in the March 2019 EB “DSG Growth Fund application 2019/20 and future years” paper:
- 6.1.1 The application of applied Growth fund is now managed on a long term basis, allowing any one year, to either, overspend or underspend, provided that the total application of the growth fund is affordable over the life of that planned growth.
- 6.1.2 And, In accordance with the previous agreement and conditions, the growth fund rates from Sept-20 will be presented in the next January 2020 DSG paper, for noting, which follow’s the DfE’s actual announcement of the size of the Growth fund for 2020/21.
- 6.2 Now given, as stated, it remains a statutory duty of the Local Authority and therefore School Admission team to determine and approve any required new intake class, and as previously stated, the confirmed required number of new intake classes, can change up until the end of the previous summer term as final admissions are confirmed. We have seen in the 2019/20 forecast a higher underspend, than previously expected, because there was 1 less new primary class and 1 new less secondary class than originally planned, which obviously in turn impacts the modelling.

- 6.3 Therefore, it now seems a sensible solution, that when the updated model is undertaken for the next January DSG EB report. If affordable to the planned long term model (which will be illustrated as an updated Growth Model appendix to the January DSG EB report), that a back dated increase to the growth rates can be also applied from the Sept-19 consistently to all schools with new and confirmed intake classes, but also maintaining, the previously agreed 1:1.186 Primary to Secondary per pupil funding ratio.
- 6.4 This would then also become another step to the annual updated model, which would help to ensure all funding received for growth, is distributed to support growth.

7 Early Years Block

2019/20 Budget to Forecast Outturn – held on line to budget

- 7.1 We must continue to remain minded, the Early Years Block 2019/20 DSG allocations remain provisional until the DfE have processed the January 2020 Early Years census, and will therefore announce revised and final funding allocations for the 2019/20 in July 2020.
- 7.2 Although, a final spend to provisional budget position cannot be confirmed until a full financial year, and therefore the 3 respective funding periods within have been processed. At this point in time, all funding claims compared to provisional budget allocation are either within or close to budget allocation.

2020/21 Budget Planning

Indicative allocation of £10.175M (tbc in January 2020, revised in July 2020, and further updated by the DfE in July 2021)

- 7.3 The DfE announced on 31st October 2019 that all local authorities will receive an additional 8p per hour (compared to their current 2019/20 funded rates), to help fund child care places for 2020/21.
- 7.4 Now given, the extensive work that has been performed by the local authority in the last few years in relation to Early Years funding, and decisions undertaken by the Education Board. It is pleasing to recommend that the Education Board passport through the full 8p per hour increase to **all core** provider rates for 2020/21 (as illustrated in Appendix 3).
- 7.5 This will, then in turn, continue to leave a small centrally retained early years fund and hold additional deprivation funding at their current levels. The Education Board, therefore also continues to ensure a high passport through rate of 98%, which is above the DfE minimum requirement of 95%.

8 High Needs Block

2019/20 Budget to Forecast Outturn – a projected (£152,000) under/over spend against allocated services lines expenditure.

- 8.1 Appendix 2 – displays the full 2019/20 forecast outturn for High Needs on a line by line basis. And as shown, the High Needs Block for 2019/20 is now anticipated to fully recover, including the full restoration of the depleted High Need DSG reserve balance of (£348,000) as at the 1st April 2019.
- 8.2 It must therefore be noted and continually commended, as planned, that given the national and recognised pressures on High Needs Funding, that through the joint work of Southend's Local Authority, Education Board, Applicable Special Schools and Schools (where savings have been made and agreed over the last 3 years). Southend's own DSG High needs funding position is now restored to a sustainable financial position at this current time, with consideration also applied to the 2020/21 funding allocation.
- 8.3 However, it must, also continue to remain minded that the financial pressures with the distribution of high needs funding are forever continually increasing, so future planning must remain both affordable and considerate.

2020/21 Budget Planning - Indicative allocation of £22.540M (explanation covered in the last October 2019 DSG report, and resulting service expenditure allocations will be set as planned in the pre-agreed June 2020 High Need detailed allocation paper)

9 Central Block

2019/20 Budget to Forecast Outturn – held on line to budget

2020/21 Budget Planning

Indicative allocation of £1.565M (Final tbc in January 2019)

- 9.1 As explained, in depth in the last DSG EB report, The 2020/21 indicative budget allocation (funding into the DSG) is circa £180,000 less than the 2019/20 allocation, as the DfE have now started to unwind the historic commitment element of the central block funding, at rate of 20% for 2020/21.
- 9.2 Approval is required by the Education Board each year to confirm the amounts and service lines.
- 9.3 Now given, the Education Board (EB) have been asked to approve a school block funding transfer **option 1**, to cover the circa £180,000 loss of funding. If the EB approve this transfer, it is asked that the EB also approve option 1 below in the table, and that these services, as listed, can continue to be funded from the Central Block (which is line with the previous years agreement), with a total amount of **£1,746,170**.

- 9.4 In the event, the EB do not approve option 1, which will then automatically default to **option 2**, the EB are therefore asked to approve, that the central block services listed under option 2, are funded as listed, with a total indicative amount of **£1,565,192** (and a 20% DSG funding reduction will be applied to all services listed within Appendix 4).

	Amount (Option 1)	Amount (Option 2)
From Central Schools Services Block		
Combined Budgets	£904,888	£723,910
CLA/MPA Licences	£127,017	£127,017
Schools Admissions	£267,980	£267,980
Servicing of Schools Forum	£18,700	£18,700
ESG Retained Duties	£427,585	£427,585
	£1,746,170	£1,565,192

10 DSG Funding

2019/20 Budget to Forecast Outturn – £130,000 additional income, relating to the previously explained Early years DSG funding adjustment for 2018/19

2020/21 Budget Planning

- 10.1 The current indicative DSG funding allocation for 2020/21, has been set at £156.235M. However, we continue to note that the total school block funding allocation will also be updated once the October 2019 census has been processed by the DfE, with the results released late December 2019, and therefore will be displayed in the next January 2020 DSG EB paper.

11 Latest forecast DSG reserve balances

- 11.1 The table below updates the current expected DSG reserve balances by year end.

Block	Schools – ISB	Schools - growth	Early Years	High Needs	Central	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Reserves surplus / (deficit)						
1 April 2019 B'fwd	0	(69)	594	(348)	39	216
18/19 Early years funding adj.	0	0	130	0	0	130
2019/20 forecast Variance	0	246	0	499	0	754
Transferred in year	0	0	0	0	0	0
31 March 2020	0	177	724	151	39	1,100

12 Conclusion

- 12.1 The DSG financial papers continue to offer both a DSG 2019/20 forecast outturn and 2020/21 budget planning view combined, and therefore sensibly informing a short term DSG financial plan.
- 12.2 It is also with praise to the work and decisions of the Local Authority, Education Board, Resource Sub Group, task and finish groups, special schools, schools, early years providers working constructively and collectively that have restored the DSG balances to a current and sustainable financial footing, which in turn benefits and maximizes available future funding to support all children and therefore educational development.
- 12.3 It is however, unfortunate, with the announcement of reductions in Central Block funding, the DfE are forcing difficult decisions to be placed on Local Authorities and respective Education Boards / School Forums to be made.

13 Appendices

Appendix 1 - Indicative Individual School budget allocations 201920

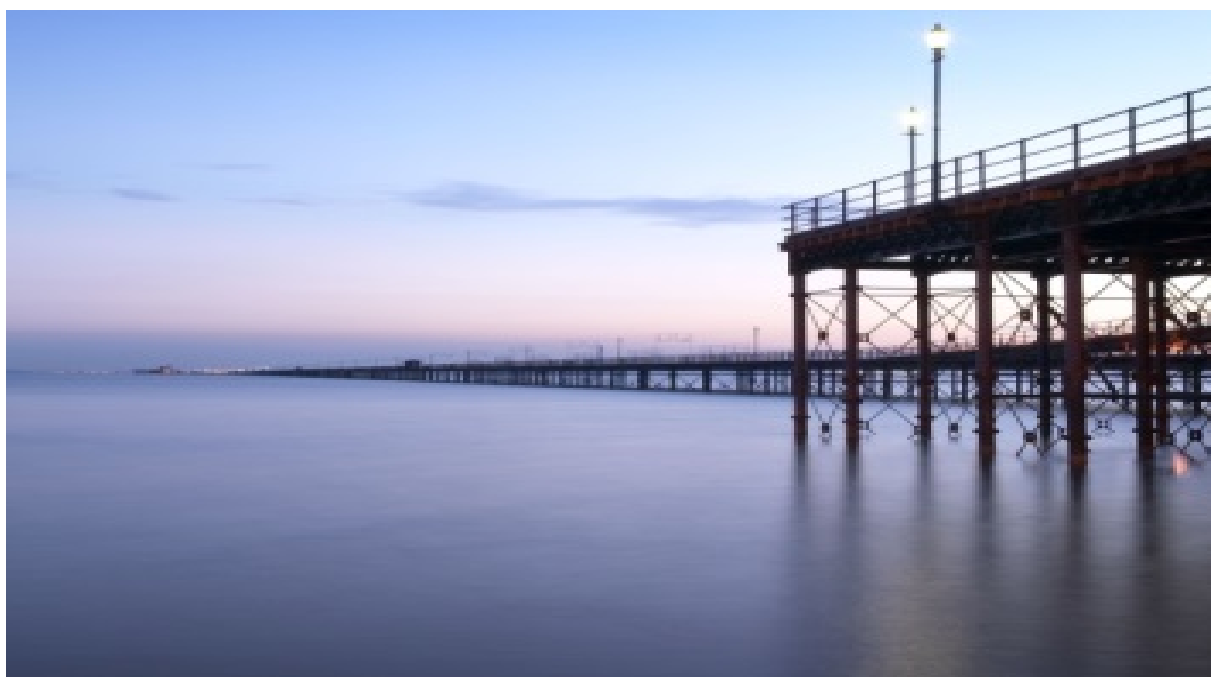
Appendix 2 - DSG Budget and Outturn 201920 to 202021

Appendix 3 - Proposed Early Years funding rates 2020/21

Part 2:

Appendix 4 - Central Block historic commitments

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Southend-on-Sea Borough Council
Capital Investment
Strategy

2020/21 – 2024/25

January 2020

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Annexes:

Annex 1 – Capital Investment Policy

SOUTHEND-ON-SEA BOROUGH COUNCIL

CAPITAL INVESTMENT STRATEGY

1 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital investment strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Investment Strategy is a key document for the Council and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

2 Scope

This Capital Investment Strategy includes all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

3 Capital Expenditure

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital investment programme is the authority's plan of capital works for future years. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included could be service and commercial investments.

4 Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Treasury Management Investment Strategy.

The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. The management of associated risk for these investments is set out in the Capital Investment Policy attached as Annex 1 to this strategy.

5 Links to other corporate strategies and plans

To support the Council's desired outcomes a number of key strategies have been agreed, for example the Core Strategy, Digital Strategy and the Housing, Homelessness and Rough Sleeping Strategy. To support the delivery of these key strategies a number of other interrelated strategies and plans are in place, such as the Sustainability Strategy, Medium Term Financial Strategy, Capital Investment Strategy, Corporate Asset Management Strategy (and related asset management plans), Treasury Management Strategy and Annual Treasury Management Investment Strategy.

The operation of all these strategies and plans is underpinned by the Council's constitution, in particular the Contract Procedure Rules and the Financial Regulations.

A diagram in the Medium Term Financial Strategy shows how this Capital Investment Strategy links to the other corporate strategies and plans. This is all in the context of the activities of the Council's group portfolio, the South Essex 2050 plan and the wider national context.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

6 Resources available to finance capital

The first step is to ascertain the total resources available to finance the capital investment programme. This is based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts that will be realised. More information by each source of capital funding is set out below:

6.1 External Funding

This can be in the form of grants and contributions from outside bodies including central government. Services must seek to maximise external funding wherever possible to support capital schemes. However, if services bid for external funding for schemes and say at tender or during construction or procurement, costs exceed the available funding, then services must fund any shortfall from their existing resources (either revenue or capital).

In respect of match funding bids then the relevant service must fully identify the necessary match funding resources from within existing budgets. If this is not possible then the appropriate service must raise this for consideration with the members of the Corporate Management Team and the relevant Cabinet Member prior to submitting any bid for funding.

6.2 Capital Receipts

A capital receipt is an amount of money exceeding £10,000 which is received from the sale of an asset. They cannot be spent on revenue items. The Director of Property and Commercial will review all of the Council's property annually against the aims and objectives of the Corporate Asset Management Strategy. The general policy is that any capital receipts are then pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by the regulations.

6.3 Revenue Funding

Revenue resources may be used to fund capital expenditure. This may be via earmarked reserves such as the capital reserve which is an internal fund set up to finance capital expenditure as an alternative to external borrowing. The Chief Finance Officer will take an overview and decide the most appropriate way of using such revenue resources, taking into account the strategy regarding the levels of general and earmarked reserves.

6.4 Prudential/Unsupported Borrowing

Capital projects that cannot be funded from any other source can be funded from borrowing. Local Authorities can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. This borrowing may also be referred to as Prudential Borrowing.

The Council's Minimum Revenue Provision Policy sets out a prudent approach to the amount set aside for the repayment of debt. The borrowing costs are not supported by the Government so the Council needs to ensure it can afford the interest and repayment costs from existing revenue budgets or must see this as a key priority for the budget process and be factored into the medium term financial strategy accordingly.

The Chief Finance Officer will make an assessment of the overall prudence, affordability and sustainability of the total borrowing requested. The impact of this borrowing will be reported in the Treasury Management Strategy alongside the Prudential Indicators required by CIPFA's Prudential Code for Capital Finance.

Should the requested borrowing levels be unaffordable or not prudent, then the schemes will be prioritised against the available funding from borrowing as determined by the assumptions factored into the Medium Term Financial Forecast.

Members approve the overall borrowing levels at the budget meeting in February each year as part of the Treasury Management Report. The taking of loans then becomes an operational decision for the Chief Finance Officer who will decide on the basis of the level of reserves and money market position whether borrowing should be met internally (from the running down cash balances) or whether to enter into external borrowing.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

7 Prioritisation of capital investment

Capital investment is key to the delivery of the Council's ambition and desired outcomes and can be a means to contribute to the achievement of revenue sustainability and local or regional growth ambition. However, there will inevitably be a gap between the capital investment programme ambition and the available resources, which are finite and there is a limit on the number and value of schemes that are affordable and deliverable.

Therefore capital investment proposals will need to be prioritised to ensure that resources are being directed into projects that will achieve our ambition and improve outcomes for local people. These priorities may include the following:

Achievement of the Council's strategic outcomes for Southend 2050:

- Homes which meet local needs;
- Key regeneration projects;
- Supporting growth in key sectors;
- Town centre vitality;
- Leisure and cultural projects;
- Transport and accessibility;
- Green city projects;
- Schools and skills;
- Health and active lifestyles;
- Social care;
- Land acquisition and commercial investment;
- Financial self-sufficiency.

Enabling works:

- Maintenance of the essential infrastructure of the organisation;
- Essential Health and Safety works;
- Rolling programmes essential to the day to day operation of the Council;
- Service redesign and transformation – investment in technology;

Political priorities:

- 2050 roadmap;
- CMT/Cabinet priorities;

8 Building a pipeline of projects

8.1 Identifying the need for Capital Expenditure/Investment

The need for capital investment may be identified through one or more of the following processes.

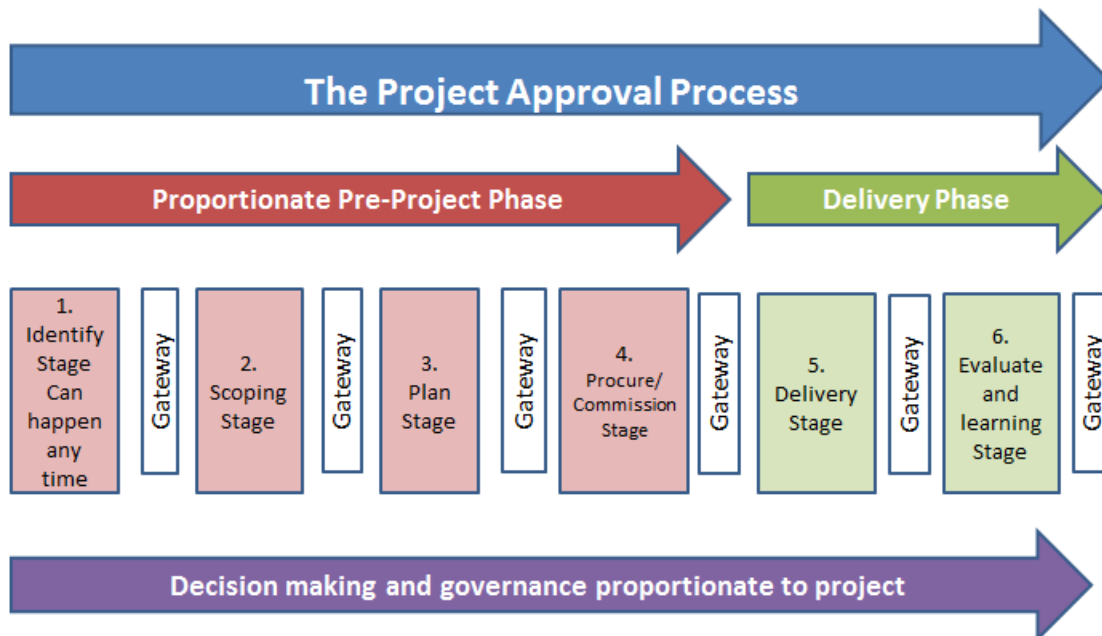
- Service areas prepare plans for the delivery and improvement of their services which align with or enable the 2050 outcomes;
- The Corporate Asset Management Strategy and the Education and Schools Asset Management Plans highlight deficiencies in the condition,

suitability and sufficiency of the Council’s existing building stock and identify future areas of need;

- The Housing Asset Management Plan highlights deficiencies in the condition, suitability and sufficiency of the Council’s existing housing stock and identifies future areas of need;
- The Transport Asset Management Plan is the Council’s primary transport asset planning tool to ensure the highway infrastructure and public realm is managed sustainably and in a way that underpins the wider corporate outcomes;
- Reviews and external Inspections may also identify areas that need capital investment;
- The need to respond to Government initiatives and new laws and regulations;
- The need to generate a revenue income to contribute to the delivery of desired outcomes.

8.2 The Project Approval Process

The agreed process should include gateway review stages when the proposal can be reviewed and a decision made whether to proceed to the next stage. The decision making and governance process should be proportionate to the scale and impact of the project being put forward for approval. The following diagram shows the project approval process used for capital investment proposals:



The project approval process divides the project's lifecycle into six stages. The first four involve gathering the business case information that gives the Council confidence that the project should be implemented. The final stages cover project implementation and post-project evaluation. A potential 'Decision Gateway' separates each stage.

This incremental approach provides regular opportunities for the Council to review progress and check that projects are still on track. It also avoids unnecessary resource being spent developing potential projects beyond the point at which a decision could be made that they are unlikely to be viable (potentially because needs or priorities have changed or available solutions are unlikely to offer value for money). Feasibility studies will be used where appropriate.

Whilst all projects consider the same basic questions as they pass through each stage, the level of information that must be gathered, and the number of formal approvals required for a project to progress, will vary significantly depending on the scale of the project.

8.3 Proportionality

Projects will be categorised as major, mid or minor, depending on the assessment of the following criteria to determine the scale and impact of the proposal:

- Level of contribution to the 2050 outcomes;
- Impact on the organisation to deliver the project;
- Potential impact of project failure on the Council's reputation;
- Statutory or regulatory context;
- The scope of stakeholders or partnerships involved;
- Contract complexity;
- Project costs;
- The timescales involved;

This categorisation will determine the level of detail needed to progress through the gateway stages.

8.4 Developing the business case

The business case would be developed incrementally with the amount of detail dependent on the scale and impact of the project and with more detail added as the business case matures through the gateway stages. Each business case covers five areas:

- Strategic case – demonstrating the fit with investment priorities;

- Economic case – demonstrating that the project provides value for money;
- Financial case – demonstrating that the project is prudent, affordable and sustainable (including the revenue implications);
- Commercial case – demonstrating that the project is commercially viable;
- Management case – demonstrating that the project will be delivered effectively;

For the financial case due consideration should be given to:

Prudence:

- Recognition of the ability to prioritise and refocus following transformation work;
- Recognition of the capacity in the organisation to deliver such a programme;
- Recognition of the knowledge and skills available and whether these are commensurate with the appetite for risk;
- The approach to commercial activities including ensuring effective due diligence, expert advice and scrutiny, defining the risk appetite and considerations of proportionality in respect of overall resources;
- The approach to treasury management and the management of risk as set out in the Treasury Management Strategy.

Affordability:

- Revenue impact of the proposals on the Medium Term Financial Strategy;
- The borrowing position of the Council, projections of external debt and the use of internal borrowing to support capital expenditure;
- The authorised limit and operational boundary for the following year;
- Whether schemes are profiled to the appropriate financial year.

Sustainability:

- Recognition of the objective of the Sustainability Strategy;
- A long-term view of capital expenditure plans, where long term is defined by the financing strategy of and risks faced with reference to the life of the project/assets;
- Provision for the repayment of debt over the life of the underlying debt as set out in the Minimum Revenue Provision policy;
- An overview of asset management planning including maintenance requirements and planned disposals.

All project proposals are submitted using the agreed template that captures the information necessary to have a structured approach that provides:

- Proper definition to projects, making sure it is clear what will be delivered, by when, and with what resource and that appropriate approvals have been given;
- Clear roles and responsibilities, and clear delegation of responsibility;
- Controls to provide early warnings of deviation from the plan, as well as risks and issues, and a way of managing them;
- Good communication channels, making sure management and stakeholders are involved at the right time in the right way;
- Regular reviews of the project to make sure it is still viable, worthwhile and deliverable;
- A common language across the Council and a process that is repeatable;

Whilst this approach will not guarantee that every project will be successfully delivered, having a consistent approach to managing projects will mean that:

- All projects are prioritised using a consistent and coherent set of standards and based on a sound business case;
- Projects are more likely to contribute to Southend 2050 priorities and service improvement;
- Projects are more likely to be delivered on time and within budget;

The template includes for each project or scheme:

- Strategic objectives;
- Critical success factors;
- Options or approaches considered;
- Expected benefits;
- Timescales and plan;
- Programme structure;
- Stakeholder/Partnerships;
- Financial business case;
- Risks/Dependencies/Assumptions/Constraints;
- Impact;

8.5 Risk Management

Risk is the threat that an event or action will adversely affect the Council's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital investment programme as a whole, especially when investing in capital assets held primarily for financial returns. Under the CIPFA Prudential Code these are defined as investments and so the key principle applies of control of risk and optimising returns consistent with the level of risk.

Risk appetite:

The Council accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the 2050 Ambition. The Council seeks to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, the Council seeks to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The Chief Finance Officer will report explicitly on the deliverability, affordability and risk associated with the Capital Investment Strategy. Where appropriate he will have access to specialised advice to enable them to reach their conclusions.

9 Governance processes

The governance structure of the Council has the Corporate Management Team that takes a high level strategic and group view on the capital investment programme.

Before any project can enter the procurement or delivery phase approval must be obtained from full Council to include it in the capital investment programme. This can be achieved by taking proposals through the Cabinet and Scrutiny process, either as part of the annual budget round or throughout the year so that schemes enter the programme at the required time.

9.1 Approval via the annual budget round

Corporate Management Team will consider any proposals from a corporate priority perspective. As part of the budget process Executive Briefing (EB) meetings enable Cabinet Members to be briefed and understand the expected outcomes and the budget consequences, both revenue and capital, of completing the scheme. Where appropriate schemes will be reported to Members based on the schemes being subject to external funding or viable business case approval.

The Chief Finance Officer will consider the proportionality of the proposals as a whole in respect of overall resources and longer term sustainability and risk. The Chief Finance Officer will also take an overall view on the prudence, affordability and sustainability of the overall borrowing level if all proposals are accepted.

The Cabinet receive the capital investment programme in draft in January each year which is then subject to scrutiny via all the relevant scrutiny committees. Then the Cabinet receive the updated capital investment programme in February each year and in turn make their recommendations to full Council.

9.2 Approval throughout the year

New schemes can be added throughout the year as appropriate, for urgent or service critical schemes or when gateway stages are successfully completed. Project proposals are submitted to the Investment Board, one of the five Governance Boards established as part of the organisations condition of simple and effective governance. Investment Board takes a strategic view of capital investment in line with the Southend 2050 ambition and acts as the advisory body to CMT and Cabinet for all capital investment projects.

Using the proportionate approach outlined earlier, the Investment Board will consider all business cases for project proposals. The Board will either:

- reject the proposal and give the reasons for this;
- recommend that the proposal is delayed to ensure business alignment;
- refer the proposal to another Governance Board for further consideration;
- ask for further clarification and assurances;

- agree that a feasibility study would be the most appropriate way forward;
- agree that the project can proceed to the next Gateway stage;
- agree whether bids for new capital grants/funding can be submitted;
- make recommendations to Cabinet for approval of the project or feasibility study in line with financial regulations.

Once the Council has approved the capital investment programme, then expenditure can be committed against the approved schemes subject to the normal contract procedure rules and the terms and conditions of funding.

10 Monitoring the progress of delivery

It is important that the progress of the delivery of the capital investment programme can be properly monitored. This is approached in several ways:

10.1 Investment Board

The Board will challenge the existing capital investment programme as part of the redirection and re-prioritisation of resources. This will be particularly important where capital projects are not delivering to time and/or budget and where appropriate the Board will seek project evaluation updates or commission post completion reviews.

10.2 Capital Challenge meetings

At appropriate times throughout the year capital challenge meetings will be undertaken, led by the Cabinet member with responsibility for the capital investment programme. The aim of these challenge meetings is to ascertain whether: any projects:

- Any projects are not aligned to the delivery of the Southend 2050 outcomes and can be removed from the programme;
- Any projects or reduction in funding of a project that can be withdrawn from the programme;
- Any project budgets need to be re-profiled to better align them to the predicted spend across the years of the programme;
- Any projects currently funded by borrowing that can be alternatively financed;

- The actual physical progress of each scheme (e.g. out to tender, site assembly, on site, etc.) and whether the current year's budget will be spent.

10.3 Capital budget performance reports

Capital expenditure and its financings are monitored monthly, with the expenditure to date identified and projected to year end to forecast the outturn position based on project managers' realistic expectation.

The capital budget performance is reported to Cabinet four times a year (via CMT and EB) with a commentary on scheme progress. One of these reports is to inform members of the capital investment programme outturn. These reports include recommendations to approve the requested changes to the programme such as proposed re-profiles of scheme budgets across financial years, new schemes, deletions, virements of budget between schemes or additions where new external funding has been received. These changes are either as a result of recommendations from Investment Board, the outcome of capital challenge meetings, the year end closure procedures or identified in the normal course of the monthly budget performance monitoring.

A summary of the capital budget performance is also reported to CMT for the months when it does not go to Cabinet.

11 Multi-Year Schemes

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per year is known. This is called a cash flow projection or budget profiling.

The length of the planning period should be defined by the financing strategy and the risks faced with reference to the life of the project/assets. For example some schemes may span two or three years (e.g. building an extension to a school) whereas others may be over much longer timeframes (e.g. the 30 year business plan for the HRA decent homes programme).

The approval of a rolling multi-year capital investment programme assists the Council in a number of ways. It assists service managers, allowing them to develop longer term capital plans for service delivery.

It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes. It will also allow greater integration of the

revenue budget and capital investment programme. It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

12 Other Considerations

The Council has a Procurement team that ensures that value for money is provided and to see where efficiency savings can be achieved. This also covers capital procurement. It is essential that all capital procurement activities comply with prevailing regulations and best practice and with the Councils policies and regulations such as Contract Procedural Rules and Financial Regulations.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

Capital Schemes must also comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

January 2020

SOUTHEND-ON-SEA BOROUGH COUNCIL

CAPITAL INVESTMENT POLICY

1 Scope of this policy

- 1.1 This investment policy covers capital investments, including service and commercial investments and loans. (Treasury Management investments are covered by the Annual Treasury Management Investment Strategy, which forms part of the Treasury Management Strategy.)

2 Investment Objectives

- 2.1 The underlying objectives for these investments will be:

- Security – protecting the capital sum invested from loss;
- Liquidity – ensuring the funds invested are available for expenditure when needed;
- Yield – consideration of the yield obtainable consistent with proper levels of security and liquidity.

- 2.2 Due to the nature of the assets or for valid service reasons, such investments do not always give priority to security and liquidity over yield. In these cases, such a decision will be explicit, with the additional risks set out and the impact on financial sustainability identified and reported.

3 Policy regarding capital investments

- 3.1 Capital investment will only be undertaken if it contributes to the delivery of Southend 2050 and the Council's ambition, strategic delivery plans and desired outcomes.
- 3.2 Before capital investments can be entered into they must be included as part of the approved capital investment programme, either directly or via a pooled budget (e.g. commercial property).
- 3.3 The Council's risk appetite and approach to risk management for capital projects is set out in the risk management section of the Capital Investment Strategy.
- 3.4 The Chief Finance Officer will ensure that the Council has the appropriate legal powers to undertake such investments. Annex A sets out each type of investment, the primary purpose and the legal powers to be used.

- 3.5 The Chief Finance Officer will ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

4 Service investments

- 4.1 These will be investments held clearly and explicitly in the course of the provision and for the purposes of operational services, including regeneration.

5 Commercial investments

- 5.1 These will be investments entered into as part the Council's wider strategy, for example economic development and growth. These may include investments arising as part of business structure, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers.
- 5.2 These may be investments that include an aim of making a financial surplus for the Council, but this may or may not be the primary purpose of the investment.
- 5.3 Commercial investments may also include fixed assets which are held primarily for financial benefit, such as investment properties.
- 5.4 The Council's Commercial Property Investment Strategy (including the purpose of the Investment Portfolio) is set out in the Corporate Asset Management Strategy. Appendix 3 of that strategy sets out the Investment Property Selection Criteria.
- 5.5 The Chief Finance Officer will assess the extent to which the Council's balanced budget and Council Tax setting is dependent on returns from commercial investments.

6 Loans

- 6.1 These may be loans to local enterprises, local charities or third sector bodies, wholly owned companies and joint ventures. They may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity but would be entered into as part the Council's wider strategy, for example economic development and growth.
- 6.2 Such loans will only be entered into if the Chief Finance Officer is satisfied that the financial exposure to these types of loans is proportionate and that the expected credit losses have been appropriately assessed in accordance with International Financial Reporting Standard (IFRS) 9 Financial Instruments.
- 6.3 Any overdue payments would be recovered using the credit control arrangements set out in the Council's Debt Management Strategy.

- 6.4 The total level of loans will be formally agreed as part of the process for inclusion in the capital investment programme.

7 Financing of Investments

- 7.1 As capital investments the above will be financed by any of the sources in the funding strategy section of the Capital Investment Strategy.
- 7.2 Where the secondary purpose of commercial property investments and loans is to generate an income stream the Chief Finance Officer may choose to finance these capital investments by borrowing. Where this is the case the Chief Finance Officer will set out the rationale for doing so and how the risks of the investment are to be managed (e.g. risk of not achieving the desired returns or the risk of the borrowing costs increasing) and that all the appropriate due diligence has been undertaken.

8 Due Diligence

- 8.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered.
- 8.2 Due diligence process and procedures may include:
- effective scrutiny of proposed investments by the relevant committee;
 - identification of the risk to both the capital sums invested and the returns;
 - understanding the extent and nature of any external underwriting of those risks;
 - the potential impact on the financial sustainability of the Council if those risks come to fruition;
 - identification of the assets being held for security against debt and any prior charges on those assets;
 - where necessary independent and expert advice will be sought.
- 8.3 The Chief Finance Officer will ensure that Members are adequately informed and understand the risk exposures being taken on.

9 Governance and Scrutiny of Capital Investments

- 9.1 The approach to capital investment is set out in the Corporate Asset Management Strategy and includes Members and Chief Officers at key stages.

- 9.2 Significant or strategic capital investments will be overseen by the Corporate Management Team (CMT) and the appropriate Governance boards and managed by project boards and teams appropriate to the scale of the investment.
- 9.3 The Investment Board (and CMT where appropriate) will agree which projects should proceed to Cabinet for decisions and scrutiny and on to full Council for approval as part of the capital investment programme.
- 9.4 For Commercial Property Investment an overall budget will be put forward for approval as part of the capital investment programme and individual properties can then be acquired within that budget envelope. Decisions will need to be made commercially and often quickly and efficiently and will be taken by the Chief Finance Officer in accordance with their delegated authority set out in the Council's Constitution. These decisions will be included as part of the next scheduled capital reporting to Cabinet.

Type of investment	Primary purpose	Secondary purpose	Legal power to undertake investment
Service investments	Contribute to the delivery of Southend 2050 and the Council’s ambition, strategic delivery plans and desired outcomes.	Provision of operational services, including regeneration	Notes 1 and 2
Commercial property investments		To generate an income stream	Notes 1, 2 and 5
Commercial investments		To support wider strategy	Notes 1, 2 and 3
Loans		To generate an income stream	Notes 1, 2 and 4
Loans		To support wider strategy	Notes 1, 2 and 4

Note 1 – Capital expenditure defined in S16 of Local Government Act 2003.

Note 2 – Power to borrow – S1 of Local Government Act 2003.

Note 3 - The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(d) – the acquisition of share capital or loan capital in any body corporate

Note 4 – The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(b) – the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure.

Note 5 – The Council can build and manage an investment portfolio under the general power of competence set out in Section 1 of the Localism Act 2011. In accordance with this Act, the Council has the legal powers to purchase assets inside or outside the borough (or the UK) and manage them for investment and commercial gain.

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CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

1. Summary of Proposed Investment





Theme	Proposed Investment (£)	Proposed investment subject to viable business cases (£)	Total (£)
Pride and Joy	5,335,000	-	5,335,000
Safe and Well	17,600,000	-	17,600,000
Connected and Smart	3,200,000	-	3,200,000
Opportunity and Prosperity	7,810,000	-	7,810,000
Enabling	13,165,000	1,780,000	14,945,000
Total	47,110,000	1,780,000	48,890,000

	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	2024/25 (£'000)	5 Year Total (£'000)
Proposed investment each year	17,600	12,510	6,980	2,600	9,200	48,890







2. Proposed Investment by Southend 2050 Theme

Theme		Total (£)	Proposed Initiatives
	C1	5,335,000	<p>Southend Pier – Condition Works (20/21 - £335,000, 21/22 to 24/25 - £1,250,000 p.a.)</p> <p>This investment is to deliver the ongoing planned approach to addressing the condition works and bearing refurbishment identified within the condition survey. This proactive approach reduces the requirement for urgent and/or reactive condition works and ensures the integrity of this landmark structure that helps drive millions of visitors to Southend-on-Sea each year.</p> <p>This investment is in addition to the £915,000 budget already in the approved capital investment programme for 20/21, funded from corporate borrowing.</p>
<p>The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors</p>			
Pride and Joy	Total	5,335,000	
	C2	9,500,000	<p>HRA Affordable Housing Acquisitions Programme (20/21 - £5,000,000, 21/22 - £3,000,000, 22/23 - £1,500,000)</p> <p>Housing is a clear priority of this council and through purchasing suitable private homes for council use, the acquisitions programme is already helping to ensure that everyone has a home that meets their needs, including those with complex needs.</p> <p>It is 30% financed by retained Right to Buy capital receipts. To ensure all these receipts can be used within the timeframes set by central Government the above amount needs to be spent during the next three financial years with targets in each quarter. The balance of 70% is financed from the HRA capital investment reserve.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			





CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

			If the Council exceeds any of the quarterly targets the excess will count towards the next quarter. As conveyancing time frames cannot be guaranteed the timing of these budgets plan to exceed the targets rather than to just meet them, in case any of the planned property purchases do not proceed.
	C3	6,600,000	<p>HRA Future Investment Programme (24/25 - £6,600,000)</p> <p>The investment relates to</p> <ul style="list-style-type: none"> • continuing of the Decent Homes programme to bring the housing stock to decency levels; • common area improvements; • environmental health & safety works; • disabled adaptations works; <p>These works are wholly funded through the HRA, from the Major Repairs Reserve.</p>
<p>We are well on our way to ensuring that everyone has a home that meets their needs.</p>			
	C4	650,000	<p>Junction Protection (20/21 and 21/22 - £325,000 p.a.)</p> <p>Ensuring road safety for pedestrians and road users is vital and this investment is to install road junction protection at approximately 75 locations to help prevent obstructive and indiscriminate parking. This will help to improve sightlines for drivers and pedestrians and help improve the safety of all road users, whilst also aiding accessibility for all but particularly those with mobility impairments.</p>
<p>People in all parts of the borough feel safe and secure at all times</p>			
	C5	600,000	<p>Zebra Crossing Surfacing Replacement (20/21 to 22/23 - £200,000 p.a.)</p> <p>Ensuring road safety for pedestrians and road users is vital and this investment is for the removal of existing anti-skid surfacing and replacement with a high friction road surface at 66 sites across the Borough, almost a quarter of the sites currently in need of re-instatement. The new surface has a greater life expectancy and provides an enhanced surface for drivers to brake under emergency conditions at hazardous locations. A formal audit will be undertaken and work will be prioritised at crossing points on main traffic routes and close to primary and secondary schools over a three year replacement programme.</p>
<p>People in all parts of the borough feel safe and secure at all times</p>			
	C6	250,000	<p>Street Lighting (21/22 to 22/23 - £125,000 p.a.)</p> <p>This investment is to extend the programme of street lighting infill for a further two years to deliver approximately another 100 new lighting columns.</p> <p>This investment is in addition to the £252,000 budget already in the approved capital investment programme for 19/20 and 20/21, funded from corporate borrowing.</p>
<p>We act as a green city with outstanding examples of energy efficient streets.</p>			
Safe and Well	Total	17,600,000	







CAPITAL INVESTMENT PROPOSALS**2020/21 to 2024/25**

 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C7	500,000	<p>Car Park Resurfacing (20/21 to 21/22 - £250,000 p.a.)</p> <p>This investment is to resurface and re-line car parks which have been surveyed and deemed to require work over the next two years. These include Alexandra Street, Clarence Road, Hamlet Court, Warrior Square and Fairheads Green.</p> <p>Investing in parking infrastructure and ensuring car parks are attractive and well looked after, will ensure better use and reduce the risk of loss of income from parking. This is an important component in implementing our Car Parking Strategy across the Borough.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C8	1,000,000 Roadmap 2020: 	<p>Carriageways and Footways Improvements (20/21 - £1,000,000)</p> <p>Improving local roads and pavements is a priority for local people and for this council. This investment is to improve the highways infrastructure, reduce long term structural maintenance and improve public safety. This is in addition to the budget of £2million already in the approved capital investment programme in 20/21, funded by corporate borrowing.</p> <p>The total £3m programme of works includes 43 of the highest priority roads and footways that need repair, across a range of wards. This is the start of more major investment across future years that will be needed to enable all the highest priority roads and footways to be brought up to standard across the borough.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>	C9	450,000 Roadmap 2020: 	<p>Improve Footway Condition around Highway Trees (20/21 to 22/23 - £150,000 p.a.)</p> <p>This investment is to improve the condition of footways around existing highway trees and ensure effective remedial works after the removal of highway trees. This will contribute to revenue savings for highways works. This level of investment should enable improvements at approximately 400 tree sites per year.</p>
 <p>Southend is a leading digital city with world class infrastructure that enables the whole population.</p>	C10	1,250,000	<p>ICT – Connected and Smart (20/21 - £350,000, 21/22 to 22/23 - £450,000 p.a.)</p> <p>This investment is to provide a cohesive, centralised ICT response, benefitting a number of key activities that contribute to the 2050 ambition for Connected and Smart. It includes considerations such as smart parking, connected and smart care homes and data warehousing and analytics. This investment will provision a centralised 'Internet of Things' platform capable of supporting the 2050 ambition.</p>
Connected and Smart	Total	3,200,000	






CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

 <p>Roadmap 2020:</p> 	C11	2,600,000	<p>Schools – Improvement and Provision of Secondary School Places (20/21 - £2,000,000, 21/22 - £600,000)</p> <p>This investment is to continue the ongoing investment to ensure that every secondary aged pupil who lives in Southend can access a school place if they request one. By ensuring that there are sufficient places in local schools, within good quality buildings, pupils will gain better education outcomes, thus increasing aspirations and opportunities to continue into higher and further education and then into employment.</p> <p>Expansions projects so far have been completed at The Eastwood Academy, Shoeburyness High School and Cecil Jones Academy. There are also ongoing projects at St Bernard’s High School, St Thomas More High School and Belfairs Academy to ensure sufficient accommodation for the extra pupils they started to admit from September 2018.</p> <p>This additional funding will allow completion of phase 2 works at Chase High School so they can admit an extra 30 pupils in September 2020 followed by a second increase of 30 in September 2021. Once completed the whole expansion programme will have added 1,250 places across years seven to eleven by September 2024. The programme will have provided sufficient places and a small level of surplus as required by the Department for Education that gives families and children some choice.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements) with corporate borrowing used until the funding is received;</p>
<p align="center">Our children are school and life ready and our workforce is skilled and job ready</p>			<p>Schools – Condition Works (20/21 - £290,000, 21/22 to 22/23 - £500,000 p.a.)</p> <p>This investment is for condition works at Children Centres and emergency works at schools. These are mainly larger, urgent projects to be agreed between the Council’s property team and head teachers.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements).</p>
 <p>Our children are school and life ready and our workforce is skilled and job ready</p>	C12	1,290,000	<p>Schools – Devolved Formula Capital (20/21 to 22/23 - £100,000 p.a.)</p> <p>This investment will be funded by Government grant and devolved directly to maintained schools to fund capital projects under their direction and control. It is an estimate at this stage for the next three years.</p> <p>This is funded from Government Grant (subject to final Government capital funding announcements).</p>
	C13	300,000	<p>Our children are school and life ready and our workforce is skilled and job ready</p>

CAPITAL INVESTMENT PROPOSALS**2020/21 to 2024/25**

 <p>Key regeneration schemes, such as Queensway are underway and bringing prosperity and job opportunities to the borough.</p>	C14	<p>1,020,000</p> <p>Roadmap 2020:</p> 	<p>Better Queensway – Programme Management (20/21 - £540,000, 21/22 - £480,000)</p> <p>Better Queensway is the largest housing and regeneration project the council has undertaken since the 1960's and this investment is vital to ensure the Council is able to support, hold accountable and work in partnership with Porter's Place Southend-on-Sea LLP and Swan Housing Association to deliver this project that will transform central Southend.</p> <p>Whilst this includes the costs of the Project Management Office, meeting the necessarily tight deadlines to keep the project to programme will require the ability to backfill on occasion.</p> <p>The external advisory team have also proved vital with their specialist knowledge and experience and so retaining their capacity, albeit on a diminishing basis, will provide the Partnership Board with the necessary support in managing the relationship with the LLP and in delivering the activities the Council is committed to.</p>
 <p>Roadmap 2020:</p> 	C15	<p>2,600,000</p> <p>Key regeneration schemes, such as Queensway are underway and bringing prosperity and job opportunities to the borough.</p>	<p>Better Queensway – Acquisition of Leasehold Properties (20/21 - £800,000, 21/22 - £1,800,000)</p> <p>This investment is to buy leasehold properties as they become available to facilitate the delivery of the Better Queensway regeneration project. The Council will finance the purchases initially and Porter's Place Southend-on-Sea LLP will reimburse the purchase cost and the associated financing costs.</p>
<p>Opportunity and Prosperity</p>	<p>Total</p>	<p>7,810,000</p>	
	C16	<p>2,400,000</p>	<p>Priority Works (21/22 to 24/25 - £600,000 p.a.)</p> <p>This investment is to ensure a £600,000 annual budget in this area is available to deal with any urgent or priority works to Council owned properties that may arise during the year.</p>
	C17	<p>3,750,000</p>	<p>Property Refurbishment Programme (20/21 to 24/25 - £750,000 p.a.)</p> <p>This investment is to enable the Council's Property and Estate Management service to take a proactive approach to maintaining the buildings for which it is responsible. This will</p>

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25



			<p>ensure investment is made in the fabric and services within building before they get to a stage that capital works become urgent or have a detrimental impact on service users' use of the building or leads to urgent repairs and maintenance works which are usually more costs long term.</p> <p>This is a rolling programme with £676,000 currently in the approved programme for 2019/20, financed by borrowing.</p>
	C18	3,095,000	<p>ICT – Stabilise and Run (20/21 - £785,000, 21/22 - £1,255,000, 22/23 - £1,055,000)</p> <p>This investment is to provide licensing compliance, third party infrastructure support and better resilience through improved/new hardware. It is also for the provision of a cost effective, fit for purpose, disaster recovery service designed to meet the Council's future requirements as it embarks on its digital journey.</p>
	C19	1,050,000	<p>ICT – Cybersecurity (20/21 - £450,000, 21/22 to 22/23 - £300,000 p.a.)</p> <p>Cybersecurity presents a real risk to large organisations and this investment is to strengthen and enhance ICT security to mitigate key risks identified in a recent security assessment and bring cyber security up to industry standard. It will also enable improved real time alerting and monitoring leading to pro-active interventions that will minimise system outages.</p>
	C20	2,110,000	<p>ICT – Business Enablement (20/21 - £1,735,000, 21/22 - £375,000)</p> <p>Much of the council's ICT equipment is coming to the end of its useful life and needs replacing through a phased programme. This investment is to fully modernise the council's 'laptop estate' (including in public buildings such as libraries) over the next two years, fully deploy Windows 10 and improve productivity by building a Cloud platform to manage the ICT estate.</p>
	C21	660,000	<p>ICT – Business Services (20/21 - £660,000)</p> <p>This investment is for a new and enhanced applications migration platform for improved resilience and reliability. It also includes ICT business services relating to the parking contract renewal, a replacement for Symology and an uplift to the Schools Toolset.</p>
	C22	100,000	<p>Kiosks in Libraries (20/21 - £100,000)</p> <p>The current kiosks are approaching the end of their useful life with an operating system that is now obsolete and no longer supported. The current kiosks also only allow library users to</p>

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25






			pay fines by cash but not by card. If new kiosks are not installed, customers will not be able to self-serve the borrowing and returning of books. There is already £40k in the approved capital investment programme in 19/20, financed by corporate borrowing. This will be moved to 20/21 and this investment is the extra budget needed to deliver the scheme.
Enabling	Total	13,165,000	
		47,110,000	TOTAL CAPITAL INVESTMENT PROPOSALS

3. Proposed Investment Subject to Viable Business Cases

Viable business cases will need to be produced and approved before these schemes can progress and be brought into the capital investment programme.

Theme		Total (£)	Proposed Initiatives
	C23	1,780,000	<p>Crematorium Refurbishment (20/21 - £1,780,000)</p> <p>This proposed investment is to fully refurbish the current facilities to ensure the Council can continue to provide high quality crematorium services to local people. The works proposed include: replacement of the three existing cremators and the plant associated with them; rebuilding the chimney; structural and roof works; reconfiguration and upgrade of some front of house areas; reconfiguration of the back of house areas to accommodate new equipment and facilitate better working; resurfacing the parking area.</p> <p>The total investment will be £2,400,000 but there is currently £620,000 in the current programme that will be contributed to this overall cost and also allow the relevant feasibility and design works to commence.</p>
	C24		<p>East Beach Car Park Refurbishment</p> <p>This proposed investment is to upgrade the car park surface with tarmac, mark out parking spaces and to provide lighting to encourage users of Shoeburyness railway station to park there. The project will include provision of a new pathway from the station to the car park with appropriate lighting.</p>

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

 <p>People in all parts of the borough feel safe and secure at all times</p>	<p>C25</p>	<p>Roadmap 2019:</p> 	<p>Town Centre and Seafront Security Works</p> <p>A specification for a new High Street automated bollards system is being progressed. The implementation is due to be included with the Sunrise project work, which is due to start in early 2020. Budget estimates will follow in early 2020 once the final specification for this work has been agreed.</p> <p>For the seafront and other security measures there is a review to agree priority locations and develop specification for measures to be implemented. A programme and estimated budget will be proposed by early January 2020.</p>
 <p>We are all effective at protecting and improving the quality of life for the most vulnerable in our community</p>			<p>Shoebury Health Centre</p> <p>Discussions have been taking place with the CCG and in early 2020 pre workshop engagement sessions are planned with key partners in advance of the discovery period in January, which will long list options.</p> <p>During 20/21 further work will take place to consider viability assessments, to short list options and to agree a preferred option, for which an outline business case would be drawn up. In 21/22 the full business case would be then be compiled and considered with development anticipated in 23/24.</p>
 <p>It is easier for residents, visitors and people who work here to get in and around the borough.</p>		<p>Roadmap 2019:</p> 	<p>Car Park Provision</p> <p>A feasibility study has been commissioned and will report back on options by mid-March. This will look at multi-storey car park options at Tylers Avenue and two other possible sites in Leigh-on-Sea and include costs (construction and ongoing revenue), timescales and environmental factors such as air quality and traffic implications.</p>
		<p>1,780,000</p>	<p>TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed)</p>

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

The annual profile of this total investment would be as follows;

Main programme:

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Opportunity and Prosperity £000	Enabling £000	Total £000
2020/21	335	5,525	1,750	3,730	4,480	15,820
2021/22	1,250	3,650	850	3,480	3,280	12,510
2022/23	1,250	1,825	600	600	2,705	6,980
2023/24	1,250	-	-	-	1,350	2,600
2024/25	1,250	6,600	-	-	1,350	9,200
TOTAL	5,335	17,600	3,200	7,810	13,165	47,110

Subject to viable business cases:

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Opportunity and Prosperity £000	Enabling £000	Total £000
2020/21	-	-	-	-	1,780	1,780
2021/22	-	-	-	-	-	-
2022/23	-	-	-	-	-	-
2023/24	-	-	-	-	-	-
2024/25	-	-	-	-	-	-
TOTAL	-	-	-	-	1,780	1,780

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

The funding by total cost of scheme would be as follows;

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/ income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C1 ¹⁸⁴	Southend Pier - Condition Works	5,335	0	0	0	0	5,335	373	0	0	373
	Pride and Joy Total	5,335	0	0	0	0	5,335	373	0	0	373
C2	HRA Affordable Housing Acquisition Programme	0	0	0	9,500	0	9,500	0	0	0	0
C3	HRA Future Investment Programme	0	0	0	0	6,600	6,600	0	0	0	0
C4	Junction Protection	650	0	0	0	0	650	46	0	0	46
C5	Zebra Crossing Surfacing Replacement	600	0	0	0	0	600	42	0	0	42
C6	Street Lighting	250					250	18	0	0	18

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/ income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
	Safe and Well Total	1,500	0	0	9,500	6,600	17,600	105	0	0	105
C7	Car Park Resurfacing	500	0	0	0	0	500	35	0	0	35
C8	Carriageways and Footways Improvements	1,000	0	0	0	0	1,000	70	0	0	70
C9	Improve Footway Condition Around Highway Trees	450	0	0	0	0	450	32	0	0	32
C10	ICT - Connected and Smart	1,250	0	0	0	0	1,250	88	0	0	88
	Connected and Smart Total	3,200	0	0	0	0	3,200	224	0	0	224
C11	Schools - Improvement and Provision of Secondary School Places	0	0	2,600	0	0	2,600	0	0	0	0
C12	Schools - Condition Works	0	0	1,290	0	0	1,290	0	0	0	0

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/ income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C13	Schools - Devolved Formula Capital	0	0	300	0	0	300	0	0	0	0
C14	Better Queensway – Programme Management	970	0	50	0	0	1,020	71	5	0	76
C15	Better Queensway - Acquisition of Leasehold Properties	0	2,600	0	0	0	2,600	182	0	(182)	0
	Opportunity and Prosperity Total	970	2,600	4,240	0	0	7,810	250	5	(182)	73
C16	Priority Works	2,400	0	0	0	0	2,400	168	0	0	168
C17	Property Refurbishment Programme	3,750	0	0	0	0	3,750	263	0	0	263
C18	ICT - Stabilise and Run	3,095	0	0	0	0	3,095	217	0	0	217
C19	ICT- Cybersecurity	1,050	0	0	0	0	1,050	74	0	0	74
C20	ICT - Business	2,110	0	0	0	0	2,110	148	0	0	148

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
	Enablement										
C21	ICT - Business Services	660	0	0	0	0	660	46	0	0	46
C22	Kiosks in Libraries	100	0	0	0	0	100	7	0	0	7
	Enabling Total	13,165	0	0	0	0	13,165	922	0	0	922
	Overall Total	24,170	2,600	4,240	9,500	6,600	47,110	1,874	5	(182)	1,697

Note 1- Capital receipts or revenue contributions to capital including from earmarked reserves

Note 2 – Unless shown as additional budget for service costs above, the running costs of these schemes will be met from existing budgets

CAPITAL INVESTMENT PROPOSALS
2020/21 to 2024/25

No.	Schemes Subject to Viable Business Cases:	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C23	Crematorium Refurbishment	1,780	0	0	0	0	1,780	125	0	0	125
188	Schemes Subject to Viable Business Cases Total	2,080	0	0	0	0	1,780	125	0	0	125

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 11

Summary

	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - November Cabinet	79,826	97,336	34,452	8,847	7,605	0	228,066
Fire Improvement Works - agreed at September Cabinet	0	0	0	0	0	750	750
Carry Forwards	(8,716)	(5,624)	3,069	2,171	2,000	7,100	0
Accelerated Deliveries	1,068	(4)	(1,064)	0	0	0	0
Schemes Removed from Programme	(1,381)	(132)	0	0	0	0	(1,513)
Virements	0	0	0	0	0	0	0
Transfer from 'Subject to Viable Business Case'	0	1,200	0	0	0	0	1,200
Transfer to 'Subject to Viable Business Case'	(620)	0	0	0	0	0	(620)
Proposed New Investment	0	15,820	12,510	6,980	2,600	9,200	47,110
Proposed Investment Programme - following amendments	70,177	108,596	48,967	17,998	12,205	17,050	274,993
Current Investment Subject to Viable Business Cases	100	2,052	9,000	11,742	0	0	22,894
Proposed New Investment Subject to Viable Business Cases	0	1,780	0	0	0	0	1,780
Schemes Subject to Viable Business Cases	100	3,832	9,000	11,742	0	0	24,674
Current Investment Subject to Viable Business Cases - not allocated to a year							22,278

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 11

Carry Forwards to Future Years

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Common Areas Improvement	(200)	200					0
Children's Residential Care Provision	(685)	685					0
Community Capacity	(125)	125					0
Delaware and Priory New Build	(2,700)	2,500	200				0
AHDC Short Breaks for Disabled Children	(64)	64					0
Mental Health Funding Stream	(36)	36					0
Transforming Care Housing	(162)	162					0
Fairways Primary Roof	(15)	15					0
Fairways Primary Pipe Works	(26)	26					0
Southend Pier - Pier Pavilion Platform Design	(127)	127					0
Better Queensway	(500)	(12,600)	2,000	2,000	2,000	7,100	0
Allotments Water Supply Upgrade	(113)	57	56				0
Playground Gates	(123)	123					0
Sidmouth Park - Replacement of Play Equipment	(50)	50					0
Shoebury Common Regeneration	(236)	236					0
Southend Cliffs - Reaplcement of Handrails	(16)	16					0
Kiosks in Libraries	(40)	40					0
Library Review	(179)	179					0
Palace Theatre - Power Supply Equipment	(25)	25					0
Improved Car Park Signage and Guidance Systems	(215)	215					0
Traffic Signs Upgrade	(100)	100					0
LTP (Integrated Transport block) - Better Networks	(50)	50					0
LTP (Integrated Transport block) - Better Sustainable Transport	(335)	335					0
LTP (Integrated Transport block) - Traffic Control Systems	(200)	200					0
Local Growth Fund - A127 Growth Corridor	(300)	300					0
Parking Strategy	(50)	50					0
Southend Transport Model	(266)	56	105	105			0
Improving Resilience of the Borough to Flooding from Extreme Weather Events	(35)	35					0
CCTV Equipment Renewal	(660)	(106)	700	66			0
Belfairs Park Restaurant/Golf Club Preventative Works	(55)	55					0
Civic Centre Boilers	(259)	259					0
ICT Children's & Adult Social Care Development of Liquid Logic	(200)	200					0
Energy Efficiency Projects	(78)	78					0
Solar PV Projects	(438)	438					0
S106 Avenue Works	(15)	15					0
S106 Sunlight Ldry	(3)	3					0
S278 Bellway Homes		(8)	8				0
Futures Demolition	(35)	35					0
Total Carry Forwards	(8,716)	(5,624)	3,069	2,171	2,000	7,100	0

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 11

Accelerated Deliveries

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
School Improvement and Provision of School Places	900	(900)					0
Cliffs Pavilion – Chiller	25	(25)					0
Flood Prevention Works	110		(110)				0
Carriageways and Footways Improvements		1,000	(1,000)				0
Real Time Air Quality Measurement - Feasibility	2	(2)					0
S38 Bellway Homes	25	(71)	46				0
S38 Fossetts (const&maint fee)	6	(6)					0
Total Accelerated Deliveries	1,068	(4)	(1,064)	0	0	0	0

Schemes Removed from Programme

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Southchurch Park Tow Path	(4)						(4)
Make Southend Sparkle	(18)						(18)
Shoeburyness Leisure Centre Building Management	(18)						(18)
Palace Theatres Asbestos Safety Curtain	(2)						(2)
Commerical Property Investment	(9)						(9)
Herbert Grove Security	(4)						(4)
Relocation of START	(17)						(17)
ICT Central Government IT Security Compliance	(139)						(139)
ICT Health and Social Care GovRoam	(20)						(20)
Mobile Device End Point Protection Replacement	(1)						(1)
Northgate Revenues and Benefits Application	(15)						(15)
'Internet of Things' - Smart City Delivery	(82)	(132)					(214)
S106 Albany Court	(9)						(9)
S106 Teksol Kenway	(2)						(2)
S106 St Hildas - affordable housing	(11)						(11)
S106 3 Acacia Drive - affordable housing	(177)						(177)
S106 Essex House - affordable housing	(320)						(320)
S106 32-36 Valkyrie Rd - affordable housing	(218)						(218)
S106 845-849 London Rd – affordable housing	(143)						(143)
S106 3-5 High Street - affordable housing	(172)						(172)
Total Schemes Removed from Programme	(1,381)	(132)	0	0	0	0	(1,513)

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 11

Virements

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Priority Works	(49)						(49)
New Beach Huts	3						3
SACC Access Control System	24						24
SACC Reception Area Security Works	15						15
Clearance and Fencing - Land off Sutton Road	5						5
Street Lighting Infills (Lighting on Bridges)	2						2
Acquisition of Leasehold Property	(115)						(115)
Acquisition of Tower Block Leaseholds - Queensway	115						115
Southend Pier Structural Works		(500)					(500)
Southend Pier Condition Works		500					500
Sutton Road Cemetery Road Repairs		(40)					(40)
Cemetery and Crematorium Road and Path Resurfacing		40					40
Total Virements	0	0	0	0	0	0	0

Transfer from 'Subject to Viable Business Case' to main Capital Investment Programme

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Airport Business Park - New Development		1,200					1,200
Total Transfer from 'Subject to Viable Business Case'	0	1,200	0	0	0	0	1,200

Transfer to 'Subject to Viable Business Case' to main Capital Investment Programme

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
<u>Crematorium Refurbishment:</u>							
Crematorium - Structural Repairs to Chimney	(500)						(500)
Replacement Boiler at Southend Crematorium	(120)						(120)
Total Transfer to 'Subject to Viable Business Case'	(620)	0	0	0	0	0	(620)

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 11

Proposed New Investment

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Southend Pier - Condition Works		335	1,250	1,250	1,250	1,250	5,335
HRA Affordable Housing Acquisitions Programme		5,000	3,000	1,500			9,500
HRA Future Investment Programme						6,600	6,600
Junction Protection		325	325				650
Zebra Crossing Surfacing Replacement		200	200	200			600
Street Lighting			125	125			250
Car Park Resurfacing		250	250				500
Carriageways and Footways Improvements		1,000					1,000
Improve Footway Condition Around Trees		150	150	150			450
ICT - Connected and Smart		350	450	450			1,250
Schools - Improvement and Provision of Secondary School Places		2,000	600				2,600
Schools - Condition Works		290	500	500			1,290
Schools - Devolved Formula Capital		100	100	100			300
Better Queensway - Programme Management		540	480				1,020
Better Queensway - Acquisition of Leasehold Properties		800	1,800				2,600
Priority Works			600	600	600	600	2,400
Property Refurbishment Programme		750	750	750	750	750	3,750
ICT - Stabilise and Run		785	1,255	1,055			3,095
ICT - Cybersecurity		450	300	300			1,050
ICT - Business Enablement		1,735	375				2,110
ICT - Business Services		660					660
Kiosks in Libraries		100					100
Total Proposed New Investment	0	15,820	12,510	6,980	2,600	9,200	47,110

Proposed New Investment Subject to Viable Business Cases

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Crematorium Refurbishment		1,780					1,780
East Beach Car Park Refurbishment							
Town Centre and Seafront Security Works							
Total Proposed New Investment Subject to Viable Business Cases	0	1,780	0	0	0	0	1,780

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Proposed Capital Investment Programme 2019/20 to 2024/25 and future years - Summary by Area of Investment

Appendix 12

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
General Fund Housing	2,458	1,375	577	-	-	-	4,410
Council Housing and New Build Programme	18,420	20,205	15,836	8,060	6,560	6,600	75,681
Social Care	2,568	11,672	200	-	-	-	14,440
Schools	10,076	5,564	1,200	600	-	-	17,440
Enterprise and Regeneration	12,921	11,601	7,524	2,000	2,000	7,100	43,146
Southend Pier	3,198	7,859	7,150	1,250	1,250	1,250	21,957
Culture and Tourism	3,957	17,559	5,788	1,500	1,500	1,500	31,804
Community Safety	220	1,700	800	66	-	-	2,786
Highways and Infrastructure	12,193	21,738	6,160	2,000	295	-	42,386
Works to Property	1,014	3,434	750	600	600	600	6,998
Energy Saving	149	1,568	377	117	-	-	2,211
ICT	2,472	4,220	2,380	1,805	-	-	10,877
S306/S38/CIL	531	101	225	-	-	-	857
TOTAL CAPITAL INVESTMENT PROGRAMME	70,177	108,596	48,967	17,998	12,205	17,050	274,993

Total budget for 2020/21 to 2024/25:

204,816

Proposed Capital Investment Programme 2019/20 to 2024/25 and future years

Appendix 12

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
General Fund Housing							
Disabled Facilities Grant	1,028	900	577				2,505
Private Sector Housing Strategy	1,095	475					1,570
12a Ceylon Road Refurbishment Works	35						35
Housing and Development Pipeline Feasibility - GF	300						300
Total General Fund Housing	2,458	1,375	577	-	-	-	4,410
Council Housing and New Build Programme							
Bathroom Refurbishment	140	119	59	52	96		466
Central Heating	1,218	161	197	161	771		2,508
Common Areas Improvement	3,403	927	864	864	864		6,922
Environmental - H&S works	992	981	1,080	1,080	1,080		5,213
Kitchen Refurbishments	222	1,515	1,002	875	1,107		4,721
Rewiring	470	53	501	739	411		2,174
Roofs	488	1,037	1,335	1,145	1,187		5,192
Windows and Doors	362	1,127	862	944	344		3,639
Future Programme (MRA & Decent Homes)	-	-				6,600	6,600
HRA Disabled Adaptations - Major Adaptations	963	650	650	650	650		3,563
HRA Disabled Adaptations - Minor Adaptations	150	50	50	50	50		350
Sheltered Housing DDA works	-	345					345
Energy Efficiency Measures	150						150
Housing Construction Scheme - Phase 2	578						578
Housing Construction Scheme - Phase 3	327	3,922	654				4,903
Housing Construction Scheme - Phase 4		2,406	3,782				6,188
Housing Construction Scheme - Modern Methods of Construction (MMC)	222	1,112	-				1,334
Housing Construction Scheme - Phase 5/6 feasibility (S106)	50						50
Housing Construction Scheme - Land Assembly Fund (S106)	1,400						1,400
HRA Affordable Housing Acquisitions Programme	6,656	5,000	3,000	1,500			16,156
Housing and Development Pipeline Feasibility - HRA	345						345
Acquisition of tower block leaseholds - Queensway	284	800	1,800				2,884
Total Council Housing and New Build Programme	18,420	20,205	15,836	8,060	6,560	6,600	75,681
Social Care							
Community Capacity	125	125					250
Dementia Friendly Environments	8						8
Children's Residential Care Provision	15	685					700
SEND Module and Integration with Liquid Logic	120						120
AHDC Short Breaks for Disabled Children	-	64					64
Mental Health Funding Stream	-	36					36
Transforming Care Housing	-	162					162
Delaware and Priory New Build	2,300	10,600	200				13,100
Total Social Care	2,568	11,672	200	-	-	-	14,440

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Schools							
Adult Community College rainwater goods	12						12
Chalkwell Hall Infants replace relocatables (SBC 50%)	-	109					109
Chalkwell Hall Infants Energy Project	-	300					300
Chalkwell Hall Juniors roofs	65						65
Eastwood Primary roof	100						100
Fairways Primary roof	-	15					15
Fairways Primary curtain walling	-	100					100
Fairways Primary Pipeworks	29	26					55
Fairways Primary Trees	10						10
Future condition projects	65	290	500	500			1,355
Milton Hall Fire Alarm replacement (H&S)	40						40
West Leigh Infant Boiler	140						140
Devolved Formula Capital	100	100	100	100			400
Expansion of 2 yr old Childcare Places	5						5
School Improvement and Provision of School Places	9,200	3,762	600				13,562
Special Provision Capital Fund	310	862					1,172
Total Schools	10,076	5,564	1,200	600	-	-	17,440
Enterprise and Regeneration							
Airport Business Park (including Local Growth Fund)	11,380	8,711	5,044				25,135
Airport Business Park - Acquisition		1,200					1,200
Better Queensway - Programme Management	541	540	480				1,561
Better Queensway - Loan to Joint Venture	1,000	900	2,000	2,000	2,000	7,100	15,000
HOving Infrastructure Feasibility	-	250					250
Total Enterprise and Regeneration	12,921	11,601	7,524	2,000	2,000	7,100	43,146
Southend Pier							
Southend Pier - Bearing Refurbishment (Phase One)	572						572
Southend Pier - Condition Works Engineers	1,163	1,250	1,250	1,250	1,250	1,250	7,413
Southend Pier - Condition Works Surveyors	439						439
Southend Pier - Pier Entrance Enhancement	400						400
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	24	127					151
Southend Pier - Prince George Extension (Phase Two)	150	1,000	1,158				2,308
Southend Pier - Replacement of Pier Trains	250	3,000					3,250
Southend Pier - Timber Outer Pier Head	200	2,482	4,742				7,424
Total Southend Pier	3,198	7,859	7,150	1,250	1,250	1,250	21,957

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Culture and Tourism							
Southchurch Park Bowls Pavillion	-	20					20
Southend Cliffs - Replacement of Handrails	-	16					16
Southend Leisure and Tennis Centre Boiler	23						23
Wheeled Sports Facility Central Southend Area	245						245
Allotments Water Supply Upgrade	30	57	56				143
Chalkwell Park and Priory Park Tennis Courts	37						37
Parks Feasibility and Options Appraisals	24						24
Playground Gates	-	123					123
Replacement and Upgrade of Parks Furniture	80	30					110
Shoebury Common Regeneration	34	236					270
Sidmouth Park - Replacement of Play Equipment	47	50					97
Southend Tree Policy Review - additional trees	75	56	57				188
Forum II	1,030	13,500	3,950				18,480
Kiosks in Libraries	-	140					140
Leigh Library Gardens Messroom Refurbishment	63						63
Library Review	-	179					179
Cliffs Pavilion – Auditorium Air Handling Unit	-	115					115
Cliffs Pavilion – Boiler Flues	124	-					124
Cliffs Pavilion – Chiller	25	150					175
Cliffs Pavilion - External Refurbishment works	-	-	215				215
Cliffs Pavilion - Power Supply Equipment	30	140					170
Joint Theatres and Leisure Centres – Asbestos	-	115					115
Palace Theatre - Air Handling Units	69						69
Palace Theatre - Power Supply Equipment	5	165					170
Palace Theatre - Replacement of Asbestos Stage Safety Curtain	2						2
Central Museum Works	50	197					247
Intable Planetarium	35						35
Princess of Wales Prince Storage	52						52
Cart and Wagon Shed	200	650					850
Energy Improvements in Culture Property Assets	110						110
Fire Improvement Works	734	750	750	750	750	750	4,484
"Make Southend Sparkle" Initiative	1	10	10				21
Property Refurbishment Programme	676	750	750	750	750	750	4,426
Pump Priming Budget	93	110					203
Queen Victoria statue - security fence	24						24
Resorts Services Signage	39						39
Total Culture and Tourism	3,957	17,559	5,788	1,500	1,500	1,500	31,804

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Community Safety							
CCTV Equipment Renewal	40	1,400	800	66			2,306
Security Measures	180	300					480
Total Community Safety	220	1,700	800	66	-	-	2,786
Highways and Infrastructure							
<u>Cliff Stabilisation schemes:</u>							
- Cliff Slip Investigation Works	220						220
- Manor Road Cliff Stabilisation	324						324
<u>Flood Prevention and Resilience schemes:</u>							
- Coastal Defence (Shoebury Common Sea Defence Scheme)	242	100	3,695				4,037
- Improving Resilience of the Borough to Flooding from Extreme Weather Events	175	35					210
- Flood Prevention Works	110	-	1,015	1,125			2,250
- Southend Highway Flood Reduction and Resilience Improvement Scheme	161						161
<u>Carriageways and Footways schemes:</u>							
- Carriageways and Footways Improvements	1,766	3,000	-				4,766
- Highways Maintenance - Potholes	135	65					200
- Junction Protection		325	325				650
- Zebra Crossing Surfacing Replacement		200	200	200			600
- Improve Footway Condition Around Highway Trees	218	150	150	150			668
- Cinder Path	65						65
<u>Highways Infrastructure schemes:</u>							
- Street Lighting Infills	127	125	125	125			502
- Town Centre Redevelopment Improvements - Highways (NPIF)	1,492						1,492
- Traffic Signs Upgrade	-	200	100	100	100		500
<u>Parking schemes:</u>							
- Car Park Improvements	100	100	100	100	100		500
- Car Park Resurfacing		250	250				500
- Improved Car Park Signage and Guidance Systems	17	215					232
- Coach Parking	29						29
- Parking Strategy	149	50					199
<u>Local Transport Plan schemes:</u>							
- LTP (Integrated Transport block) - Bridge Strengthening	780	300					1,080
- LTP (Integrated Transport block) - Better Sustainable Transport	486	735					1,221
- LTP (Integrated Transport block) - Better Networks	551	450					1,001
- LTP (Integrated Transport block) - Traffic Management Schemes	397	400					797
- LTP (Integrated Transport block) - Traffic Control Systems	203	401					604
- LTP - Maintenance	1,144	671					1,815
- LTP - Maintenance - Street Lighting	150	150					300
<u>Local Growth Fund schemes:</u>							
- A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	2,437	9,969					12,406
- Extension of London Road Public Realm Improvement to Victoria Circus	500	3,466					3,966
<u>Other Transport schemes:</u>							
- HCA Progress Road	15						15
- Southend Transport Model	200	381	200	200	95		1,076
Total Highways and Infrastructure	12,193	21,738	6,160	2,000	295	-	42,386

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Works to Property							
62 Avenue Road - demolition	-	49					49
Belfairs Park Restaurant/Golf Club Preventative Works	-	102					102
Civic Campus - Efficient Use of Space	200	232	150				582
Clearance and Fencing - Land off Sutton Road	5						5
Darlows Green former WCs demolition	3						3
Demolition of Public WCs at Pitmans Close	7						7
Elm Road Sports Ground Remedial Works	60						60
Futures Demolition	35	485					520
New Beach Huts Phase 2	3						3
Pier Arches External Landlord Works	72						72
Relocation of START	20						20
SACC Access Control System	24						24
SACC Reception Area Security Works	15						15
Seaways - HCA Condition Funding	170						170
SMAC Eastern Esplanade Slipway	-	27					27
Cemetery - Ride on Mower		30					30
Cemetery and Crematorium Road and Path Resurfacing	10	100					110
Crematorium - Urgent Structural Repairs to Chimney	60						60
Essential Crematorium/Cemetery Equipment	8						8
Pergola Walk Memorial Scheme	7						7
Replacement Boiler at Southend Crematorium	1						1
Replacement of Essential Crematorium Infrastructure	23						23
Civic Centre Boilers	30	1,259					1,289
Public Toilet Provision	40	660					700
Priority Works	221	490	600	600	600	600	3,111
Total Works to Property	1,014	3,434	750	600	600	600	6,998
Energy Saving							
Civic Centre CHP/Lifts Feasibility	3						3
Energy Efficiency Projects	12	328	277	117			734
Leigh Energy Appraisal	28						28
Real Time Air Quality Measurement - Feasibility	14	56					70
Solar PV Projects	2	938					940
Schools and Council Buildings Solar PV	-	246	100				346
ULEV Taxi Infrastructure Scheme	90						90
Total Energy Saving	149	1,568	377	117	-	-	2,211

Proposed Capital Investment Programme 2019/20 to 2024/25 and future years

Appendix 12

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
ICT							
Channel Shift	153						153
Data Centre	404						404
Disaster Recovery Relocation	55						55
Employee Engagement Portal (Intranet)	20						20
Extending WiFi in Council Premises	70						70
HR Recruitment Contract Implementation	233						233
N3 Connectivity in Civic Building	40						40
ICT - Business Enablement		1,735	375				2,110
ICT - Business Services		660					660
ICT - Connected and Smart		350	450	450			1,250
ICT - Cybersecurity		450	300	300			1,050
ICT - Stabilise and Run		785	1,255	1,055			3,095
ICT - Core Application and Database Migration	67						67
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	143	200					343
ICT – Cyber Security/Public Services Network	55	40					95
ICT Enterprise Agreement	306						306
ICT - Phones Migration and Re-Tender	23						23
ICT Rolling Replacement Programme	330						330
Photon (Internet upgrade)	28						28
Replacement and Enhancement to Cash Receipting System	14						14
Ship Directory IDOX Software	45						45
Software Licencing	468						468
IoT Smart City Delivery	18						18
Total ICT	2,472	4,220	2,380	1,805	-	-	10,877
S106/S38/CIL							
S106 3-5 High Street 1501496AMDT - affordable housing	24						24
S106 23/04/2015 Hinguar and Saxon - public art contribution	18						18
S106 Ajax Works 0300130ful - landscaping maintenance	6						6
S106 Avenue Works 1401968AMDT - Public Art	-	15					15
S106 Former Balmoral 1400914FULM – public art contribution	1						1
S106 Bellway Prittlebrook 1400943FULM - Local play facilities	15						15
S106 Former College 1000225FUL - Tree Replacement	11						11
S106 Garrison 0000777 Deposit - CCTV	1						1
S106 Garrison 0000777 Deposit - information boards	2						2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	10						10
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	6						6
S106 Garrison Park Store	1						1
S106 Lifstan Way 0000273 Out - Open Space Maintenance	79						79
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	35						35
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	43	35	171				249
S106 Sunlight Ldry 1400411FULM - Public Art	2	3					5
S106 22-23 The Leas 0700820FULM - bus service contribution	43						43
S106 Essex House 1500521FULM - bus stop improvement	3						3
S106 Former College 1500803BC4M - parking survey contribution	10						10
S106 Avenue Works 1401968AMDT - cycleway improvement	-	1					1
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	4						4
S106 High Works Shoe Garrison	2						2

Proposed Capital Investment Programme 2019/20 to 2024/25 and future years

Appendix 12

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
S106 Hinguar 1401672BC4M - highway contribution	5						5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	2						2
S106 Sunlight Ldry 1400411FULM - Highway Works	2						2
S106 Texsol Kenway 1500468FULM – public realm contribution	14						14
S106 Seec 0200500ful - Highway Works	104						104
S106 Univ H-Way0401561ful	5						5
S38/S278 Airport 0901960 Fulm	15	47					62
S38 Bellway Homes 14/00943/fulm	30	-	46				76
S38 Old Hinguar School	4						4
S78 Bellway Homes 14/00943/fulm	2	-	8				10
S38 Fossetts Farm Bridleway	6	-					6
S38 Inspection Magazine Rd	5						5
CIL Ward NA – Milton – Milton Park improvements	2						2
CIL Ward NA – Milton – Park Street replacement bollards	3						3
CIL Ward NA – Eastwood Park – Tree planting	2						2
CIL Ward NA – Kursaal – Sign for Christchurch Park	1						1
CIL Ward NA – Prittlewell – Operation Legibility (road sign cleaning)	1						1
CIL Ward NA – Southchurch – Southchurch Speedwatch	1						1
CIL Ward NA – St Lukes – Community facilities enhancements	2						2
CIL Ward NA – Thorpe – Street furniture improvement	8						8
CIL Ward NA – Westborough – Signposting	1						1
Total S106/S38/CIL	531	101	225	-	-	-	857
TOTAL PROPOSED CAPITAL INVESTMENT PROGRAMME	70,177	108,596	48,967	17,998	12,205	17,050	274,993

Total budget for 2020/21 to 2024/25: 204,816

Proposed Capital Investment Programme 2019/20 to 2024/25 and future years - Schemes subject to viable business cases

General Fund Schemes Subject to Viable Business Cases	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Redevelopment of Civic Area	-	-	2,000	8,742			10,742
Crematorium Refurbishment		2,400					2,400
East Beach Café Project	-	32					32
Cliffs Pavilion - External Refurbishment Works	100	900					1,000
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	-	500	7,000	3,000			10,500
SCHEMES SUBJECT TO VIABLE BUSINESS CASES	100	3,832	9,000	11,742	-	-	24,674
Commercial Property Investment							22,278
Shoebury Health Centre							-
East Beach Car Park Refurbishment							-
Town Centre and Seafront Security Works							-
Car Park Provision							-
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES (plus investment yet to be costed):							46,952

Proposed Capital Investment Programme 2018/19 to 2024/25 and future years - Summary by Strategic and Other Schemes

Appendix 12

Scheme	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	2024/25 and future years Budget £000	Total Budget (all years) £000
Strategic schemes							
Airport Business Park (including Local Growth Fund)	11,380	8,711	5,044				25,135
Airport Business Park - Acquisition		1,200					1,200
Better Queensway - Programme Management	541	540	480				1,561
Better Queensway - Loan to Joint Venture	1,000	900	2,000	2,000	2,000	7,100	15,000
Forum II	1,030	13,500	3,950				18,480
Delaware and Priory New Build	2,300	10,600	200				13,100
School Improvement and Provision of School Places	9,200	3,762	600				13,562
Southend Pier schemes	3,198	7,859	7,150	1,250	1,250	1,250	21,957
Civic Campus - Efficient Use of Space	200	232	150				582
Local Growth Fund - A127 Growth Corridor (Bell Junction and A127 Essential Maintenance Works)	2,437	9,969					12,406
HRA Affordable Housing Acquisitions Programme	6,656	5,000	3,000	1,500			16,156
Construction of New Housing on HRA Land	2,577	7,440	4,436				14,453
Acquisition of tower block leaseholds - Queensway	284	800	1,800				2,884
Total Strategic	40,803	70,513	28,810	4,750	3,250	8,350	156,476
Other schemes							
Other Capital Investment schemes	29,374	38,083	20,157	13,248	8,955	8,700	118,517
TOTAL CAPITAL INVESTMENT PROGRAMME	70,177	108,596	48,967	17,998	12,205	17,050	274,993

SOUTHEND-ON-SEA BOROUGH COUNCIL
MINIUMUM REVENUE PROVISION POLICY 2020/21

1 Background

- 1.1 The Minimum Revenue Provision (MRP) is an amount to be set aside for the repayment of debt. The Council has a general duty to make an MRP charge to revenue which it considers to be prudent. Full Council has the responsibility to approve an annual MRP policy statement.
- 1.2 The MRP Guidance sets out that such policies may be amended at any time, as long as the Council maintains a prudent approach whilst ensuring any changes are sustainable with regard to the revenue budget. The MRP policy adopted should ensure that revenue provision is made over a period broadly similar to which the asset provides a service.
- 1.3 A policy statement regarding a financial year should be approved before the start that financial year. However, the policy can be revised during the year by the full Council.
- 1.4 Under the regulations capital receipts may be used to repay the principal of any amount borrowed.
- 1.5 The Department of Communities and Local Government guidance on MRP specifies that MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational.

2 Duration of the Policy Statement

- 2.1 This Minimum Revenue Provision Statement covers the 2020/21 financial year.

3 Minimum Revenue Provision Policy

- 3.1 For capital expenditure financed by historic supported borrowing:

The amount of MRP chargeable will be calculated on a straight line basis at 2%.

- 3.2 For capital expenditure financed by prudential (unsupported) borrowing from the Public Works Loan Board or from internal borrowing:

The amount of MRP chargeable will be calculated using the annuity method.

The period over which it will be charged will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure.

The annuity rate which will be applied will be the PWLB rate that most reasonably relates to that financial year.

- 3.3 For capital expenditure financed by prudential (unsupported) borrowing from other financial institutions:

The amount of MRP chargeable will be the amount specified in the repayment schedule of each loan.

- 3.4 No MRP will be applied to:

- 3.4.1 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing difference between anticipated and actual capital receipts.

It is anticipated that capital receipts will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.4.2 Capital expenditure financed by borrowing due to a transfer of assets between the GF and HRA where due to the nature of the transfer it is anticipated that capital receipts will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.4.3 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing difference between the expenditure being incurred and the budgeted revenue contribution to capital outlay being applied.

It is anticipated that revenue contributions will be received to repay this borrowing. Therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.4.4 Capital expenditure financed by unsupported borrowing that has been taken out in the short term to bridge the timing gap while grant conditions are being met and therefore the grant being applied to capital expenditure under International Financial Reporting Standards (IFRS).

It is anticipated that the grant conditions will be met therefore no MRP charge is required as there is already a prudent provision for repayment.

- 3.5 The amount of MRP chargeable relating to finance leases will be such that the combined impact of the finance charge and MRP is equal to the estimated rentals payable for the year.
- 3.6 If capital receipts are utilised to repay debt in year, the value of MRP chargeable will be reduced by the value of the receipts utilised.
- 3.7 MRP will only be charged in the year following the asset becoming operational.

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SOUTHEND-ON-SEA BOROUGH COUNCIL PRUDENTIAL INDICATORS 2020/2021

1 Introduction

- 1.1 The Prudential Code is the key element in the system of capital finance that was introduced from 1 April 2004 as set out in the Local Government Act 2003.
- 1.2 Individual authorities are responsible for deciding the level of their affordable borrowing, having regard to the CIPFA code, (which has legislative backing). Prudential limits apply to all borrowing, qualifying credit arrangements (e.g. some forms of lease) and other long term liabilities. The system is designed to encourage authorities that need, and can afford, to borrow for capital investment to do so.

2 CIPFA Prudential Code for Capital Finance in Local Authorities

- 2.1 The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability. The Code was updated in December 2017 and requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources.
- 2.2 Another objective of the Code is that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation. The rationale behind these concepts is set out in the code.
- 2.3 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators. These indicators are designed to support and record local decision making and are not for comparison with other authorities. The setting and revising of these indicators must be approved by Cabinet and Council.
- 2.4 In setting or revising its prudential indicators, the local authority is required to have regard to the following matters:
 - service objectives (e.g. strategic planning);
 - stewardship of assets (e.g. asset management planning);
 - value for money (e.g. options appraisal);
 - prudence and sustainability (e.g. risks, whole life costing and implications for external debt);
 - affordability (e.g. implications for long-term resources including the council tax);
 - practicality (e.g. achievability of the forward plan).

3 Prudential Indicators for Prudence

3.1 *Estimates of Capital Expenditure to be Incurred*

3.1.1 This is an estimate of the total amount of investment planned over the period. Not all investment necessarily has an effect on the Council Tax. Schemes funded by grant, third party contributions or by capital receipts mean that the effect on the Council Tax is greatly reduced.

	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000
General Fund	88,391	33,131	9,938	5,645	10,450
Housing Revenue Account	20,205	15,836	8,060	6,560	6,600
Total	108,596	48,967	17,998	12,205	17,050

3.2 *Estimate of the Capital Financing Requirement*

3.2.1 Each year, the Council finances the capital programme by a number of means, one of which is borrowing. The capital financing requirement represents the cumulative amount of borrowing that has been incurred to pay for the Council's capital assets, less amounts that have been set aside for the repayment of debt over the years (i.e. Minimum Revenue Provision and Reserved Capital Receipts).

3.2.2 The estimates for the capital financing requirement are:

	Estimate 31st March 2021 £000	Estimate 31st March 2022 £000	Estimate 31st March 2023 £000	Estimate 31st March 2024 £000	Estimate 31st March 2025 £000
General Fund	323,762	332,418	331,009	325,782	325,036
Housing Revenue Account	98,816	98,816	98,816	98,816	98,816
Better Queensway senior lender (indicative)	0	0	0	0	50,000
Total	422,578	431,234	429,825	424,598	473,852

3.2.3 The Council is only allowed to borrow long term to support its capital programme. It is not allowed to borrow long term to support its revenue budget.

3.3 *Operational Boundary and Authorised Limit 2020/21 to 2024/25*

3.3.1 The Council must set an operational boundary and authorised limit for its total gross external debt, separately identifying borrowing from other long-term liabilities. The operational boundary is how much gross external debt the Council

plans to take up, and reflects the decision on the amount of debt needed for the Capital Investment Programme for the relevant year. The authorised limit is higher than the operational boundary as it allows sufficient headroom to take account of unusual cash movements. If at any time during the year, it is likely that this limit will be breached it will be reported to members as soon as possible and the Leader advised immediately.

Operational boundary	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000
Borrowing	370,950	381,150	386,250	386,450	386,650
Liabilities outstanding under credit arrangements	4,050	3,850	3,750	3,550	3,350
Better Queensway – senior lender (indicative)	0	0	0	0	50,000
Total	375,000	385,000	390,000	390,000	440,000

Authorised Limit	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000	Estimate 2024/25 £000
Borrowing	380,950	391,150	396,250	396,450	396,650
Liabilities outstanding under credit arrangements	4,050	3,850	3,750	3,550	3,350
Better Queensway – senior lender (indicative)	0	0	0	0	50,000
Total	385,000	395,000	400,000	400,000	450,000

3.4 *Gross Debt and the Capital Financing Requirement*

3.4.1 Gross external debt is long term external debt (e.g. PWLB loans taken out), short term borrowing from other Local Authorities and credit arrangements relating to finance leases. The estimates for the external debt are:

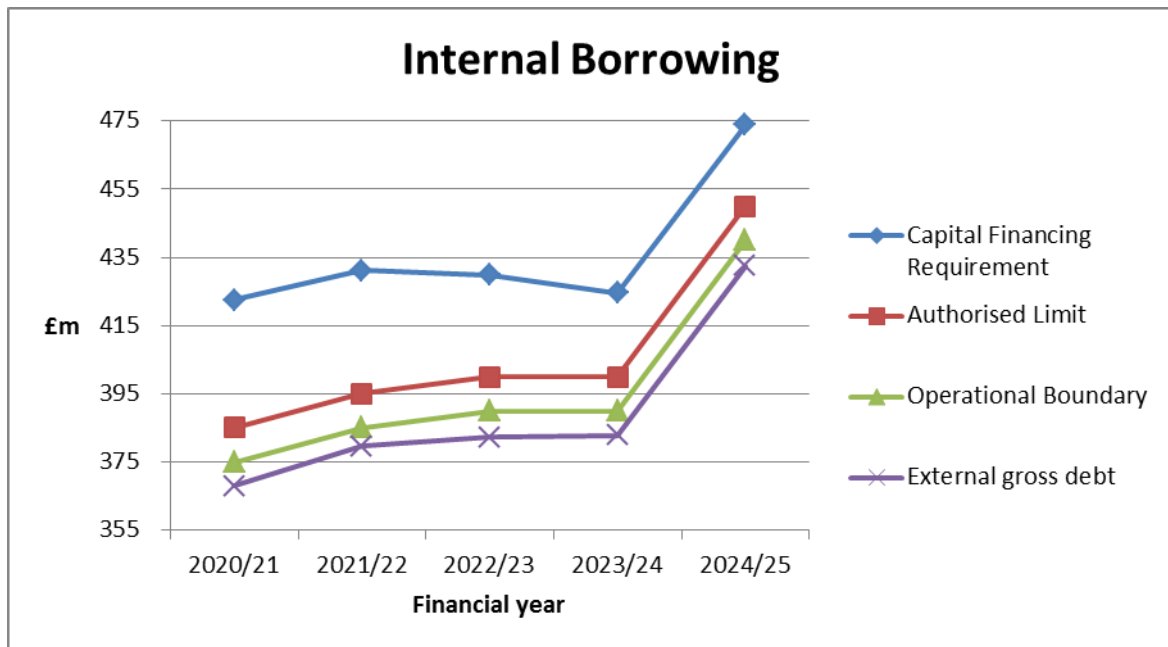
	Estimate 31st March 2021 £000	Estimate 31st March 2022 £000	Estimate 31st March 2023 £000	Estimate 31st March 2024 £000	Estimate 31st March 2025 £000
External gross debt	367,909	379,567	382,301	382,913	432,507

3.4.2 Under the Prudential Code, gross external borrowing must not, except in the short term, exceed the total of the capital financing requirement for the previous year, plus any additional amounts for the current year and the next two financial years. This means that gross external borrowing cannot exceed £429.825m at 31 March 2021, £424.598m at 31 March 2022 and £473.852m at 31 March 2023.

4 Prudential Indicators for Affordability

4.1 Internal Borrowing/Interest Rate Risk

4.1.1 The graph below shows the estimated Capital Financing Requirement, Authorised Limit, Operational Boundary and levels of external borrowing over the next five years.



4.1.2 The gap between the Capital Financing Requirement and the levels of external debt illustrates the level of internal borrowing. This reflects the Council's exposure to interest rate movements equivalent to the interest lost on investment income. Also, when the borrowing is taken out the rate will be dependent on the prevailing economic and market conditions at the time. This is a risk if PWLB rates rise significantly. For every 1 basis point (0.01%) increase in rates the interest paid on borrowing £10m for 50 years rises by £50,000 over the life of the loan. A 1% increase in rates on a £10m loan would increase the cost to £5m over the life of the loan.

4.1.3 The gap between the Capital Financing Requirement and the Operational Boundary/Authorised Limit highlights the potential scope and flexibility to borrow further, if the cash flow and treasury management position allows.

4.2 Estimates of the Proportion of Financing Costs to Net Revenue Stream

4.2.1 This indicator records estimated capital financing costs as a percentage of the net revenue stream.

4.2.2 Capital financing costs are the revenue cost of financing the debt (the interest payments and the amount set aside annually to repay debt) less interest earned on investments. This is an important indicator because it shows how much of the Council's revenue resources are 'tied up' in fixed capital financing costs. Setting and reviewing this, means that the Council can ensure that its capital financing

costs do not become too large a part of the revenue budget, compared to the cost of running services.

	Estimate 2020/21 %	Estimate 2021/22 %	Estimate 2022/23 %	Estimate 2023/24 %	Estimate 2024/25 %
General Fund	13.06	13.10	13.12	12.98	12.88
Housing Revenue Account	28.25	28.33	28.09	28.23	28.42

5 Prudential Indicators for Treasury Management

5.1 Maturity Structure of Borrowing during 2020/21

5.1.1 The table below shows the limits within which the Council delegates its length of borrowing decisions to the Strategic Director (Finance and Resources)/Section 151 Officer in 2019/20.

	Upper limit %	Lower limit %	Estimated outstanding debt maturity at 31st March 2021 %
Under 12 months	20	0	0
12 months and within 24 months	30	0	1
24 months and within 5 years	40	0	2
5 years and within 10 years	60	5	16
10 years and within 20 years	100	15	29
20 years and within 30 years	100	0	18
30 years and above	80	20	34

5.1.2 The percentages in each category for the upper and lower limits do not add up to 100% as they do not represent an actual allocation.

5.1.3 The actual maturities of new borrowing will be decided taking account of the maturities of existing loans and the interest rates for the various maturity periods available at the time.

5.2 Total Principal Sums Invested for Periods over 365 Days

5.2.1 A large part of the Council's investments are managed by external fund managers. However, a working cash balance is also managed internally within the Council. Part of this cash balance is utilised to smooth out the day to day movements on the cash flow. It is not therefore the intention that this part of the balance would be invested for more than 365 days. The rest of the cash balance is invested to achieve the optimum returns consistent with the effective control of risk.

5.2.2 This indicator sets a prudential limit for principal sums invested for periods over 365 days. The following limits are for principal sums invested in-house:

	Estimate 2020/21 £m	Estimate 2021/22 £m	Estimate 2022/23 %	Estimate 2023/24 %	Estimate 2024/25 £m
Limits on the total principal sum invested to final maturities beyond the period end	25	25	25	25	25

Appendix xx: Summary of Equality Analyses supporting budget proposals 2020-21

Outlined below is a summary Equality Analyses (EA) which supports specific budget proposals for 2020/21 which may have a direct equalities impact for groups with ‘protected characteristics’ and has been endorsed by the Council’s Corporate Management Team. Findings highlight where an equality analysis (EA) will be undertaken to accompany consideration, and implementation, of the proposals. Any service restructures that impact on staff are required to be subject to an EA.

1. [Revenue proposals](#)
2. [Reserves proposals](#)
3. [Capital proposals](#)

Theme no.	1. Revenue proposal	Equality analysis
PJ1	Tree & Shrub Planting/Maintenance – £200,000	Additional trees and shrubs can play a part in mitigating the impact of air pollution and enhancing mental health. Children, older people and those with chronic lung or heart conditions are considered more vulnerable to the effects of air pollution. People living in more deprived areas may also be more susceptible to air pollution, where the cumulative impact of impaired health of other factors, such as diet and higher smoking rates, create disproportionate health impacts between, and within, communities. Others at a higher risk, such as those working in polluted places or commuting to work through heavily congested urban areas may also benefit.
SW1	External Care Provision – £2,375,000	Additional support reflects the growing pressures of increased numbers of looked after children (LAC) and the impact of increased provision costs. Placing LAC locally remains a high priority, so that children are closer to their own family, school, community, care and other local services that generally lead to better outcomes for these children.
SW2	In house foster carers – £400,000	Measure supports moves to maximise the use of in-house foster carers, who can often provide a better experience, for looked after children than via independent foster care agencies (IFAs), through better local knowledge, the receipt of more specific training, greater likelihood of children remaining closer to their communities and at the same school.

SW3	Newly Qualified Social Carers – £210,000	Reduction in use of agency staff should provide a better service for children, as a result of greater stability and consistency in relation to services provided and the potential to develop council staff in line with desired outcomes.
SW4	Field work services – £115,000	As for SW3
SW5	Vulnerable Children – £100,000	Resource is to support often vulnerable children who may, for example, be unaccompanied, have refugee status, are part of 'failed' asylum seeker households or have limited or discretionary leave to remain and who councils are required to support.
SW6	Children's Social Care legal costs – £200,000	None specific – though greater capacity in the Council's legal service should mean cases being dealt with more efficiently, mitigating the impact of the legal process on vulnerable children and families.
SW7	Living Wage for Adult Service Providers – £1,095,000	The funding will support care providers required to pay the national living wage, helping to support a low paid workforce who are disproportionately made up of women and ethnic minorities. This will also help in providing a more stable workforce and, therefore, a better service for those in care, many of whom are elderly or have a disability.
SW8	Children to Adults transition – £350,000	This will provide additional funding for young people as they reach adulthood, generally with learning disabilities and occasionally with mental health issues.
SW9	Older People demographics – £480,000	Additional funding to support the increasing number of older people living longer and often with a range of conditions and in need of care. The resources will enable people in this group to maintain more independent lives, or where necessary, have suitable support in residential care.
SW10	Equipment Services – £250,000	Will meet the need for more appropriate equipment to support the growing numbers of older people, and some younger people with more complex needs, to live independently in their own homes.
SW11	Green City Aspirations – £120,000	Enhances the Council's capacity to tackle air quality, where pollution has an adverse impact on children, older people and those with chronic lung or heart conditions in particular.
SW12	Public Health Act Funeral Arrangements – £25,000	Councils are required to organise funerals where no suitable arrangements have been made, often where people have died alone, in poverty or without relatives. The majority of the funerals are generally for men and for the over 65s. The service will continue to be sensitive to the varied funeral requirements of different religious and faith communities.

SW13	Liquid Logic Support Team - £155,000	None specific
SW14	Complex Needs Provision – £35,000	Will support moves to revise service provision to a small group, of mainly men, with complex and challenging needs, often related to mental health, alcohol and/or drug use. A revised model could enhance the quality of service, provide better working conditions for staff and mitigate the impact of the facility on the neighbouring area – which has relatively high levels of anti-social behaviour.
SW15	Southend Care – (£100,000)	Saving on the Southend Care contract as former SBC staff leave and new staff are recruited on Southend Care conditions. Impacts, on average, 12% of the workforce a year.
OP1	Library Review – £100,000	Will help to enhance service provision and provide a basis for more flexible use of space at libraries for communities and at places communities identify with, across the library service.
OP2	Income Generation – Registration Service – (£75,000)	Reflects a statutory increase in the fee for birth, death and marriage certificates - from £4 to £11 and will impact on all customers requesting the certificates. Children in care of the Council are not subject to a charge.
OP3	Asset Management Income – (£100,000)	None specific
CS1	Potholes – £500,000	Will help all those using the roads, including cyclists and those on a lower income who may be disproportionately impacted by damage to vehicles.
CS2	Town Centre Parking – £50,000	Enables continuation of 1 hour parking option that will help those on a lower income wanting to park in the town centre.
CS3	Signal Maintenance – £50,000	Will help increase safety and understanding of the traffic situation in different parts of the borough, for those (mainly some elderly) who do not have or use technology for travel news. Traffic signals at crossings are important safety measures for the visually impaired, those with disabilities and parents with children.
CS4	Streetworks Income – £500,000	None
CS5	Rechargeable Works – £100,000	None
E1	ICT Transformation – £200,000	Will support the Council's moves to enabling more flexible/agile working (work-life) helping staff who may have a need for more flexible arrangements, such as managing a disability or childcare.
E2	Workforce Development – £100,000	Will enable more staff to access good quality training and development at times and places convenient to them.
E3	Waste Disposal – (£800,000)	None

E4	Release of Pension Fund Provision – (£750,000)	None
E5	Productivity and Efficiency Gains – (£250,000)	None specific
E6	Facilities Management – £120,000	None specific
E7	Investment Income – (£400,000)	None

Theme no.	2. Reserves proposals	Analysis findings
	Service Design 20/21 £185,000, 21/22 £185,000, 22/23 £185,000	Will support the Council's work in enabling services to have a better understanding of, and be more responsive to, the varying needs of users and potential users
	Community Safety/ Environment Crime 20/21 £150,000, 21/22 £150,000, 22/23 £0	Measures will help enhance community safety and reduce levels of 'enviro crime' in the borough, the impact of which can be more significant on the vulnerable and those in less affluent areas.
	Summer and Winter Planning 20/21 £100,000, 21/22 £100,000, 22/23 £100,000	Funding will support enhanced community safety and moves to provide a more accessible tourism and culture offer and summer and winter events. Also, supports work to prepare for extreme weather conditions in summer and winter, which disproportionately impact on those with health conditions that makes them more vulnerable to very high and low temperatures, such as the elderly and very young.
	Community Builders/ Capacity Building Fund 20/21 £100,000, 21/22 £100,000, 22/23 £0	The approach will enable engagement of local communities and service users to better shape future service provision and potentially take responsibility for particular assets and services. Will also enable closer working between voluntary, faith, social enterprise, charitable and not for profit organisations that can provide a more joined up and inclusive approach.
	Economic Development 20/21 £100,000, 21/22 £100,000, 22/23 £0	None
	Workforce Development 20/21 £100,000, 21/22 £50,000, 22/23 £0	Will enable more staff to undertake quality training and development at times and locations of convenience to them.
	Complex Needs Provision 20/21 £150,000, 21/22 £150,000, 22/23 £0	Will support moves to revise service provision to a small group, of mainly men, with complex and challenging needs, often related to mental health, alcohol and/or drug use. A revised model could enhance the quality of service, provide better working conditions for staff and mitigate the impact of the facility on the neighbouring area – which has relatively high levels of anti-social behaviour.
	Local Plan 20/21 £410,000, 21/22 £130,000, 22/23 £0	The Plan aims to ensure the sustainable development of the borough for the next decade and beyond. The promotion of balanced and inclusive communities that benefit all is integral to achieving this, working closely with

		Southend's communities and neighbouring areas.
	Housing Implementation 20/21 £150,000, 21/22 £150,000, 22/23 £0	To support those who are experiencing homelessness, at risk of homelessness or rough sleeping, including vulnerable people with complex and challenging needs. The profile of rough sleepers tends to be overwhelmingly male and over the age of 25. The most common demographic groups of those approaching the council for homeless prevention or relief support are: 25-34 year olds, single mothers, single males and those with a history of mental health issues and those with physical ill health and disability.
	Outcome Delivery 20/21 £250,000, 21/22 £250,000, 22/23 £250,000	Supports the Council's programme to focus on achieving better outcomes for residents and service users.
	School Improvement 20/21 £200,000, 21/22 £200,000, 22/23 £200,000	Funding will support the Council's work in narrowing the achievement gap and raising the aspirations for pupils from more disadvantaged backgrounds as well as supporting more local pupils going to the borough's Grammar Schools.

Theme no.	3. Capital proposals	Analysis findings
C1	Southend Pier – Condition Works – £5,335,000 20/21 – £335,000, 21/22 to 24/25 – £1,250,000 p.a.	None specific
C2	HRA Affordable Housing Acquisitions Programme – £9,500,000 20/21 – £5,000,000, 21/22 – £3,000,000, 22/23 – £1,500,000	Will support the acquisitions programme, agreed as part of the Council’s housing, homelessness and rough sleeping strategy to help Southend residents in housing need. The most common demographic groups of those approaching the council for homeless prevention or relief support are: 25-34 year olds, single mothers, single males and those with a history of mental health issues and those with physical ill health and disability.
C3	HRA Future Investment Programme – £6,600,000 24/25 – £6,600,000	Investment in the Council’s social housing stock to ensure homes are of a good standard will help tenants across the borough. A high proportion of residents are in receipt of some proportion of Housing Benefit (over 50%) or are on relatively low incomes and are not in a position to do significant improvements themselves. Works will help residents with a disability as communal areas, safety work and adaptations to homes are upgraded.
C4	Junction Protection – £650,000 20/21 – £325,000, 21/22 – £325,000	Will help enhance safety for drivers and pedestrians, aiding, in particular, people with visual impairments, people with a disability, children and parents with younger children.
C5	Zebra Crossing Surfacing Replacement – £600,000 20/21 to 22/23 – £200,000 p.a.	Will enhance safety at zebra crossings aiding, in particular, the visually impaired, people with a disability, children and parents with younger children.
C6	Street Lighting - £250,000 21/22 to 22/23 - £125,000 p.a.	Improved lighting enhances the feeling of community safety, particularly in relation to the elderly, women, the more vulnerable and those in central and eastern wards, while generating savings from energy use and maintenance and reducing CO2 emissions.
C7	Car Park Resurfacing – £500,000 20/21 to 21/22 – £250,000 p.a.	Works will provide improved access and surfaces for those on foot who have mobility issues.
C8	Carriageways and Footways Improvements – £1,000,000 20/21 – £1,000,000	Works should provide improved footways and visibility of surface changes, resulting in less trips and falls, which are disproportionately experienced by the elderly and those with disabilities.

C9	Improve Footway Condition Around Highway Trees – £450,000 20/21 to 22/23 – £150,000 p.a.	Works should provide improved footways around trees, resulting in less trips and falls, which disproportionately impact the elderly, those with limited sight and those with disabilities.
C10	ICT – Connected and Smart – £1,250,000 20/21 – £350,000, 21/22 to 22/23 – £450,000 p.a.)	None specific but will support a range of key projects to drive the achievement of the Council's desired outcomes benefiting all residents, including many with high needs.
C11	Schools – Improvement and Provision of Secondary School Places – £2,600,000 20/21 – £2,000,000, 21/22 – £600,000	The investment will provide sufficient school spaces, prevent over-crowding and an enhanced school experience which is likely to benefit pupils from more deprived backgrounds in particular. It will also provide parents with more choice on which school their children attend.
C12	Schools – Condition Works – £1,290,000 20/21 – £290,000, 21/22 to 22/23 – £500,000 p.a.	Maintaining good standards of school buildings is important to enhancing the school experience for all pupils. Investment will also maintain the standard of infrastructure of children centres, which make a key contribution to enabling families become more resilient, and give a better start in life, particularly for children from more deprived backgrounds.
C13	Schools – Devolved Formula Capital – £300,000 20/21 to 22/23 – £100,000 p.a.	As for C11 and C12
C14	Better Queensway – Programme Management – £1,020,000 20/21 – £540,000, 21/22 – £480,000	Will support the programme to transform the northern end of Southend town centre, with a new mixed tenure development of more, better quality housing, and outdoor space along with improved connectivity. Most residents are under 40, around 10% have a disability and two thirds are in receipt of benefit. Existing residents will have the opportunity to return/remain in the area and to benefit from an improved quality of life through improved accommodation, public realm, access and provision.
C15	Better Queensway – Acquisition of Leasehold Properties – £2,600,000 20/21 – £800,000, 21/22 – £1,800,000	Will support the Better Queensway programme in providing, in particular, suitable alternatives to existing residents while building works are taking place.
C16	Priority Works – £2,400,000 21/22 to 24/25 – £600,000 p.a.	None specific
C17	Property Refurbishment Programme – £3,750,000 20/21 to 24/25 – £750,000 p.a.	Will assist in modernising council buildings, including ensuring they are accessible and usable by customers, staff and visitors, including those with disabilities.

C18	ICT – Stabilise and Run – £3,095,000 20/21 – £785,000, 21/22 – £1,255,000, 22/23 – £1,055,000	None specific
C19	ICT – Cybersecurity – £1,050,000 20/21 – £450,000, 21/22 to 22/23 – £300,000 p.a.	None specific
C20	ICT – Business Enablement – £2,110,000 20/21 – £1,735,000, 21/22 – £375,000	Will support the Council's moves to enabling more flexible/agile working (Work-life) helping staff who may have a need for more flexible arrangements, such as managing a disability, a health condition or childcare.
C21	ICT – Business Services – £660,000 20/21 – £660,000	None specific
C22	Kiosks in Libraries – £100,000 20/21 – £100,000	No significant impact, other than that by modernising the self-serve kiosks, users can make payments by card as well as by cash, giving more options for customers.
C23	Crematorium refurbishment – 20/21: £1,780,000 (subject to viable business case)	None specific
C24	East Beach Car Park Refurbishment (subject to viable business case)	Works will provide improved access and surfaces for those on foot who have mobility issues and improved lighting will benefit those with visual impairment.
C25	Town Centre and Seafront Security Works (subject to viable business case)	Improved security should enhance a feeling of community safety in the town centre and seafront, with particular impact on those who may be more fearful of crime and anti-social behaviour – including the elderly and more vulnerable.
	Shoeburyness Health Centre (subject to viable business case)	<p>None specific at this stage but if the project is realised, a new facility could provide enhanced health and care services via the NHS, council and voluntary sector. Any development will be co-designed with the community to ensure that the needs of residents in the East locality are met. In particular, the development will address the needs of an area where the population has higher than (Southend) average bad or very bad health generally.</p> <p>This includes higher than average levels of mental health illness, increased likelihood of developing a long-term illness and a higher prevalence of unhealthy life styles. Children are more likely to experience an acute illness and an unhealthy weight as well as experience emotional/behavioural problems.</p>

		A full equality analysis will be undertaken as part of the business case.
	Car Park provision – Tylers Avenue and two other possible site locations	None specific – equality analysis to be undertaken as part of the decision making considerations.

Southend-on-Sea Borough Council

Report of the Deputy Chief Executive and Executive
Director (Growth and Housing)

To

Cabinet

On

16th January 2020

Agenda
Item No.

6

Report prepared by: Emma Cooney, Director of Regeneration
and Growth

Airport Business Park Update

Place Scrutiny Committee
Cabinet Members: Councillors Robinson and Woodley
Part 1 (Public Agenda Item)

1. Purpose of Report

This report seeks to provide an update on the development of the Airport Business Park which is being progressed with the Council's development partner Henry Boot Developments Ltd.

2. Recommendations

To note the progress of the Airport Business Park development

3. Background

3.1 Airport Business Park Southend (ABPS) is a Southend 2050 roadmap project and is identified in Opportunity and Prosperity outcome 4 as it seeks to create prosperity and job opportunities for local people.

3.2 The ABPS site is located in Rochford district and comes under the Joint Area Action Plan (JAAP) area. It is owned by Southend-on-Sea Borough Council and prior to development commencement was constituted of rugby pitches and agricultural land.

3.3 Cabinet last received an update on the ABPS project on 7th November 2017 (minute 455 refers). At this time development had received £3.2m of Local Growth Fund (LGF) funding from the South East Local Enterprise Partnership (SELEP) and a notional allocation of a further £19.89m was going through the full business case process with a re-profiling of some of the funding in relation to the Council's match funding. This was agreed by SELEP on 14 September 2018 and since then reporting and monitoring of the project's progress has been on the basis of a total LGF investment of £23.09m.

- 3.4** The total cost of the project, including construction of the Launchpad, is £31.07m of which £23.09m is funded from LGF with the remainder (£7.98m) coming from the Council's existing capital programme. LGF money has to be spent within the Growth Deal period which ends on 31 March 2021 and the current spend profile for the project reflects that requirement. In the period 2016/17 to 2018/19 £8.57m of LGF was spent mainly funding Phase 1 infrastructure works and building the new clubhouse and pitches for Westcliff Rugby Football Club. Over the same period the Council made a match funding contribution of £1.06m. The spend profile for the remainder of the project is:

Source	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
LGF	11.842	2.678		14.520
SBC capital	0.267	5.140	1.513	6.920
Total	12.109	7.818	1.513	21.44

The increased spend 2019/20 reflects an increase in activity in readiness for the relocation of WRFC and the first occupier moving on to the site. Works are progressing well on site and at the end of Q2 the project was £0.679m ahead of the spend profile which reflects good progress rather than any overspend. SELEP are comfortable with this accelerated delivery.

- 3.5** Progress on the site since the last report, and as indicated above through the spend profile, has been substantial and includes:
- 3.6 Phase 1** – this was the first phase of highways and utilities from, and including, the entrance on Cherry Orchard Way through to the turning for the new rugby club clubhouse and pitches. The utilities had been subject to a delay following the company appointed to deliver them going into administration. The phase 1 utilities are now nearing completion so as to enable the relocation of Westcliff Rugby Club in early December 2019.
- 3.7 Phase 2** – this relates to the completion of the utilities and road loop around the business park. This work is underway with contractors on site following successful procurement processes. The timely phasing and completion of this phase is critical in relation to the Ipeco and Launchpad developments. In order for this to commence the land had to be removed from agricultural use. The forthcoming relocation of the rugby club to their new premises and playing fields to the north of the business park will unlock the final 'quadrant' of the site for development. Following the relocation the existing rugby club clubhouse will be demolished and laid to parking.
- 3.8 Westcliff Rugby Club** – the relocation of the rugby club to a new clubhouse and pitches, paid for through the ABPS development, are an established part of the project plans. The new pitches are ready to be played and are now maintained by the Council's Parks and Gardens team. The new club house is in its final phase of development with utilities being connected and the club's move to their new facilities expected in early December 2019. This will provide the club with outstanding modern facilities for their training, matches and events.
- 3.9 Launchpad** – the Launchpad is a long-held ambition of the ABPS. It will be a place where entrepreneurs and small, growing businesses can locate with on-site business support and networking. Such businesses, as they grow, may then

move into larger premises on the business park and may also become part of local supply chains. The Launchpad should also become a focal point for the ABPS as a space for all business park occupiers to meet, eat, hold events and benefit from the mix of companies located there. Through the LGF funding secured this is now in delivery as a Council project. In October 2019 planning consent was granted by Rochford District Council for the Launchpad and procurement of the development team will soon start with a view to the centre opening September 2021. Through 2020 a procurement process will be underway to identify an operator for the Launchpad; this will build on the soft market testing and engagement undertaken over the last 12-18 months. £180,000 Sustainable Cities Funding has also been secured through the Energy Team, to further improve the building's environmental credentials.

3.10 Occupiers - Ipeco will be the first commercial occupier on the ABPS with premises in the south-east corner of the site adjacent to Aviation Way. The contract and land deal have been signed, planning permission granted and building work commenced, due for completion spring 2020. A timelapse video of the development can be found here: <https://readie.reachtimelapse.co.uk/abp-southend/ipeco/> Discussion and negotiation with a pipeline of interested parties continues through Henry Boot Developments Ltd (HBDL) and the appointed agents. With the level of activity now on site and imminent completion of the first commercial building the promotion of the site will be updated to continue to attract business interest.

3.11 South Essex Construction Training Academy (SECTA) – in late 2018 the Council was successful in securing nearly £1m from the Construction Industry Training Board (CITB) on behalf of a South Essex partnership to deliver construction industry training to adults across the area. This is delivered through a series of hubs across South Essex connected with live construction sites, one of which is located on the ABPS. Recognising the need for construction skills in relation to the ABPS and other regeneration projects, SECTA seeks to meet the demand for skilled construction workers in a vast range of roles in the sector through training and support for individuals who might consider it as a career path. To date the programme has supported 700 clients, 277 completing their training and 90 into employment in the construction industry. It also recently won the Skills category award at the Essex Housing Excellence awards. It is currently funded until March 2020 and while CITB have indicated that they do not have further funding available to support an extension of the programme, other sources are being sought given the impact of the programme and the continuing pipeline of regeneration projects and therefore demand in South Essex.

4. Other Options

While not continuing with the project could be an option in theory this could not be achieved without disproportionate cost, legal challenge and disruption as the development is underway with funding, consents and a development partner in place. It would also undermine the 2050 roadmap and ambition.

5. Reasons for Recommendations

The Airport Business Park Southend is a 2050 roadmap project and its ongoing development contributes towards a number of Southend 2050 outcomes.

It is also significant for South Essex as SELEP's largest LGF allocation and a key location in the context of the South Essex 2050 work.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

As a key regeneration scheme the Airport Business Park is an identified 2050 outcome under the Opportunity and Prosperity theme and a roadmap project as it seeks to generate higher skilled, well paid jobs for local people.

Noting that while the site is in Rochford its delivery should contribute towards multiple Southend 2050 outcomes:

Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives. The relationship between economic activity and healthy, fulfilling lives is well documented. Therefore the creation of a range of jobs at the ABPS should positively contribute towards this outcome. Job creation is also a key performance indicator for the LGF funding so is closely monitored.

We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling. £180,000 of 'Creating Sustainable Cities' funding is being invested in the Launchpad to further improve the building's credentials and progress towards an aspiration of a BREEAM outstanding rating for the building. Further, there is a focus on enabling and encouraging sustainable travel, given its proximity to Rochford train station, through investment in walking and cycling routes across and through the site.

Our children are school and life ready and our workforce is skilled and job ready. The desired outcome of the ABPS is the creation of jobs and prosperity for local people. In order for them to be in a position to access these jobs a number of initiatives are underway such as the SECTA project (detailed in paragraph 3.11 above), 60 Minute Mentor (mentoring year 8 students) and the Skills Leadership Group (an action from the Skills Strategy adopted in 2018).

6.2 Financial Implications

There are no financial implications of this report. The development is broadly within the project budget which is constituted of Council capital and SELEP LGF investment. A relatively small overspend is currently forecast and work is underway to reduce this through value engineering and development management measures.

6.3 Legal Implications

There are no legal implications of this report. The relationship with Henry Boot Developments Ltd (HBDL) is governed through the Development Management Agreement which was agreed on the appointment of HBDL.

6.4 People Implications

There are no people implications of this report. All project management and delivery work is accounted for within existing resources.

6.5 Property Implications

There are no further property implications at this time.

6.6 Consultation

Statutory planning consultations are undertaken by Rochford District Council in relation to the applications made for developments on the site.

6.7 Equalities and Diversity Implications

There are no equalities and diversity implications of this report. The Launchpad and SECTA each have an equalities analysis in place and commercial buildings on site will have to comply with relevant legislation.

6.8 Risk Assessment

The project has a live risk register which is reviewed through the governance processes.

6.9 Value for Money

There are no value for money considerations of this report. All aspects funded by Council and LGF funding have been appropriately procured so as to achieve value for money.

6.10 Community Safety Implications

There are no community safety implications of this report. Safety and security on the ABPS will be managed through the Management Company and individual occupiers will have a general responsibility for that of their premises.

6.11 Environmental Impact

There are no environmental impacts as a result of this report. Environmental considerations have been considered by Rochford District Council as appropriate through the planning applications to date. The Sustainable Cities Funding in the Launchpad seeks to improve its environmental credentials.

7. Background Papers

None

8. Appendices

Appendix 1 – Indicative masterplan: April 2019
Appendix 2 – Photos as at 15th November 2019



FORMER BRICKWORKS
SITE. PROPOSED 20,000
SQM GIA OF B1 AS
IDENTIFIED IN THE JAAP.

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VISUAL SCALE 1:10 @ A1

Do not scale from this drawing
The contractor is to check all dimensions on site and report any
discrepancies to the architect.
All rights described in chapter IV of the copyright, designs and
patents act 1988 have been generally asserted.
Notes

P2	General updates	05/01/18	MJ	JD
P1	Initial Issue	06/12/17	MJ	JD
Rev	Description	Date	By	Chk

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Project
Airport Business Park
Southend

Drawing
Phase 2 Infrastructure
Indicative Masterplan

Scale	1:1250	Drawn	JSA	Date	05/12/17
Drawing Purpose	PRELIMINARY	Status	S0		
Ref	0688_A_2050	Rev.	P2		

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Appendix 2: Images 15th November 2019





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Southend-on-Sea Borough Council

Report of Deputy Chief Executive and Executive Director
(Growth and Housing)

To

Cabinet

On

16th January 2020

Report prepared by: Emma Cooney, Director of Regeneration
and Growth

Agenda
Item No.

7

Town Centre Update

Place Scrutiny Committee

Cabinet Member: Councillor Kevin Robinson

Part 1 (Public Agenda Item)

1. Purpose of Report

This report seeks to provide Cabinet with an update on activity supporting the evolution of the town centre.

2. Recommendations

That Members note the progress made towards delivery of the agreed actions of the joint scrutiny project (2018/19) set out in **Appendix 1**.

3. Background

3.1 The vibrancy and evolution of Southend town centre is a 2050 outcome under the Opportunity and Prosperity theme. In recognition of the focus on the town centres nationally and the local priority given to it through the 2050 conversations it has also been the subject of an in-depth scrutiny report.

3.2 There are a number of projects and investments underway in the town centre which seek to support its current and future vitality, these represent c£600m investment (including £500m Better Queensway, £20m Forum phase 2, £50m Seaway development, £8m LGF and £16.5m pier among others). Some of these are referenced later in the report while others are captured in the update on the scrutiny report found in **Appendix 1**.

3.3 The Place Scrutiny Committee at its meeting held on 9th July 2018 and the Policy and Resources Scrutiny Committee at its meeting held on 12th July 2018, agreed that 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).

- 3.4** The work undertaken by the project team, the reference group and contributors, was captured in a report which was received and agreed by Cabinet on 25th June 2019.
- 3.5** While agreeing the report and in the time since then good progress has been made on the actions included in the document with plans in place for further delivery over coming months.
- 3.6** The Cabinet report accompanying the scrutiny paper also sought agreement to establish a strategic town centre group. As a group independent of the Council a Chair has been appointed from among the stakeholder base and members of a core group ‘the engine room’ will convene for their first meeting on 17th December. A call for wider community and stakeholder involvement is then planned for early in 2020. This will include approaches to particular groups to ensure a diverse mix of residents, partners and stakeholders are involved.
- 3.7** It should also be noted that the purpose of the scrutiny project was to explore the longer term future, function and role of the town centre and as such a number of areas were excluded such as homelessness and community safety. These issues are included in an action plan which is monitored by the Community Action Group (CAG).
- 3.8** Further to the actions included in the scrutiny project there are a number of roadmap regeneration and investment projects which also directly contribute to the vibrancy and evolution of the town centre:
- Better Queensway
 - Seaways
 - Wheeled sports facility
 - Second phase of the Forum
 - Pier investment including improvements to the shore end entrance completed summer 2019, new activities and events and investment in the pavilion deck being considered.
- 3.9** The progress and delivery of these significant projects contributes to the town centre narrative and demonstrate the Council using its resources and assets to activate town centre through innovative partnership working.
- 3.10** Further, and as wider context, Southend’s town centre offer features as part of a significant piece of work across a partnership with the council and business community to develop a place marketing brand and refreshed website to present the town to various markets. Consumers, investors, students and developers will be market segments reached once the current place branding exercise is complete which should take place over the coming few months, refreshing the appeal and profile of destination Southend.
- 3.11** Other notable activity includes new partnership working between a social enterprise, the Council and the Victoria Shopping Centre in seeking to trial a Bouldering wall in the shopping centre. This seeks to generate footfall and offer a different model for physical activity in the town centre while delivering wider social value.

4. Scrutiny Report: Headline Achievements and Progress

4.1 **Appendix 1** provides an overview of all the progress made up-to and including the three months following Cabinet approval of the report. Within this there are a number of achievements which are of particular note because they enable and support multiple aspects of delivery.

4.2 Sunrise – contributes to scrutiny report recommendations 2.8, 3.1 and 3.6

4.3 The Sunrise Project is funded by Civitas, a Horizon 2020 strand of European funding. Working in seven locations across Europe, it aims to develop, implement, and facilitate co-learning about new, collaborative ways to address common urban mobility challenges at the urban district level. This is achieved through the development of ‘living labs’ – a co-creation approach integrating research and implementation processes.

4.4 This project is focussed on the area where London Road (from College Way) meets the High Street and into Victoria Circus.

4.5 An online consultation was undertaken during the summer and closes on 7th September. The results of which were shared with partners and stakeholders at the start of November and will inform the actions then implemented through the Southend Central Area Transport Scheme (S-CATS) funded by Local Growth Fund (below).

4.6 A small amount of money equating to €64k has also been secured to support implementation. This can be for anything from an event to a physical measure. How this will be spent is yet to be determined.

4.7 S-CATS – contributes to scrutiny report recommendations 2.8, 3.1 and 3.6

4.8 Southend Central Area Transport Scheme (S-CATS) is a £7m project is being fully funded by the Local Growth Fund through the South East Local Enterprise Partnership (SELEP).

4.9 Phase 1 has already been completed. Phase 2 is £2m public realm and streetscape improvement scheme along London Road (between Queensway and College Way) to make this an attractive gateway to Southend High Street.

4.10 The Sunrise project (above) has recently undertaken a borough-wide ‘vote’ as part of its co-production ethos. The result of this will shape what is finally delivered in the final phase of the project and is due to be fed back to Councillors and stakeholders at the start of November. Ongoing liaison with Hackney Carriages and local business partnerships is being undertaken to feed into these designs. The final options will be displayed at the end of November to gauge the popularity of the options through this engagement and an online survey. The results of this will help to decide what the final highway alignment will be before submission to the Traffic Regulation Working Party in January 2020.

- 4.11 Cool Towns – contributes to scrutiny report recommendations 2.8, 3.1, 3.4 and 5.6**
- 4.12** The Cool Towns project is funded through the Interreg 2 Seas Programme from Europe. In light of Brexit it is useful to confirm this funding is secure for the duration of the project. In 2018 a partnership, including the Council, was successful in securing £4.6m to explore how urban areas can build resilience to heat stress within their city or town. The project seeks to increase the capacity of small and medium-sized cities in the 2 Seas region to adapt to the heat-related effects of climate change through interventions in spatial development and urban design in public and private space.
- 4.13** Cool Towns is connected with the Town-Centre Redevelopment Improvement Project (TRIP – detailed below), which focuses on improving local access to the town centre, bus interchange and rail station. Together the projects will enhance the overall design and application by introducing additional green infrastructure that would help mitigate issues relating to heat stress in Southend, as well as offering a safe and more welcoming space for local residents to access.
- 4.14** A pilot site, where York Road joins the High Street, was selected and is intended to: provide a site with street furniture to mitigate the impact of heat stress on residents and visitors, easily accessible from any point of the High Street. Work on the pilot site is expected to start in Q1 2020.
- 4.15** A range of interventions which support the scrutiny project’s recommendations are proposed including:
- Additional trees planted in planters with seating at the base of them
 - Introduction of a herb garden in low rise planters which will be maintained by Project 49
 - Installation of Zero Mass Water’s SOURCE Hydropanels which are self-sufficient apparatus, producing clean and usable water with zero carbon footprint and will be used to water the herb garden planters
- 4.16 TRIP – contributes to scrutiny report recommendations 1.4, 1.8, 2.8 and 3.6**
- 4.17** Southend Town Centre Redevelopment and Improvement Project (TRIP) is funded by the Department for Transport’s National Productivity Investment Fund (NPIF).
- 4.18** £1.1m has been secured from SELEP and will be spent on public realm improvements on some of the side roads where they meet the High Street. There is a possibility that some could also be spent on the footways on Western Road, Clarence Street and Clarence Road.
- 4.19** All sites will receive urban realm improvements including additional provisions for loading, taxis and disabled parking, footway treatments, upgraded street furniture as well as sustainable urban drainage systems (SUDS) measures to provide flood relief through SPONGE (also a European funded project).

4.20 Local Growth Fund Town Centre – contributes to scrutiny report recommendations 1.6, 2.3, 3.2 and 4.3

4.21 Local Growth Fund (LGF) is awarded through the South East Local Enterprise Partnership (SELEP) as part of its Growth Deal with Government. As the end of the initial Growth Deal period (31 March 2021) approaches a pot of ‘recycled’ funding has been made available where projects have underspend or realised they won’t be able to spend within the required period. An initial submission was made in 2018 for some funding to support Southend town centre which has now reached the top of the list to be supported.

4.22 At the SELEP Accountability Board on 15th November the business case for this project was approved by board members following analysis by the independent technical evaluator which found it to offer high value for money supported by a strong strategic case. The total £1.5m is not yet available so the Council is to be awarded an initial LGF allocation of £867,708 and the remaining balance of £632,292 will be allocated to the project, in line with the agreed prioritised pipeline of LGF projects, as further LGF funding become available as a result of funding being returned to SELEP.

4.23 A number of interventions are proposed as part of this project to support the revitalisation of Southend town centre and delivery of some of the actions identified in the scrutiny report including:

- installation of footfall cameras which provide vital management information about the ‘busyness’ of the town centre which is information often asked for by potential investors and funders as well as informing local understanding of the town centre;
- a shop front grant scheme to assist improvements to facades; a 0% loan to improve properties and bring vacant space back in to use;
- improved wayfinding, particularly at the two train stations; and
- activating vacant units

Preliminary work for is now beginning with a view to undertaking stakeholder engagement in February, May 2020 seeing the procurement started alongside both the loan and grant scheme launched, and the project delivered by March 2021.

5. Corporate Implications

5.1 Contribution to the Southend 2050 Road Map

The project sought to reimagine the town centre in the context of Southend 2050 and has drawn on the feedback and focus given to the town centre in establishing the ambition and roadmap. It directly contributes to the outcome that *“we have a fast evolving, reimagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.”* It also contributes to a number of other related outcomes:

- *The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors – through the recognition of the opportunity for a greater cultural offer in the town centre and how that can shape and enhance experiences and reasons to visit.*

- *Our streets and public spaces are clean and inviting – through recommendations regarding enhancing the street scene, creating a space that residents and visitors want to spend time and which enables other events and activities which invite people into the town centre to take place.*
- *People in all parts of the borough feel safe and secure at all times – through the consideration of secure by design principles and Purple Flag criteria to ensure that new spaces are created to design out crime.*
- *We are well on our way to ensuring that everyone has a home that meets their needs – through recognition that the town centre offers capacity for additional housing in a sustainable location which offers benefits to the residents and the wider town centre community.*
- *We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling – through the recommendation that sustainable travel is further integrated into the town centre and greening the space is built into future design and investment.*
- *The benefits of community connection are evident as more people come together to help, support and spend time with each other – through the recognition that the town centre is increasingly a space for communities to meet and should be further developed on that basis.*
- *A range of initiatives help communities come together to enhance their neighbourhood and environment – through the recommendations that opportunities for volunteering, events and other activities are brought forward to bring communities together to enhance the town centre.*
- *More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity – through the identification of the town centre as a space for play and improving people’s health and wellbeing.*
- *Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term – through the understanding of the role the creative sector can play in enlivening the town centre as well as growth in commercial space creating additional reasons for people to use the area.*
- *Southend is a leading digital city with world class infrastructure – through seeing how digital can be embraced to not only support retail but art, wayfinding and promotion.*
- *Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough*

5.2 Financial Implications

The projects listed in section 4 are being delivered through external funding secured from European and UK funding sources.

The Council submitted an expression of interest to the Future High Streets Fund which was supported by a range of partners but was not successful in the recent funding round. Government has committed to establishing a Town Task Force, which will be delivered by the Institute of Place Management, and who will support towns in their applications to a future round of the funding. Southend's submission has already been shared with them in order to commence a conversation at an appropriate time.

Through the 2050 business case process for the period 2020-2024 submissions are being made which, if agreed, will also support the delivery of some of the actions.

There are some actions which must involve partners and their resources.

5.3 Legal Implications

There are no additional legal considerations at this time.

5.4 People Implications

Delivery of the actions to date has been undertaken within existing capacity

5.5 Property Implications

There are no additional property implications at this time.

5.6 Consultation

The project drew on views and input from a number of different people, listed in the project report including an external reference group. It also considered the Southend 2050 conversation feedback and views of the Youth Council.

Individual projects have undertaken further consultation such as Sunrise which is predicated on community engagement and co-production.

5.7 Equalities and Diversity Implications

An Equalities Assessment has not been undertaken on the totality of the project report. Individual assessments would need to be undertaken for the various projects and policy changes as part of their development as appropriate

5.8 Risk Assessment

A risk assessment has not been undertaken on the project report as, where appropriate, risk assessments would be undertaken in relation into the various interventions.

5.9 Community Safety Implications

The project excluded consideration of immediate community safety concerns but did explore how the longer term development of the town centre could reduce crime through its design and activation.

Individual actions also have community safety considerations such as new trees not blocking CCTV line of sight or creating space which attracts anti-social behaviour.

5.10 Environmental Impact

The project report includes recommendations regarding the environment such as greening of the town centre and supporting sustainable travel. Delivery of the actions noted in this report are intended to have a positive impact on the environment.

6. Background Papers

Joint Scrutiny Project – The Future of the Town Centre 2018/19 report


7. Appendices

Appendix 1 – Scrutiny Project: Summary table of actions and progress to date

Appendix 1

Town Centre Scrutiny Project – Summary table of actions and progress to date

Theme	Recommendations	Short	Med - Long	Update December 2019
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	✓		<p>The events application process is being reviewed and has already engaged users as well as internal teams with a view to streamlining it. To date the application forms have been shortened and amended drawing on experience of internal and external parties. The ability to access this via MySouthend is being explored and will include testing by event organisers to ascertain its effectiveness. The events Safety Advisory Group (SAG) set-up is also being reviewed to make it more accessible.</p> <p>A generic event plan is being prepared for the space outside the Forum. If this is successful will speed up event applications and can be trialled for use elsewhere.</p>
Active & Involved	1.2 That an approach to actively managing and curating busking is explored	✓		<p>There is currently a Busking Code of Practice on the Council's website with signposting to busking pitches. These pitches are not actively managed or promoted. This will be reviewed.</p>
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		✓	<p>There are currently 6 town centre event spaces/pitches for hire for events and other activities. These areas are well</p>

		include a covered piazza for year-round activity		<p>used and attract income. Applications are via the special events application process. The event spaces are:</p> <ul style="list-style-type: none"> • Victoria Circus • Outside McDonalds at the top of the High Street • Outside Halifax • Outside the 99p Store (just south of the railway bridge) • Outside Lloyds Bank • Royal Square <p>And further information can be found on the Council's website here: https://www.southend.gov.uk/info/200381/hosting_an_event/214/hosting_an_event_on_council_land</p> <p>Using external funding which has been secured there is the potential to create a space in Victoria Circus where space can be booked and professional buskers could have access to PA systems. The recent public 'vote' about as to priorities for that area showed that 17% of respondents indicated a desire for a live event space at Victoria Circus with a further 19% requesting a flexible space with seating and events. This will inform designs for the space.</p>
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		<p>Through the TRIPs project more planting (trees), seating and lighting, increased footway space and a standardised layouts for parking/loading and taxis will be implemented on some of the side streets.</p> <p>The Sunrise project identified greening and seating as key requirements for the</p>

				area of London Road where it meets the High Street. Work is due to start early 2020 to deliver pedestrianisation of this area, greening and the opportunity for outside seating.
Pride & Joy	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		<p>✓</p> <p>The S-CATS project may involve interactive lighting as well as increased lighting on London Road and the top end of the High Street. Exploration of lighting options is underway.</p> <p>The LGF Town Centre project includes wayfinding signage outside Southend Victoria. The exact nature of this is to be determined but options will include digital artwork at the back of New Look/Odeon to highlight the route to the High Street.</p> <p>In the Sunrise public vote only 8% ranked public art as their first choice for the Victoria Circus area and did not distinguish between permanent, temporary or digital art.</p> <p>Focal Point Gallery is planning to commission a temporary artwork for the Railway Bridge again next summer.</p> <p>The BID continues to commission art around the town.</p>
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 'supervenue' and/or maker spaces		<p>✓</p> <p>The LGF town centre project project includes a number of measures to encourage the use of vacant buildings including specifically promoting this type of use in empty properties with the aim of driving up footfall.</p> <p>The project will also potentially provide</p>

				<p>'pop up' space for performances – comedy, etc.</p> <p>Focal Point Gallery is seeking to use an empty retail unit on the High Street as part of its summer exhibition “To Dream Effectively.” This may be accompanied by community workshops, subject to funding.</p>	
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	✓		This will be explored early in the new financial year.
Pride & Joy	1.8	That greater emphasis is given to historic architecture through lighting, trails and addressing buildings which detract from it	✓	✓	<p>Through the TRIPs project the installation of some spot lighting to highlight specific architecture is being explored.</p> <p>The LGF Town Centre project will build on the work of TRIPs and introduce lighting and wayfinding signage.</p>
Theme	Recommendations		Short	Med – Long	Update August 2019
Outcome 2 – The town centre offers a range of experiences and reasons to stay					
Opportunity & Prosperity	1.9	That opportunities for more and better quality employment space (non-retail) are actively pursued and integrated into the town centre		✓	The LGF Town Centre project will provide 0% loans so that one or more empty units can be brought into use as employment space. There is also the opportunity to provide grant support for key projects.

Safe & Well	1.10	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	✓	✓	The LGF Town Centre Project will provide 0% loan funding to encourage properties to be brought back into use. This includes the use of upper floors for either residential or leisure uses.
Pride & Joy	1.11	That existing retail is supported through initiatives such as a shop front scheme	✓		The LGF Town Centre Project will provide grant funding to secure improvements to shop frontages. It will also introduce 0% loan funding to allow shop units to be improved or changed.
Connected & Smart	1.12	That Southend's digital capacity is exploited to try to attract retailers trialling concept stores using new technology	✓		The City Fibre project is already well underway and much of the infrastructure is in place that will allow us to transform the town's digital capacity. Engagement with retailers and agents as to how this could be exploited in the town centre will be the next steps.
Pride & Joy	1.13	That culture and leisure are key occupiers for new and existing space in the town centre, including the potential for the Thames Estuary Experience		✓	The second phase of the Forum will be focussed on cultural and creative industries. Focal Point Gallery is undertaking a service co-design approach to developing the cultural engagement activities that will be offered in the new building. The gallery is also seeking to improve awareness and use of the Forum creative 'quarter', to establish this more effectively as an integral part of the Town Centre offer.
Pride & Joy	1.14	That the opportunities offered by big screens are exploited with more programmed for the existing screen and sites for further screen explored	✓	✓	Big Screen Southend is already used for promotion of community and Southend 2050 initiatives such as the Pride and Joy campaign. There is potential for it to be used more for cultural events programming once the Forum 'quarter' is complete.

				The Forum Management Board is supportive of developing more events linked to the big screen.
Pride & Joy	1.15 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	✓	✓	Existing flexible permitted development rights are in place which could be used for meanwhile uses such as exhibitions, art gallery etc, these will continue to be promoted. Through the development of the new cultural vision this has been discussed. Connections are being made through these networks and will feed through to the developing cultural vision In the medium term London's Creative Enterprise Zones and other comparable examples will be explored to better understand what this might look like in Southend.
Active & Involved	1.16 That the public realm of the town centre is redesigned with seating / space to dwell designed-in and anti-social behaviour designed-out	✓	✓	Through a suite of externally funded projects work is underway to explore a standard seating style which will include built in lighting and the addition of planting (trees where applicable)
Active & Involved	1.17 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	✓	✓	Through the 2050 outcome business case process there is work underway to investigate what a visible presence in the town centre might look like, the needs it could meet and how it could be funded.
Theme	Recommendations	Short	Med -	Update August 2019


			Long		
Outcome 3 – The town centre provides an environment where people want to be					
Connected & Smart	1.18	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	✓	✓	Through TRIPs/S-CATS – materials will be matched to the existing locations off of the High Street and will be made from easily obtainable materials. Information about these materials is being shared with the Better Queensway joint venture to be able to look at the town centre as a whole.
Active & Involved	1.19	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	✓		The LGF Town Centre project will introduce improved way finding from Southend Victoria and Southend Central stations.
Pride & Joy	1.20	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		✓	In the Sunrise Public vote 12% of respondents requested a water feature in Victoria Circus. The results of the vote will be taken into account in designs for the area.
Active & Involved	1.21	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		✓	The TRIP/S-CATS projects will increase green space on and off of the High Street.
Active & Involved	1.22	That innovative space to play, both physically and cognitively, is prioritised in the public realm, public art and developments in the town centre		✓	A trial bouldering scheme for a town centre location is being explored led by public health in conjunction with Town Centre Management and the BID.
Connected & Smart	1.23	That routes and permeability for sustainable travel are further integrated into the town centre including walking, cycling and electric and emerging technology		✓	The TRIP/S-CATS projects will increase cycle parking in and around the High Street with new Green Cycle Parking to be installed in Victoria Circus in

				early 2020.
Connected & Smart	1.24	That digital technology is an overt and accessible part of the offer of the town centre	✓	Focal Point Gallery is in discussion to develop a digital art commission, which could also draw attention to Southend's unique heritage.
Theme	Recommendations		Short	Med – Long
Update August 2019				
Outcome 4 – The town centre is understood and well communicated				
Opportunity & Prosperity	1.25	That the future of the town centre is predicated on housing, community and experience rather than retail-led regeneration while continuing to support the retail sector		✓
Pride & Joy	1.26	That a unique selling point which is authentic to Southend is established and used at the heart of a campaign to promote the town	✓	Work to develop a place narrative and branding for the Borough has started, with a procurement process underway to select an agency to support and develop this work
Opportunity & Prosperity	1.27	That a 'heatmapping' exercise is undertaken to better understand people flows and use of the town centre	✓	The LGF Town centre project will fund footfall cameras to the town centre which will provide analytics about how the town centre is used.
Opportunity & Prosperity	1.28	That a baseline and approach to implementation be established		✓
Opportunity & Prosperity	1.29	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		✓
				The LGF Town Centre Project supports the housing aspiration through 0% loan to activate unused space above street level shops.
				The Southend Central Area Action Plan (2018) identifies a number of policy areas including the High Street and adjoining areas. The New Local Plan will review how these link together to promote a cohesive town centre offer. In particular there is a need to explore what a zoning approach could offer in terms of high

Theme	Recommendations	Short	Med – Long	Update August 2019
Outcome 5 – The Council leads in relationship				
Opportunity & Prosperity	1.30 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		✓	To date there has not been a need to do this however it will continue to be considered as an option where appropriate.
Opportunity & Prosperity	1.31 That a landlord and agent forum is established as the arena for discussion about strategic development and partnerships	✓		This will be explored through the town centre strategic group in the first instance
Opportunity & Prosperity	1.32 That the Council leads and brokers conversations in relation to co-investment, match-funding and new partnerships		✓	This will be explored through the town centre strategic group in the first instance. An application, supported by a wide range of stakeholders, was made to the Future High Streets Fund but was not successful. Other funding opportunities will continue to be sought.
Pride & Joy	1.33 That an individual is identified as a cultural ambassador for the town to open new conversations and promote the town's offer	✓		An independent chair for the strategic town centre group is in place and while not a cultural ambassador but is already having conversations to champion the town.
Opportunity & Prosperity	1.34 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	✓		Funding bid for the footfall cameras has been secured. Also through the Southend 2050 outcome business cases resources are being sought to undertake other survey work in the town centre to understand more about how it's used so as to be able to support these conversations.
Active &	1.35 That more opportunities for volunteering in the	✓		Through Make Southend Sparkle a

street regeneration and renewal.

Involved	town centre are identified through existing partnerships		number of new volunteer schemes are currently under development including the introduction of new litter picking/plogging sessions. This campaign will focus on health benefits whilst simultaneously improving and enhancing the environment. The campaign will include regular sessions in the town centre, will be targeted at local residents and businesses and will be launched in partnership with South Essex Community Hub and Southend BID.
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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

Southend-on-Sea Borough Council

Report of Director of Public Protection

To

Cabinet

On

16th January 2020

Report prepared by: Elizabeth Georgeou Group Manager
Regulatory Services

**Agenda
Item No.**

8

Hackney Carriage Unmet Demand Survey 2019

Cabinet Member: Councillor Ron Woodley

A Part 1 Public Agenda item.

1. Purpose of Report

To consider the conclusions of the Hackney Carriage Unmet Demand Study 2019 (Appendix 1) undertaken by LVSA (Licenced Vehicles Surveys and Assessments) on behalf of this Authority. (Hackney Carriage Unmet Demand Survey May 2019 has been placed in the Members Room for reference.)

2. Recommendation

That Cabinet agrees to maintain the authority's current entry control policy and maintains a limit of 276 hackney carriage licenced vehicles.

3. Background

- 3.1 The principal legislation for the regulation of hackney carriage, private hire and operator licensing is the Town Police Clauses Act 1847 (TPCA) and the Local Government Miscellaneous Provisions Act 1976. (LGMPA76). Section 16 of the Transport Act 1985, provides for the Licensing Authority to refuse an application for a taxi licence for the purpose of limiting the number of Hackney Carriages if, but only if, it is satisfied that there is no significant demand for the services of Hackney Carriages within the area to which the licence will apply which is unmet.
- 3.2 In 2004 the Department for Transport (DfT) asked that the decision to limit the number of hackney carriage vehicles be reviewed at least every three years. The key points that must be considered are passenger waiting times at ranks, for street hailings and telephone bookings, latent and peaked demand. Wide consultation is required and publication of "all the evidence gathered" to demonstrate that there is no significant unmet demand for hackney carriage services.
- 3.3 This authority's policy has been to limit the issue of Hackney Carriage Licences. Unmet Demand Surveys were undertaken in 1988, 1990, 1996 and 2001. In line with the recommendations of the 2001 Survey the Council issued more licences immediately, with additional licences being issued each year. All new licences issued were for wheelchair accessible vehicles in line with the Council's policy. Following a request in October 2005 from one of the licenced trade bodies to issue more licences, hackney carriage officers agreed a criteria with the taxi trade for the issuing of more licences annually until a plateau was

- reached, when as many applicants who met the criteria could be issued with a licence. This criteria on de-restricting was adopted in 2006 by Committee.
- 3.4 This was in line with the (DfT) Taxi and Private Hire Vehicle Licensing: Best Practice Guidance' March 2010 (Appendix 2). The guidance restated that the DfT considers it best practice not to impose quantity restrictions. Where restrictions are imposed, the Department urges that the matter is regularly reconsidered.
 - 3.5 A formal request from the licence trade to undertake an independent survey of unmet demand was made to the Council in January 2009. The survey conclusions were that there was no significant unmet demand for hackney carriage vehicles. The Council agreed to limit the number of hackney carriage licences issued as the 2009 survey had identified no significant unmet demand survey in the Borough.
 - 3.6 The Council has followed the DfT guidance and undertaken regular reviews, with further independent surveys being undertaken in 2012, 2015 and 2019.
 - 3.7 The 2019 assessment was completed using the accepted industry standard for determining unmet demand which is the 'index of significance of unmet demand' (ISUD).
 - 3.8 The 2019 report findings are that there is no evidence of any unmet demand for the services of hackney carriages either patent or latent which is significant at this point in time in the Southend on Sea licensing area.
 - 3.9 The report further recommends that the number of Hackney Carriages in the fleet is not increased at this point in time.
 - 3.10 The recommendation brings the Authority's attention to there being some evidence reported from some quarters, that wheelchair users face additional difficulties obtaining service from wheelchair accessible licensed vehicles. It recommends that this should be further investigated, and if evidenced take steps to ensure wheelchair users have access to the same level of service as able-bodied users.
 - 3.11 This Authority has already adopted the requirement to publish the list of wheelchair accessible vehicles to provide transparency to service users. This was agreed at Licensing Committee on 17 October 2019. It is anticipated that this list will be published on the Council's website by the end of the financial year.
 - 3.12 This Authority also restated its policy decision that where new hackney carriage licences are issued that the vehicle must be wheelchair accessible. Licensing Committee 15 November 2013 Minute 491.
 - 3.13 In a study commissioned by the London Assembly on Taxi and Private Hire Services in London 2014 it recognises that taxi and private hire vehicles form a vital part of the public transport network. The taxi and private hire service provides a 24 hour service, operating when bus and train services are unavailable. The service can also be accessed by those who are unable to access buses and trains due to disability or mobility impairment.
 - 3.14 The continuance of the Council's policy of restricting the number of licences issued, where there is no significant unmet demand identified strikes the balance between the interests of the consumers and the viability of the hackney carriage service.

4. Other Options

The Unmet Demand Survey 2019 report provides for this Authority to consider other options including agreeing to issue any number of additional plates as it sees fit, either in one allocation or a series of allocations OR to remove the numerical restriction currently in place.

5. Reasons for Recommendation

That the Unmet Demand Survey 2019 has identified that there is NO evidence of significant unmet demand for hackney carriages in Southend.

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The hackney carriage service contributes to both the Safe and Well and Connected and Smart 2050 outcome themes. Southend has its own Local Transport Plan (LTP) covering transport policy. This encourages licensed vehicles in supporting access particularly at night when other transport is not available. The licenced hackney carriage and private hire taxi service provides the only 24 hour transport service for residents and visitors. It also provides a service to those who are unable to access buses and trains due to mobility or disability impairment.

6.2 Financial Implications

The recommendation does not place any financial burden on the authority.

6.3 Legal Implications

Section 16 of the Transport Act enables the Council to restrict the number of hackney carriage licences issued, providing there is no significant unmet demand for hackney carriage services, and that this is regularly reviewed. The report confirms there is no unmet demand and forms the review.

6.4 People Implications

None.

6.5 Property Implications

None.

6.6 Consultation

The Unmet Demand Survey included wide ranging consultation with the hackney carriage / private hire trade, the public, community representative groups and council services.

6.7 Equalities and Diversity Implications

The equalities impact has been completed. It does not indicate that restricting the number of hackney carriage licences adversely impacts on any particular group. The issue of accessibility of wheelchair users is to be subject of a further review to ensure that those individuals requiring wheelchair accessible vehicles receive the same level of service as able-bodied users.

6.8 Risk Assessment

The Authority will further progress the recommendations of the report in that it will:

- Monitor incidents and durations of wait times at the ranks during periods of peak late night demand from time to time, to check that incidences and durations of wait times do not significantly increase.
- Undertake a further review of the level of difficulty of wheelchair users accessing the service, and take appropriate action.
- Progress the wheelchair accessible vehicle registrations and publish on the Council's website.

6.9 Value for Money

The administration of the hackney carriage licensing service operates on a cost recovery basis.

6.10 Community Safety Implications

The hackney carriage and private hire service contributes to community safety in terms of it being the only 24 hour transport service for the residents and visitors to Southend and in particular assists in the safe transport of passengers during the late night and early morning periods where other transport services are unavailable.

6.11 Environmental Impact

None.

7. Background Papers

- Licensing Committee 15 November 2013 Minute 491;
- London Assembly Report: Future Proof Taxi and Private Hire Services in London December 2014.

8. Appendices

- Appendix 1: Hackney Carriage Unmet Demand Study 2019;
- Appendix 2: Department for Transport Taxi and Private Hire Vehicle Licensing: Best Practice Guidance' in March 2010.



Southend-on-Sea
Hackney Carriage Unmet Demand Survey
May 2019

Executive Summary

This Hackney Carriage unmet demand survey has been undertaken on behalf of Southend-on-Sea Borough Council following the guidance of the April 2010 DfT Best Practice Guidance document, and all relevant case history in regard to unmet demand. This Executive Summary draws together key points from the main report that are needed to allow a committee to determine from the facts presented their current position in regard to the policy of limiting hackney carriage vehicle licences according to Section 16 of the 1985 Transport Act. It is a summary of the main report which follows and should not be relied upon solely to justify any decisions of a committee, but must be read in conjunction with the full report below.

Hackney carriage policy sees a limit which has been retained since 1976 but with regular testing and issue of plates where necessary. The result has been equal growth in both the limited (hackney carriage) and non-limited (private hire) parts of the licensed vehicle trade – adequate evidence that the limit policy is in tune with market forces.

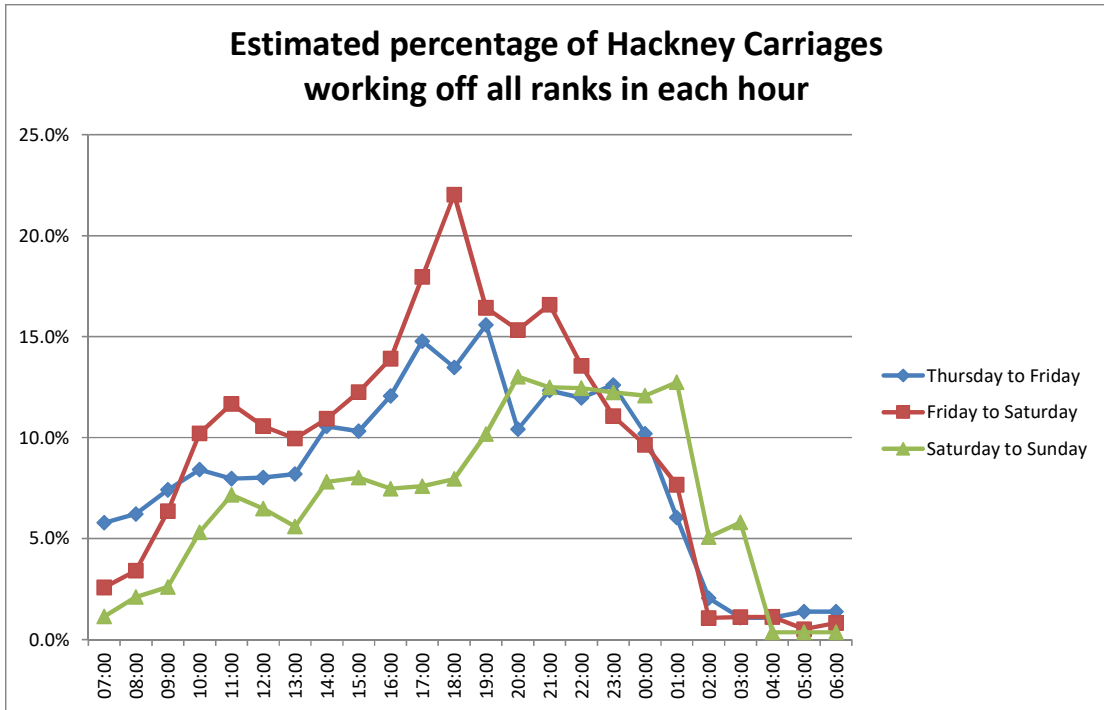
The licensed vehicle fleet currently sees provision of wheelchair accessible vehicles focussed on the hackney carriage fleet, but accessible by a wide range of methods since most are allied to two principal radio operators. Some hackney carriages remain independent but in general people in the area tend not to distinguish between the two parts of the trade as significantly as can occur in other areas. This is a benefit to the public.

372 hours of rank operation were observed at the 11 main active ranks in the area, over three days from Thursday morning through to Sunday morning. The volume of hires over the three days of observation are presented below.

All 3 days					
Rank location	Total Hackney Carriages departing the ranks empty	Total Hackney Carriages departing the ranks with passengers	Total Hackney Carriages departing the ranks	Total passengers departing the ranks	Average passengers per Hackney Carriage
Total for all locations	1484	3665	4831	5106	1.4
Heygate Avenue	223	445	668	636	1.4
Chalkwell Station	68	88	156	105	1.2
Chichester Road	1	2	3	3	1.5
Ditton Court Road	313	272	585	351	1.3
Leigh on Sea Station	191	1025	1216	1261	1.2
London Road Leigh	19	45	64	93	2.1
London Road	143	1131	1274	1652	1.5
Southchurch Avenue	94	16	109	26	1.6
Cliffdown Road (Southend Cen	36	66	102	110	1.7
Victoria Station	47	111	158	137	1.2
University Hospital	30	464	496	732	1.6

Around 90% of Hackney Carriages subscribe to a booking circuit, with one of the main operators. Most Hackney Carriage hires are pre-booked, by telephone or mobile app. This feature of the Hackney Carriage trade is reflected in the fact that 31% of Hackney Carriages observed at the taxi ranks, left the ranks empty. The majority of these empty departures were likely to be to pick up a hire which had been pre-booked.

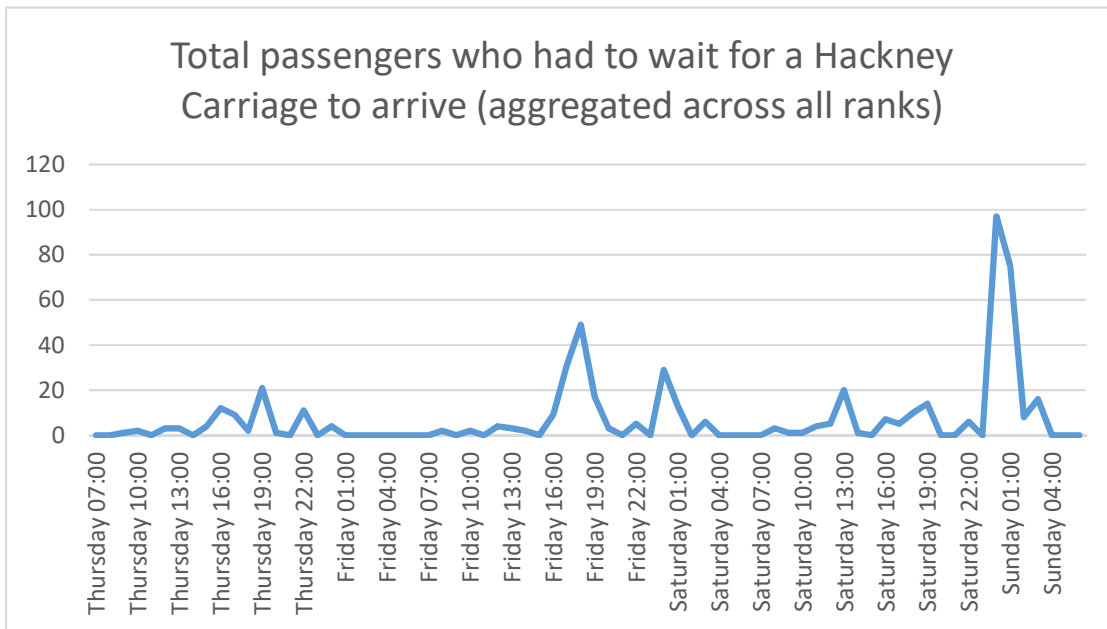
The proportion of the Hackney Carriage fleet which was observed working from the ranks each hour is presented in the following figure.



The proportion of Hackney Carriages working off the ranks is relatively low and reflects the fact that most Hackney Carriages earn most of their income from pre-booked hires, rather than from rank hires.

Passenger waiting occurred from time to time throughout the day on each day surveyed and at night.

A profile of the number of waiting passengers is presented below.



The total number of waiting passengers was 521 passengers (10.2% of all passengers). during the two highest peak periods of passenger waiting from 17:00 to 19:00 hours on Friday and from midnight on Saturday night to 02:00 on Sunday morning, 252 passengers had to wait for a Hackney Carriage to arrive at a rank. This equates to 48% of all waiting passengers had to wait during these four hours. The passenger waiting on Friday from 17:00 to 19:00 hours was largely concentrated on railway station ranks, when the number of passengers from arriving trains exceeded available capacity at the ranks for brief periods. On Saturday night, waiting was concentrated at the London Road rank. Average wait time per waiting passenger was below 5 minutes.

The number of waiting passengers and the duration of waiting is taken into account when assessing whether the level of unmet demand is significant. A calculation was undertaken, using rank activity data and evidence from public consultation, to determine the Index of Significance of Unmet Demand (ISUD). Where the index value is below 80, this is taken as a good indicator that the level of unmet demand is below the level which is deemed to be significant. The result of the ISUD calculation for Southend on Sea was 64.9. Taking this value and other background factors into account, the

findings of this study are the there is **no unmet demand which is significant**.

The number of hackney carriages licensed by Southend on Sea is higher than that needed to service the rank based demand. Consequently, many of the Hackney Carriages rely on a combination of both rank based and pre-booked hires, to generate sufficient income. The level of demand at the ranks is also presumably influenced by the availability of Hackney Carriages to be pre-booked to pick up at a more convenient location for the passengers. i.e. if it took longer to wait for a pick up from a location not at a rank, then more passengers may go to the ranks to hire a Hackney Carriage.

The balance between those Hackney Carriages which work independently of booking circuits and those which subscribe to booking circuits can be sensitive to changes. If the number of Hackney Carriages were to increase, then it is likely that the majority of additional vehicles would follow the prevailing current practice and join a booking circuit and work part of the time from the ranks. If competition from vehicles licensed by other authorities were to increase, this would tend to reduce the number of pre-booked hires undertaken by Hackney Carriages, by diluting demand amongst more vehicles. This, in turn, could result in increased attendance at ranks and increased competition at ranks. Such increased competition, either from Southend Hackney Carriages, or from out of area licensed vehicles, could, in turn, lead to more independent drivers joining a booking circuit to boost earnings. If more of the fleet were reliant on booking circuits, chasing fewer hires, then at peak rank demand times, there could be fewer Hackney Carriages available at the ranks, as many of them may be primarily engaged on pre-booked hires.

Future changes could affect availability of hackney carriages at the ranks and increase incidences and duration of passenger waiting at the ranks. If passenger waiting were to increase, then increasing the number of Hackney Carriages, to an already over provided fleet, would tend to exacerbate the issue of provision at peak times, for the reasons discussed earlier. The counter intuitive result of an increase in Hackney Carriages under such circumstances, would be to decrease the available capacity at ranks at key times.

If, the situation should arise that more Hackney Carriages are required to address increased passenger waiting. Rather than increase the number of Hackney Carriages in the fleet, alternative measures would be more likely to succeed. The most effective means to address excessive passenger waiting at ranks would be to implement measures which effectively incentivise some Hackney Carriages to service ranks, rather than service



pre-booked hires. There are a range of measures which could be explored, should the circumstances arise. Currently there is no need to explore any such measures.

It is recommended that the number of Hackney Carriages in the fleet is not increased at this point in time.

It is further recommended that conditions at the ranks during periods of peak late night demand are monitored from time to time, to check that incidences and durations of wait times do not significantly increase.

If it is felt, at some future point, that incidences and duration of passenger waiting at the ranks have become excessive, then measures to encourage higher levels of attendance at the ranks by Hackney Carriages from within the existing licensed fleet, should be explored and developed, in the first instance.

There is some evidence reported from some quarters, that wheelchair users face additional difficulties obtaining service from wheelchair accessible licensed vehicles. This issue would bear further investigation to verify that such an issue is commonplace. If, following further investigation, there is further supporting evidence to suggest that wheelchair users are being provided with a poorer level of service than other users, then measures should be developed to ensure that wheelchair users may access the same level of service as able bodied users. With a third of the Hackney Carriage fleet comprising wheelchair accessible vehicles, there seems little to justify any lower level of service provision.

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1 General introduction and background

Southend-on-Sea is responsible for the licensing of hackney carriage and private hire vehicles operating within the Council area and is the licensing authority for this complete area. Further details of the local application of Section 16 of the 1985 Transport Act with regard to limiting hackney carriage vehicle numbers is provided in further Chapters of this report. Hackney carriage vehicle licences are the only part of licensing where such a stipulation occurs and there is no legal means by which either private hire vehicle numbers, private hire or hackney carriage driver numbers, or the number of private hire operators can be limited.

This review of current policy is based on the Best Practice Guidance produced by the Department for Transport in April 2010 (BPG). It seeks to provide information to the licensing authority to meet section 16 of the Transport Act 1985 “that the grant of a hackney carriage vehicle licence may be refused if, but only if, the licensing authority is satisfied that there is no significant demand for the services of hackney carriages within its local area, which is unmet.” This terminology is typically shortened to “no SUD”.

Current hackney carriage, private hire and operator licensing is undertaken within the legal frameworks first set by the Town Police Clauses Act 1847 (TPCA), amended and supplemented by various following legislation including the Transport Act 1985, Section 16 in regard to hackney carriage vehicle limits, and by the Local Government Miscellaneous Provisions Act 1976 with reference to private hire vehicles and operations. This latter Act saw application of regulation to the then growing private hire sector which had not been previously part of the TPCA. Many of the aspects of these laws have been tested and refined by other more recent legislation and more importantly through case law.

Beyond legislation, the experience of the person in the street tends to see both hackney carriage and private hire vehicles both as ‘taxis’ – a term we will try for the sake of clarity to use only in its generic sense within the report. We will use the term ‘licensed vehicle’ to refer to both hackney carriage and private hire.

The legislation around licensed vehicles and their drivers has been the subject of many attempts at review. The limiting of hackney carriage vehicle numbers has been a particular concern as it is often considered to be a restrictive practice and against natural economic trends. The current BPG in fact says “most local licensing authorities do not impose quantity restrictions, the Department regards that as best practice”. The three most recent reviews were by the Office of Fair Trading in 2003, through the production of the BPG in 2010, and the Law Commission review which published its results in 2014. None of these resulted in any material change to the legislation involved in licensing.

At the time of writing this report an All Party Parliamentary Group is considering taxi policy matters and has produced interim results (July 2017), but the main results are still some way in the future. Other groups have provided comment but the upshot remains no change in legislation from that already stated above.

With respect to the principal subject of this survey, local authorities retain the right to restrict the number of hackney carriage vehicle licenses. The Law Commission conclusion included retention of the power to limit hackney carriage vehicle numbers but utilizing a public interest test determined by the Secretary of State. It also suggested the three- year horizon also be used for rank reviews and accessibility reviews. However, there is currently no expected date either for publication of the Government response to the Law Commission, nor indeed any plans for revisions to legislation.

A more recent restriction, often applied to areas where there is no 'quantity' control felt to exist per-se, is that of 'quality control'. This is often a pseudonym for a restriction that any new hackney carriage vehicle licence must be for a wheel chair accessible vehicle, of various kinds as determined locally. In many places this implies a restricted number of saloon style hackney carriage licences are available, which often are given 'grandfather' rights to remain as saloon style.

Within this quality restriction, there are various levels of strength of the types of vehicles allowed. The tightest restriction, now only retained by a few authorities only allows 'London' style wheel chair accessible vehicles, restricted to those with a 25-foot turning circle, and at the present time principally the LTI Tx, the Mercedes Vito special edition with steerable rear axle, and the Metrocab (no longer produced). Others allow a wider range of van style conversions in their wheel chair accessible fleet, whilst some go as far as also allowing rear-loading conversions. Given the additional price of these vehicles, this often implies a restriction on entry to the hackney carriage trade.

Some authorities do not allow vehicles which appear to be hackney carriage, i.e. mainly the London style vehicles, to be within the private hire fleet, whilst others do allow wheel chair vehicles. The most usual method of distinguishing between hackney carriages and private hire is a 'Taxi' roof sign on the vehicle, although again some areas do allow roof signs on private hire as long as they do not say 'Taxi', some turn those signs at right angles, whilst others apply liveries, mainly to hackney carriage fleets, but sometimes also to private hire fleets.

After introduction of the 1985 Transport Act, Leeds University Institute for Transport Studies developed a tool by which unmet demand could be evaluated and a determination made if this was significant or not. The tool was taken forward and developed as more studies were

undertaken. Over time this 'index of significance of unmet demand' (ISUD) became accepted as an industry standard tool to be used for this purpose. Some revisions have been made following the few but specific court cases where various parties have challenged the policy of retaining a limit.

Some of the application has differed between Scottish and English authority's. This is mainly due to some court cases in Scotland taking interpretation of the duty of the licensing authority further than is usual in England and Wales, requiring current knowledge of the status of unmet demand at all times, rather than just at the snap-shot taken every three years. However, the three year survey horizon has become generally accepted given the advice of the BPG and most locations that review regularly do within that timescale.

The DfT asked in writing in 2004 for all licensing authorities with quantity restrictions to review them, publish their justification by March 2005, and then review at least every three years since then. In due course, this led to a summary of the government guidance which was last updated in England and Wales in 2010 (but more recently in Scotland).

The BPG in 2010 also provided additional suggestions of how these surveys should be undertaken, albeit in general but fairly extensive terms. A key encouragement within the BPG is that "an interval of three years is commonly regarded as the maximum reasonable period between surveys". BPG suggests key points in consideration are passenger waiting times at ranks, for street hailings and telephone bookings, latent and peaked demand, wide consultation and publication of "all the evidence gathered".

The most recent changes in legislation regarding licensed vehicles have been enactment of the parts of the Equality Act related to guidance dogs (sections 168 to 171, enacted in October 2010), the two clauses of the Deregulation Act which were successful in proceeding, relating to length of period each license covers and to allowing operators to transfer work across borders (enacted in October 2015), and most recently enactment of Sections 165 and 167 of the Equality Act, albeit on a permissive basis (see below).

In November 2016, the DfT undertook a consultation regarding enacting Sections 167 and 165 of the Equality Act. These allow for all vehicles capable of carrying a wheel chair to be placed on a list by the local council (section 167). Any driver using a vehicle on this list then has a duty under section 165 to:

- Carry the passenger while in the wheel chair
- Not make any additional charge for doing so
- If the passenger chooses to sit in a passenger seat to carry the wheel chair



- To take such steps as are necessary to ensure that the passenger is carried in safety and reasonable comfort
- To give the passenger such mobility assistance as is reasonably required

This was enacted from April 2017. There remains no confirmation of any timetable for instigating either the remainder of the Equality Act or the Law Commission recommendations, or for the update of the BPG.

In respect to case law impinging on unmet demand, the two most recent cases were in 1987 and 2002. The first case (*R v Great Yarmouth*) concluded authorities must consider the view of significant unmet demand as a whole, not condescending to detailed consideration of the position in every limited area, i.e. to consider significance of unmet demand over the area as a whole.

R v Castle Point considered the issue of latent, or preferably termed, suppressed demand consideration. This clarified that this element relates only to the element which is measurable. Measurable suppressed demand includes inappropriately met demand (taken by private hire vehicles in situations legally hackney carriage opportunities) or those forced to use less satisfactory methods to get home (principally walking, i.e. those observed to walk away from rank locations).

In general, industry standards suggest (but specifically do not mandate in any way) that the determination of conclusions about significance of unmet demand should take into account the practicability of improving the standard of service through the increase of supply of vehicles. It is also felt important to have consistent treatment of authorities as well as for the same authority over time, although apart from the general guidance of the BPG there is no clear stipulations as to what this means in reality, and certainly no mandatory nor significant court guidance in this regard.

At the present time, there is an active All Party Parliamentary Group considering issues regarding hackney carriage and private hire licensing that are considered to be current and critical. Their discussions are ongoing. As is usual in a diverse industry, other formal and informal groups continue to suggest potential changes to licensing that might be applied – but none of these, however strongly presented, have any legal weight and must be taken fully in context. This includes various changes arising from need to consider pollution and air quality issues although some elements of this will legally apply, but at a much higher level than specific licensing legislation, which may imply clashes with established legislation and more so present practice.

In conclusion, the present legislation in England and Wales sees public fare-paying passenger carrying vehicles firstly split by passenger capacity. All vehicles able to carry nine or more passengers are dealt



with under national public service vehicle licensing. Local licensing authorities only have jurisdiction over vehicles carrying eight or less passengers. Further, the jurisdiction focusses on the vehicles, drivers and operators but rarely extends to the physical infrastructure these use (principally ranks).

The vehicles are split between hackney carriages which are alone able to wait at ranks or pick up people in the streets without a booking, and private hire who can only be used with a booking made through an operator. If any passenger uses a private hire vehicle without such a properly made booking, they are not generally considered to be insured for their journey.

Drivers can either be split between ability to drive either hackney carriage or private hire, or be 'dual', allowed to drive either kind of vehicle. Whilst a private hire driver can only take bookings via an operator, with the 'triple-lock' applying that the vehicle, driver and operator must all be with the same authority, a hackney carriage driver can accept bookings on-street or by phone without the same stipulation required for private hire.

Recent legislation needing clarification has some operators believing they can use vehicles from any authority as long as they are legally licensed as private hire. At first, under the 'Stockton' case, this was hackney carriages operating as private hire in other areas (cross-border hiring). More recently, under the Deregulation Act, private hire companies are able to subcontract bookings to other companies in other areas if they are unable to fulfil their booking, but the interpretation of this has become quite wide.

The 'triple lock' licensing rule has also become accepted. A vehicle, driver and operator must all be under the same licensing authority to provide full protection to the passenger. However, it is also accepted that a customer can call any private hire company anywhere to provide their transport although many would not realise that if there was an issue it would be hard for a local authority to follow this up unless the triple lock was in place by the vehicle used and was for the area the customer contacted licensing.

Further, introduction of recent methods of obtaining vehicles, principally using 'apps' on mobile phones have also led to confusion as to how 'apps' usage sits with present legislation.

All these matters can impact on hackney carriage services, their usage, and therefore on unmet demand and its significance.



2 Local background and context

Licensing statistics

The authority has a current population of 181,808 using the 2017 estimates currently available from the 2011 census.

All licensing authorities have full powers over licensing the vehicles, drivers and operators serving people within their area. Southend-on-Sea has chosen to utilize its power to limit hackney carriage vehicle numbers, and as far as we are aware has done so since 1976.

By drawing together published statistics from both the Department for Transport and the National Private Hire Association, supplemented by private information from the licensing authority records, recent trends in vehicle, driver and operator numbers can be observed.

Table 1 - Licensing Statistics from 1994 to date

	WAV Hackney Carriage	Other Hackney Carriage	Total Hackney Carriages	WAV Private Hire Vehicles	Other Private Hire Vehicles	Total Private Hire Vehicles	Total Licensed Vehicles	HC Drivers	PH Drivers	Dual Drivers	Total Drivers	Operators
1994	0	183	183	Unknown	Unknown	Unknown	n/k	600			600	
1997	9	186	195	0	108	108	303	346	114	0	460	
1999	8	8	196	0	120	120	316	445	200		645	17
2001	27	185	212	0	212	212	424	429			429	20
2004	19	208	227	0	200	200	427	445	200		645	
2005	24	203	227	0	200	200	427	445	229	0	674	26
2007	30	210	240	0	216	216	356	445	229	0	674	26
2009	30	210	240	0	216	216	356	445	229	0	674	26
2010	35	241	276	0	181	181	457				Not collected	
2011	29	247	276	2	166	168	444	517	261	0	778	39
2012	29	247	276	0	179	179	455				Not collected	
2013	29	247	276	3	173	176	452	492	203	0	695	37
2014	32	244	276	1	199	200	476				Not collected	
2015	32	244	276	0	153	153	429	492	213	0	705	37
2017	91	185	276	3	154	157	433	0	0	610	610	33
2018	91	185	276	3	154	157	433	0	0	609	609	33
2019	92	184	276	Unknown	Unknown	151	427	0	0	609	609	33

Information is also available from these sources to show how the level of wheel chair accessible vehicles (WAV) has varied. It must be noted that in most cases the values for the private hire side tend to be much more approximate than those on the hackney carriage side, as there is no option to mandate for private hire being wheel chair accessible. In some areas, to strengthen the ability of the public to differentiate between the two parts of the licensed vehicle trade, licensing authorities might not allow any WAV in the private hire fleet at all.

Growth review

Since 1994 when DfT statistics were first published, Southend-on-Sea hackney carriage vehicle numbers have increased from 183 to the current level of 276, some 51% growth. This occurred with releases of licences in around 1999, 2001, 2005 and most recently 2009. Growth from 1997 is 42%.

From 1997 to 2019, private hire numbers have increased by 40% although numbers have fallen from the peak of 216 reported in 2009.

Overall licensed vehicle numbers are 41% up since 1997. An unusual feature of the licensed vehicle fleets in Southend is that both hackney carriages and private hire fleets have grown by similar proportions.

Since the last survey in 2015, the number of licensed vehicles which are licensed by Southend has remained relatively stable. The ratio of Hackney Carriages to private hire vehicles is unusual, insofar that the number of Hackney Carriages exceeds the number of private hire vehicles. This is unusual, but reflects a particular feature of the licensed vehicle trade in Southend which is dominated by a single operator which operates a booking circuit with only Hackney Carriages on the booking circuit.

Driver numbers have been remarkably stable since the last survey. This is a very positive sign as this is not the case in many other recently studied licensing authorities.

In terms of operators, the number has dropped since the last survey.

In general, the licensed vehicle trade in Southend appears to be relatively stable.

Vehicle Accessibility

The current proportion of WAV in the hackney carriage fleet is 33%. This is below the current English average (excluding London) of 42% (though this does include all other 100% WAV authorities). When we consider authorities which have some WAV provision below 100%, the average provision is 22%. In terms of authorities which have some WAV, but less than 100% WAV, Southend on Sea ranks 57 out of 215 authorities.

Driver ratios

A change since the last unmet demand survey is that all drivers are now licensed to drive both Hackney Carriages and private hire vehicles. The ratio of drivers to licensed vehicles (both HC and PHV) is 1.43 drivers per vehicle. This figure suggests that some double shifting may occur.

Policy reviews

Southend-on-Sea undertakes regular review of its policy to limit hackney carriage vehicle numbers in line with the BPG. The previous surveys were in 2015 and 2012.

Comparison with other authorities in the region

The proportion of Hackney Carriages and Private Hire Vehicles, per 1,000 population (mid 2017 values), for all authorities in the East of England, is presented in Table 2 and Figure 1. Authorities are grouped by those which limit the number of Hackney Carriages and those which do not. These groups are each ordered in terms of increasing proportions of total licenced vehicles per 1,000 population. Southend on Sea has a relatively high proportion of Hackney Carriages per 1,000



population, compared with other authority areas which apply a limit. However, it does not have the highest proportion amongst these areas. The proportion of Hackney Carriages is higher in Southend on Sea, than the ratios generally observed in areas which do not limit.

Of all licensing areas, including those which do not limit, Southend on Sea is ranked 34 out of 46, in terms of increasing provision of Hackney Carriages per 1,000 population. This indicates that the level of Hackney Carriage provision is higher than the average for the region.

In terms of all licensed vehicles (both Hackney Carriages and private hire vehicles) the proportion of licensed vehicles per 1,000 population is ranked 19 out of 46.

Of the authority areas which limit the number of Hackney Carriages, the proportion of private hire vehicles is the lowest of the 9 authorities.

Table 2 - Proportions of licenced vehicles per 1,000 population

Licensing Area	Mid 2017 population estimate	Hackney Carriages	Private Hire Vehicles	Total licenced vehicles	Hackney Carriages per 1,000 population	Private Hire Vehicles per 1,000 population	Total licenced vehicles per 1,000 population
Braintree [Limited]	151,677	84	170	254	0.6	1.1	1.7
Southend-on-Sea [Limited]	181,808	276	157	433	1.5	0.9	2.4
Stevenage [Limited]	87,739	100	182	282	1.1	2.1	3.2
Bedford [Limited]	169,912	70	554	624	0.4	3.3	3.7
Harlow [Limited]	86,191	63	258	321	0.7	3.0	3.7
Colchester [Limited]	190,098	131	580	711	0.7	3.1	3.7
Cambridge [Limited]	124,919	323	146	469	2.6	1.2	3.8
Watford [Limited]	96,675	292	186	478	3.0	1.9	4.9
Luton [Limited]	214,658	170	945	1,115	0.8	4.4	5.2
Mid Suffolk [No Limit]	101,543	60	26	86	0.6	0.3	0.8
Maldon [No Limit]	63,975	75	6	81	1.2	0.1	1.3
Breckland [No Limit]	138,602	133	46	179	1.0	0.3	1.3
Fenland [No Limit]	100,776	113	39	152	1.1	0.4	1.5
Suffolk Coastal [No Limit]	129,016	36	162	198	0.3	1.3	1.5
Thurrock [No Limit]	170,394	89	186	275	0.5	1.1	1.6
King's Lynn and West Norfolk [No Limit]	151,945	87	162	249	0.6	1.1	1.6
East Cambridgeshire [No Limit]	88,858	113	35	148	1.3	0.4	1.7
Chelmsford [No Limit]	176,194	199	128	327	1.1	0.7	1.9
Babergh [No Limit]	90,794	52	127	179	0.6	1.4	2.0
North Hertfordshire [No Limit]	133,321	174	93	267	1.3	0.7	2.0
South Norfolk [No Limit]	135,471	199	74	273	1.5	0.5	2.0
Central Bedfordshire [No Limit]	280,030	223	355	578	0.8	1.3	2.1
East Hertfordshire [No Limit]	147,080	258	58	316	1.8	0.4	2.1
North Norfolk [No Limit]	104,067	168	65	233	1.6	0.6	2.2
Waveney [No Limit]	117,897	120	156	276	1.0	1.3	2.3
Tendring [No Limit]	144,705	306	33	339	2.1	0.2	2.3
Castle Point [No Limit]	89,814	131	93	224	1.5	1.0	2.5
Dacorum [No Limit]	153,316	224	170	394	1.5	1.1	2.6
Welwyn Hatfield [No Limit]	122,274	174	142	316	1.4	1.2	2.6
Broxbourne [No Limit]	96,762	216	38	254	2.2	0.4	2.6
Forest Heath [No Limit]	65,523	129	44	173	2.0	0.7	2.6
Basildon [No Limit]	184,479	180	317	497	1.0	1.7	2.7
Epping Forest [No Limit]	130,576	323	72	395	2.5	0.6	3.0
St Edmundsbury [No Limit]	113,725	71	333	404	0.6	2.9	3.6
Great Yarmouth [No Limit]	99,417	197	160	357	2.0	1.6	3.6
Brentwood [No Limit]	76,575	245	43	288	3.2	0.6	3.8
Norwich [No Limit]	140,353	153	383	536	1.1	2.7	3.8
Rochford [No Limit]	86,209	226	105	331	2.6	1.2	3.8
St Albans [No Limit]	147,095	334	236	570	2.3	1.6	3.9
Ipswich [No Limit]	138,480	169	372	541	1.2	2.7	3.9
Hertsmere [No Limit]	104,031	5	410	415	0.0	3.9	4.0
Huntingdonshire [No Limit]	176,979	158	596	754	0.9	3.4	4.3
Peterborough [No Limit]	198,914	134	738	872	0.7	3.7	4.4
Three Rivers [No Limit]	92,641	12	471	483	0.1	5.1	5.2
South Cambridgeshire [No Limit]	156,705	33	1,147	1,180	0.2	7.3	7.5
Uttlesford [No Limit]	87,684	75	1,843	1,918	0.9	21.0	21.9

Note: The abnormally high proportion of private hire vehicles in Uttlesford is attributed to two primary factors: A large proportion of private hire vehicles servicing demand at Stansted Airport which lies within the licensing authority boundary and a national operator for school contracts. Hence the level of provision is not directly related to the population within the area.



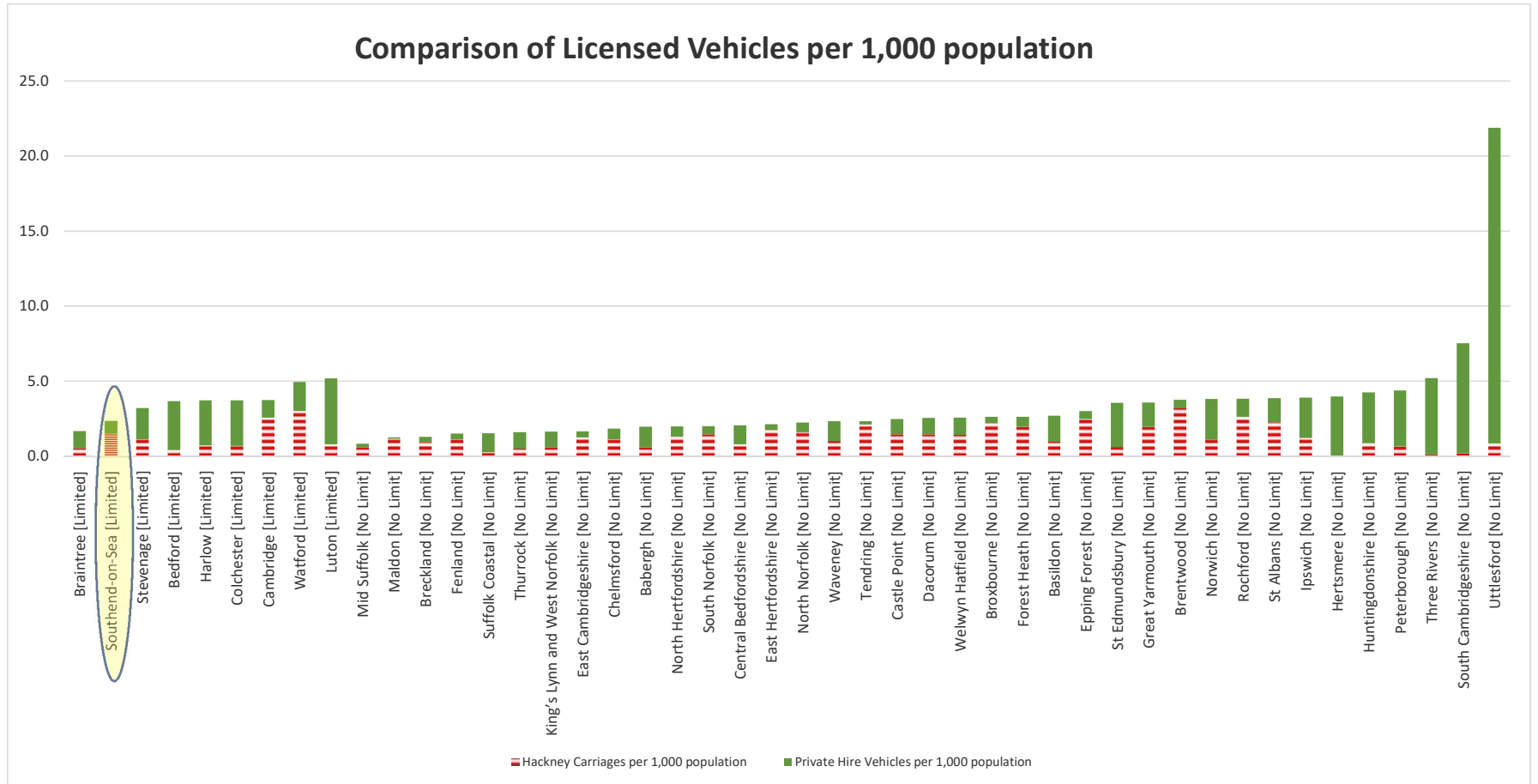


Figure 1 - Comparison of Licensed Vehicles per 1,000 population

Fares Comparison

Private Hire and Taxi Monthly magazine publish monthly league tables of the fares in Licensing Authorities in the UK. The Tariff 1 fares for a two mile journey (distance costs only) are compared and ranked. The lower the ranking number, the more expensive the journey, compared with other authorities. The May 2019 table (the latest available at the time of preparation of this report) indicated that the fares in Southend on Sea were ranked 119 out of 358 authorities listed, with a fare of £6.20. The mid ranked fare (rank 179) was £5.90. So fares in Southend on Sea appear to be higher than average.

In terms of national fares, the highest comparable fare (ranked 1) was £10.60 and the lowest (ranked 358) was £3.50.

Rail patronage

Several ranks in the Borough serve demand from railway stations. The level of passenger throughput at railway stations can vary in response to factors such as service changes, line openings and closures and local developments. The changes in passenger throughput at stations in the Borough are presented in the following figure.

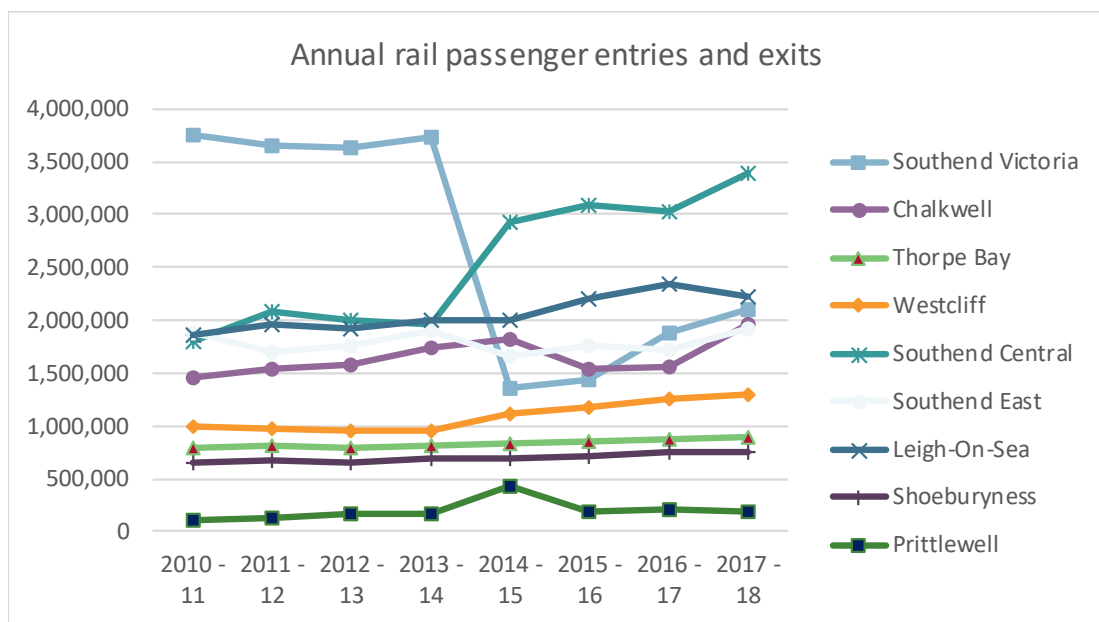


Figure 2 - Rail passenger volumes at Southend on Sea Railway Stations

Most of the stations have experienced growth in passenger numbers in recent years. A noticeable feature is the sharp drop in passenger numbers at Southend Victoria Station between 2013–14 and 2014–15. A sharp increase in passenger numbers was also experienced over the same period at Southend Central Station.

Southend Airport

Whilst Southend Airport is not within Southend on Sea Borough, the presence of the airport immediately beyond the authority boundary is likely to have some influence on the licensed vehicle trade within Southend on Sea. The passenger throughput at the airport has fluctuated in recent years and passenger forecasts vary, by source. Future passenger numbers are likely to be influenced by several factors, including overspill of demand linked to capacity constraints at other airports in the region.

Passenger numbers at the railway station at Southend Airport are a good analogue illustration of proportionate changes in passenger numbers using Southend Airport.

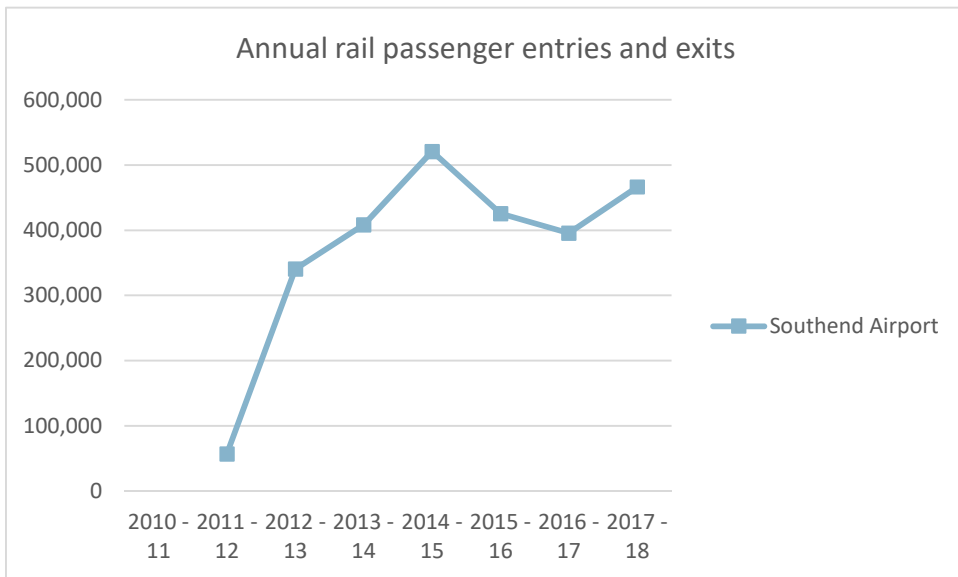


Figure 3 - Rail passenger volumes at Southend Airport Railway Station

Rail passenger numbers have grown in recent years but had fallen from the peak observed during 2014-15.

Air passenger volumes using Southend Airport are presented in the following figures, using Civil Aviation Authority Data.



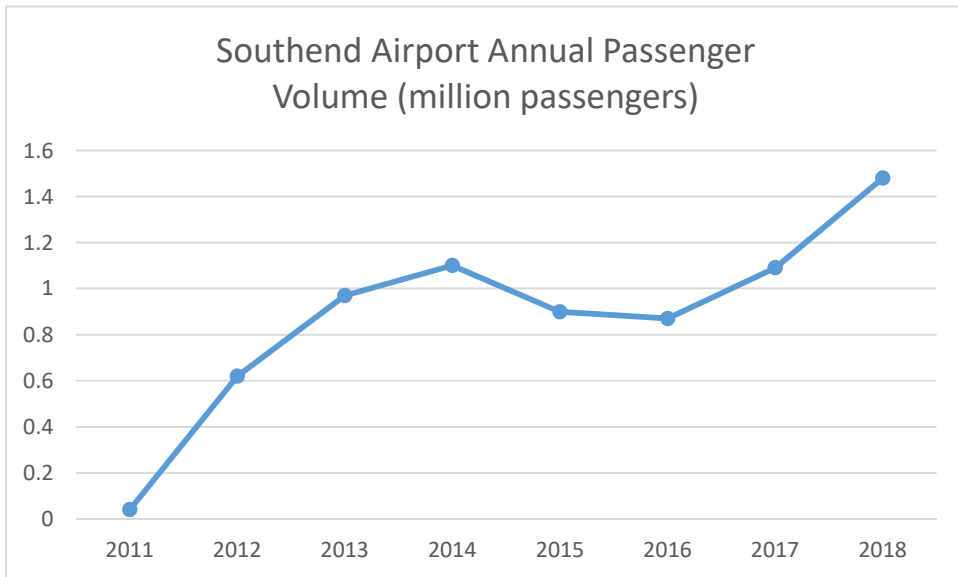


Figure 4 - Southend Airport Passenger Volumes

Air passenger proportionate growth follows a similar pattern to the rail passenger growth patterns.



3 Patent demand measurement (rank surveys)

Rank survey approach

The ranks thought to be currently active were selected for inclusion in the list of ranks to be surveyed for activity. A two stage approach was adopted. Cameras were installed at each of the ranks and activity was recorded over three days, from Thursday morning to Sunday morning. This ensured that a sample of activity from weekday day time, weekday night time and weekend day time and night time periods could be captured.

An initial analysis of the rank activity was undertaken to assess which periods were active. Each hour was classified as:

- No activity – No hires observed within the hour.
- Low activity – Up to two hires per hour observed within the hour
- Active – Three or more hires observed within the hour.

The classifications were then be used to choose hours to be fully processed. Using this approach increases the level of confidence in the activity profile assumed when processing the survey data.

The classification of activity at each rank is presented in the following tables.

Table 3 - Rank Activity Summary, Thursday - Friday

Rank Location	Chalkwell Street	Chichester Road	Ditton Court Road	Heygate Avenue	Leigh on Sea Station	London Road	London Road Leigh	Southchurch Avenue	Tyler's Avenue	Cliffdown Road	University Hospital	Victoria Station
Hour Commencing												
07:00	Active	Low	Active	Low	Active	Active	No	Active	No	Low	Active	Active
08:00	Low	No	Active	Low	Active	Active	Low	Active	No	Low	Active	Active
09:00	Low	No	Active	Active	Active	Active	No	Active	No	Low	Active	Active
10:00	Active	No	Active	Active	Active	Active	No	Active	No	No	Active	Low
11:00	Active	No	Active	Active	Active	Active	Low	Active	No	No	Active	Active
12:00	Active	Low	Active	Active	Active	Active	Low	Low	No	No	Active	Low
13:00	Low	No	Low	Active	Active	Active	No	Low	No	No	Active	Low
14:00	No	No	Active	Active	Active	Active	No	Active	No	No	Active	Low
15:00	Low	No	Active	Active	Active	Active	No	Active	No	No	Active	Active
16:00	Active	No	Active	Active	Active	Active	No	Low	No	Low	Active	Low
17:00	Active	No	Active	Active	Active	Active	No	No	No	No	Active	Low
18:00	Active	No	Active	Active	Active	Active	No	Low	No	Low	Active	Active
19:00	Active	No	Active	Active	Active	Active	No	Active	Low	Low	Active	Active
20:00	Active	No	Active	Active	Active	Active	No	Low	No	Low	Active	Active
21:00	Active	No	Active	Active	Active	Active	Low	Active	No	Active	Active	Active
22:00	Active	No	Active	Active	Active	Active	No	Low	No	Active	Low	Active
23:00	Active	No	Active	Active	Active	Active	No	Active	No	Active	Low	Active
00:00	Active	No	Active	Active	Active	Active	No	Low	No	Active	Low	Active
01:00	Active	No	Active	Low	Active	Active	No	No	No	Low	No	Active
02:00	No	No	Low	Low	No	Active	No	No	No	No	No	Active
03:00	No	No	No	Low	No	Active	No	No	No	No	No	No
04:00	No	No	No	Low	Low	Low	No	Low	No	No	No	Low
05:00	No	No	No	No	Low	No	No	Low	No	No	No	No
06:00	No	No	Active	No	Active	No	No	Active	No	No	No	No

Table 4 - Rank Activity Summary, Friday - Saturday

Rank Location	Chalkwell Street	Chichester Road	Ditton Court Road	Heygate Avenue	Leigh on Sea Station	London Road	London Road Leigh	Southchurch Avenue	Tyler's Avenue 1	Tyler's Avenue 2 (Station)	University Hospital	Victoria Station
Hour Commencing												
07:00	Active	No	Active	Low	Active	Active	No	Active	No	No	Active	Low
08:00	Active	No	Active	Active	Active	Active	No	Active	No	No	Active	Low
09:00	No	Low	Active	Active	Active	Active	No	Active	No	No	Active	Low
10:00	Low	No	Active	Active	Active	Active	No	Active	No	No	Active	Low
11:00	No	No	Active	Active	Active	Active	No	Active	No	No	Active	Active
12:00	Low	No	Active	Active	Active	Active	No	Active	No	No	Active	Active
13:00	Low	No	Active	Active	Active	Active	Low	Active	No	No	Active	Active
14:00	Low	Low	Low	Active	Active	Active	No	Low	No	No	Active	Low
15:00	Low	No	Active	Active	Active	Active	No	No	No	No	Active	Low
16:00	Low	No	Active	Active	Active	Active	No	Low	No	No	Active	Active
17:00	Low	No	Active	Active	Active	Active	No	Low	No	No	Active	Low
18:00	Active	No	Active	Active	Active	Active	No	Low	No	No	Active	Active
19:00	Active	No	Active	Active	Active	Active	No	Active	No	Active	Active	Active
20:00	Active	No	Active	Active	Active	Active	Low	Active	No	Active	Active	Active
21:00	Active	No	Active	Active	Active	Active	Active	Active	Low	Active	Active	Active
22:00	Active	No	Active	Active	Active	Active	Active	Active	No	Active	Low	Active
23:00	Active	No	Active	Active	Active	Active	Active	No	No	Active	No	Active
00:00	Low	Low	Active	Active	Active	Active	Active	Low	No	Low	Low	Active
01:00	Low	No	No	Active	Active	Active	Active	Low	No	Low	Active	Active
02:00	No	No	No	Active	No	Active	No	No	No	No	No	Active
03:00	No	No	No	Active	No	Active	No	No	No	No	No	No
04:00	No	No	No	No	No	Active	No	No	No	No	No	No
05:00	No	No	Low	Low	No	Active	No	Low	No	No	No	No
06:00	No	No	Low	Low	No	Low	No	No	No	Low	No	No

Table 5 - Rank Activity Summary, Saturday - Sunday

Rank Location	Chalkwell Street	Chichester Road	Ditton Court Road	Heygate Avenue	Leigh on Sea Station	London Road	London Road Leigh	Southchurch Avenue	Tyler's Avenue 1	Tyler's Avenue 2 (Station)	University Hospital	Victoria Station
Hour Commencing												
07:00	Low	No	Active	Low	Active	Active	No	Active	No	No	Active	Active
08:00	No	No	Low	Active	Active	Active	No	Active	No	No	Low	Active
09:00	Active	Low	Active	Active	Active	Active	No	No	No	No	Active	Low
10:00	No	No	Active	Active	Active	Active	No	No	No	No	Active	No
11:00	Low	No	Active	Active	Active	Active	No	Low	No	No	Active	Low
12:00	Active	No	Active	Active	Active	Active	No	Active	No	No	Active	Active
13:00	Low	No	Active	Active	Active	Active	No	Low	No	No	Active	No
14:00	No	Low	Active	Active	Active	Active	No	Low	No	No	Low	Active
15:00	Low	No	Active	Active	Active	Active	No	Low	No	No	Active	Active
16:00	Active	No	Active	Active	Active	Active	No	Low	No	No	Active	Low
17:00	Low	No	Active	Active	Active	Active	Low	No	No	No	Low	No
18:00	Active	No	Active	Active	Active	Active	Low	Active	No	No	Active	Active
19:00	Active	No	Active	Active	Active	Active	Active	Active	No	No	Low	Active
20:00	Active	No	Active	Active	Active	Active	Active	Active	No	Active	Active	Active
21:00	Active	No	Active	Active	Active	Active	Active	Active	No	Active	Low	Active
22:00	Active	No	Active	Active	Active	Active	Active	Active	Low	Active	Low	Low
23:00	Low	No	Active	Active	Active	Active	Active	Low	Low	Active	No	Low
00:00	Low	Low	Low	Active	Active	Active	Active	No	No	Active	Low	Low
01:00	Low	No	No	Active	Active	Active	Active	Low	No	Active	No	Low
02:00	No	No	No	Active	Low	Active	No	No	No	Low	No	Low
03:00	No	No	No	Active	No	Active	No	No	No	No	No	No
04:00	No	No	Low	No	No	Active	No	No	No	Low	No	No
05:00	No	No	Active	No	No	Active	No	No	No	Low	No	No
06:00	No	No	Low	No	No	Active	No	Low	No	No	No	No



A total of 372 hours of survey footage was processed, encompassing active periods, to assess:

- The number of Hackney Carriages using each rank,
- How many hires per hour at each rank,
- How many passengers used each rank during each hour,
- Average vehicle waiting times at the ranks,
- the number of passengers who had to wait at ranks for a Hackney Carriage to arrive and
- Waiting times for passengers.

Activity at the majority of ranks was recorded from Thursday 7th February 2019, to Sunday 10th February 2019. The rank at University Hospital was surveyed from Thursday 28th February to Sunday 3rd March.

Rank survey results

Heygate Avenue

The rank is located close to the bus station and a shopping centre. The rank was active throughout the day and late into the evening. Peak activity generally occurred during late afternoon. 33% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. Passenger waiting occurred from time to time, at various times of day, including afternoon and late at night. Over the three days observed, 73 of the 636 passengers observed using the rank, had to wait for a Hackney Carriage to arrive at the rank. The rank was frequently passed by Hackney Carriages at various times of day, including late at night, when the adjacent shops were closed and few buses were running. Consequently, passengers occasionally waited at the rank for a taxi to pass by. Some of the passengers appeared to have telephoned for a taxi, when none were waiting at the rank. This appeared to be most common late at night. Hackney Carriages were observed waiting at the rank for much of the time, from mid morning until late at night.

Chalkwell Station

The rank lies on The Ridgeway, adjacent to the pedestrian entry to Chalkwell Station. The rank was active from late afternoon until late at night. Activity levels were generally low, with peak activity observed on Friday evening. 44% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. Passenger waiting occurred from time to time, during the evening. Over the three days observed, 16 of the 105 passengers observed using the rank, had to wait for a Hackney Carriage to arrive at the rank. The rank was frequently passed by Hackney Carriages. Consequently, passengers occasionally waited at the rank for a

taxi to pass by. Some of the passengers appeared to have telephoned for a taxi and this occurred both when no Hackney Carriages were waiting at the rank and when Hackney Carriages were waiting on the rank. Passengers were occasionally observed waiting, whilst a hackney carriage was present, for another Hackney Carriage to arrive and collect them. This appeared to occur from time to time during the evening. Hackney Carriages were observed waiting at the rank from time to time. However, for much of the time, no Hackney Carriages were present. In common with many railway station ranks, vehicles commonly visited the rank in conjunction with train arrival times.

Chichester Road

The rank is located near the Travelodge hotel. There are also several pubs and restaurants fairly nearby. However, most of these are equally close to the rank on London Road, which is better serviced by Hackney Carriages. Only two Hackney Carriages were observed leaving the rank with passengers.

Ditton Court Road

The rank is located to the north side of Westcliff station. Whilst the rank has several spaces along the road in front of the station and further rank spaces around the corner, leading to Hamlet Court Road, only the two to three rank spaces closest to the station entrance were generally used by waiting Hackney Carriages. The rank was active throughout the day and late into the evening. Peak activity generally occurred during late afternoon. 54% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. Passenger waiting occurred during the late afternoon and late night. Over the three days observed, 30 of the 351 passengers observed using the rank, had to wait for a Hackney Carriage to arrive at the rank. Some of the passengers appeared to have telephoned for a taxi, to meet an arriving train. Hackney Carriages were observed waiting at the rank for much of the time, from mid morning until late evening.

Leigh on Sea Station

The rank lies outside the pedestrian entrance to Leigh on Sea station. The rank was active throughout the day, from early morning to late night. Peak activity generally occurred during late afternoon/ early evening. 16% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. Passenger waiting occurred from time to time, at various times of day, including afternoon and late at night. Over the three days observed, 280 of the 1,261 passengers observed using the rank, had to



wait for a Hackney Carriage to arrive at the rank. The rank was generally well attended with waiting Hackney Carriages. However, from time to time, when a train arrived, the volume of arriving passengers exceeded the available waiting Hackney Carriages. On these occasions, passengers waited for Hackney Carriages to return to the rank. The average wait time, for passengers who had to wait for Hackney Carriages to return, was around 4 minutes. Wait times typically didn't exceed 7 minutes. The time taken for Hackney Carriages to return to this rank was generally low. This suggests that some journeys were relatively short journeys.

London Road, Leigh

The rank is located close to Oakleigh pub. The rank was active for brief periods late on Friday and Saturday nights. 9 of the 93 passengers observed using the rank, had to wait for a Hackney Carriage to arrive at the rank. 30% of Hackney Carriages observed at the rank, left the rank empty.

London Road

The rank in London Road, Southend on Sea, is a wide cul-de-sac road. The rank is located close to shops, pubs and restaurants, together with a cinema. 115 of the 1,652 passengers observed had to wait for a Hackney Carriage to arrive at the rank. Waiting generally occurred during the early evening on Friday, Saturday early afternoon and the early hours of Sunday morning. 11% of Hackney Carriages observed at the rank, left the rank empty. The rank was active each day from early morning through to late night. Peak demand occurred on during the early hours of Sunday morning.

Southchurch Avenue

The rank is located close to a casino and is close to Eastern Esplanade. The rank was lightly used. During the summer, there may be additional demand for Hackney Carriages generated by visitors to the Esplanade. The rank appeared to be used primarily as a place for Hackney Carriages to wait between pre-booked hires. The majority of Hackney Carriages observed at the rank, (86%) left the rank empty. No passengers waited at the rank for Hackney Carriages to arrive.

Clifftown Road

The rank is located near some pubs and restaurants and close to Southend Central Station. The rank is frequently passed by Hackney Carriages. The rank was lightly used, with the greatest activity late on Saturday night. No passenger waiting was observed at this rank. 35% of Hackney Carriages observed at this rank left the rank empty.

Victoria Station

The rank is located close to the passenger entrance to Victoria Station. The rank was active on Thursday and Friday evening until late at night. On Saturday, there was a lower level of activity during the evening. Peak activity occurred during late early evening on Friday. 30% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. 12 of the 137 passengers observed using the rank, had to wait for a Hackney Carriage to arrive at the rank.

University Hospital

The main rank is located within the hospital grounds and close to the main pedestrian entrance. There are two further feeder ranks on Prittlewell Chase which feed the main rank. The rank was active each day from early morning until late at night. Thursday and Friday were busier than Saturday. Most demand was during weekday working hours. 6% of Hackney Carriages observed at the rank, left the rank without picking up any passengers. No passenger waiting was observed.

Rank activity data

Full details of tabulated hourly passenger and Hackney Carriage volumes and waiting times, are presented in Appendix 1. Summary results are presented below. The results for all ranks are presented in 3D graphs, in order that the relative magnitude of passenger volumes, vehicle volumes and vehicle waiting times at ranks, can be presented and compared across all ranks. In addition, data aggregated across all ranks is presented in simple line graphs, to present the profile of demand, and passenger waiting.

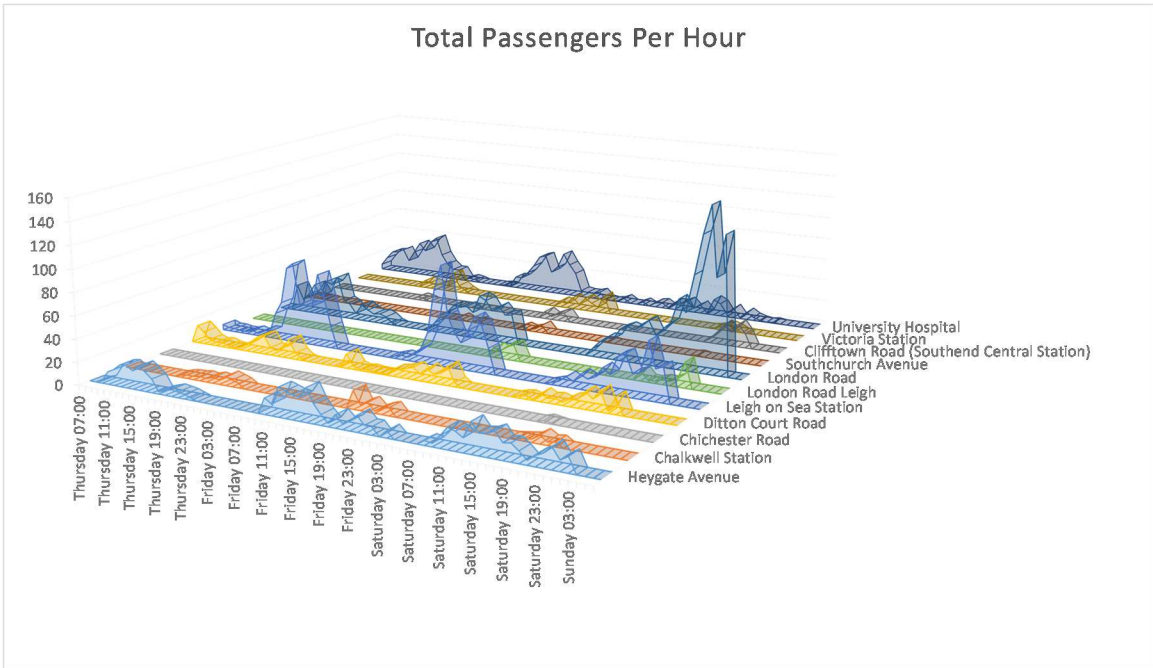


Figure 5 - Total passengers per hour through each rank

The graph provides a comparison between each rank, on a common scale of demand. A typical profile of demand would peak on a Saturday night from 23:00 until 02:00 or 03:00 on Sunday morning. When comparing the ranks in Southend on Sea, only the rank on London Road exhibited such a demand profile.

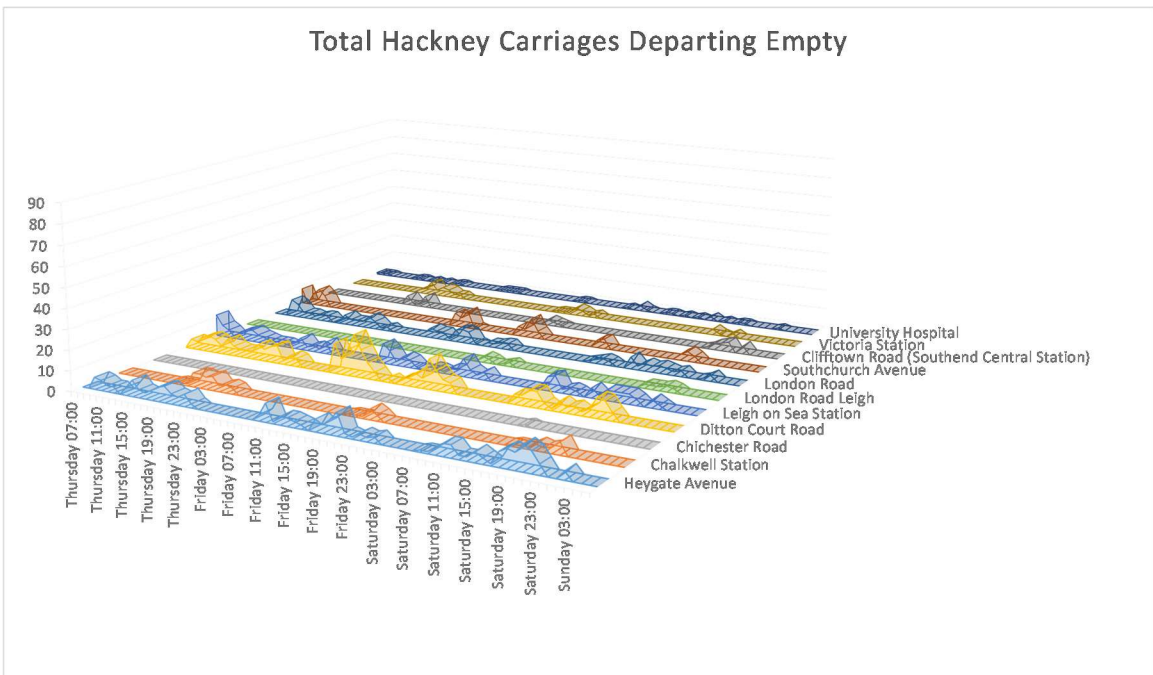


Figure 6 - Total Hackney Carriages Departing Ranks Empty



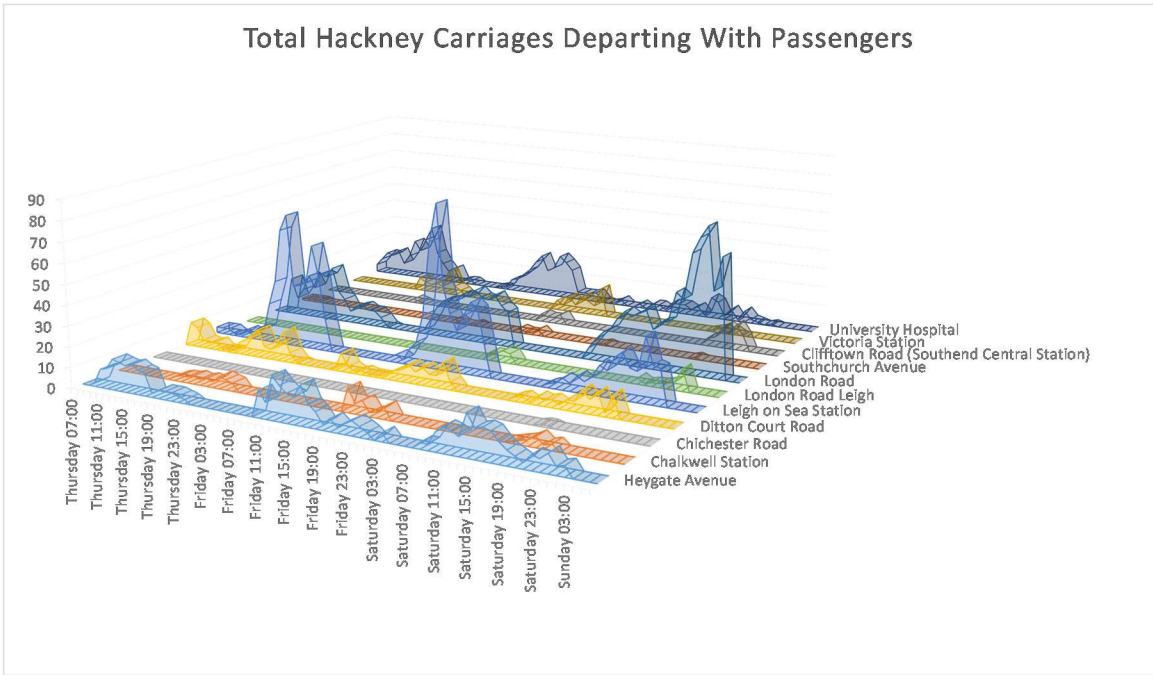


Figure 7 - Total Hackney Carriages Departing With Passengers

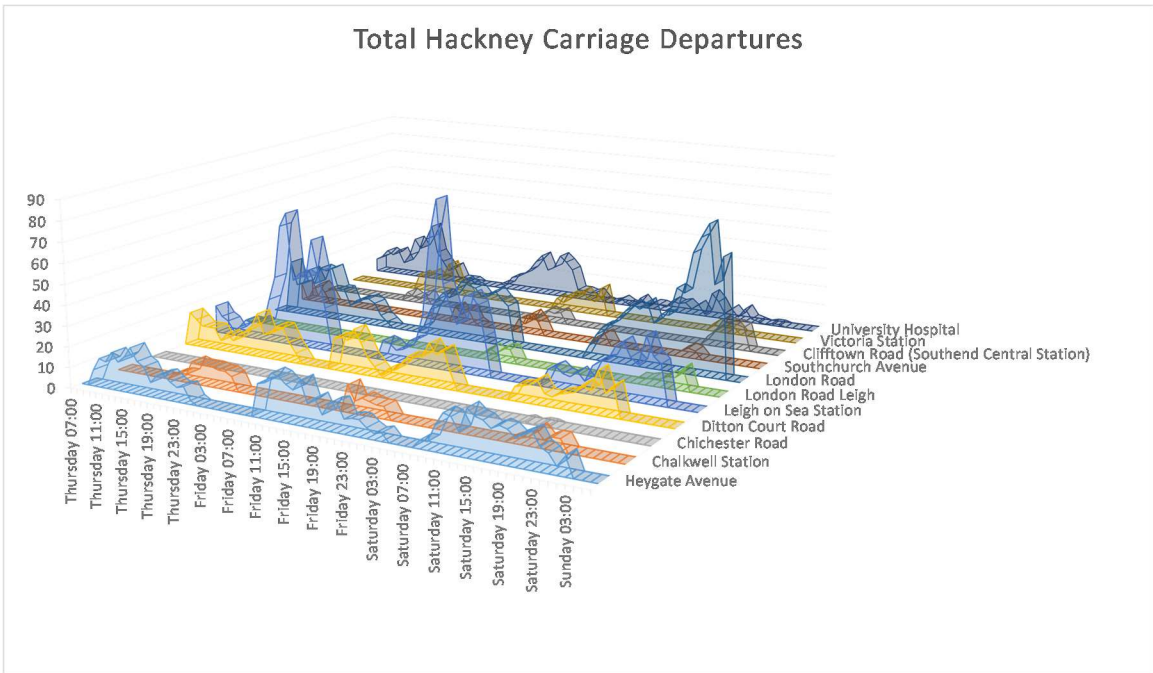


Figure 8 - Total Hackney Carriage Departures (Empty or With Passengers)



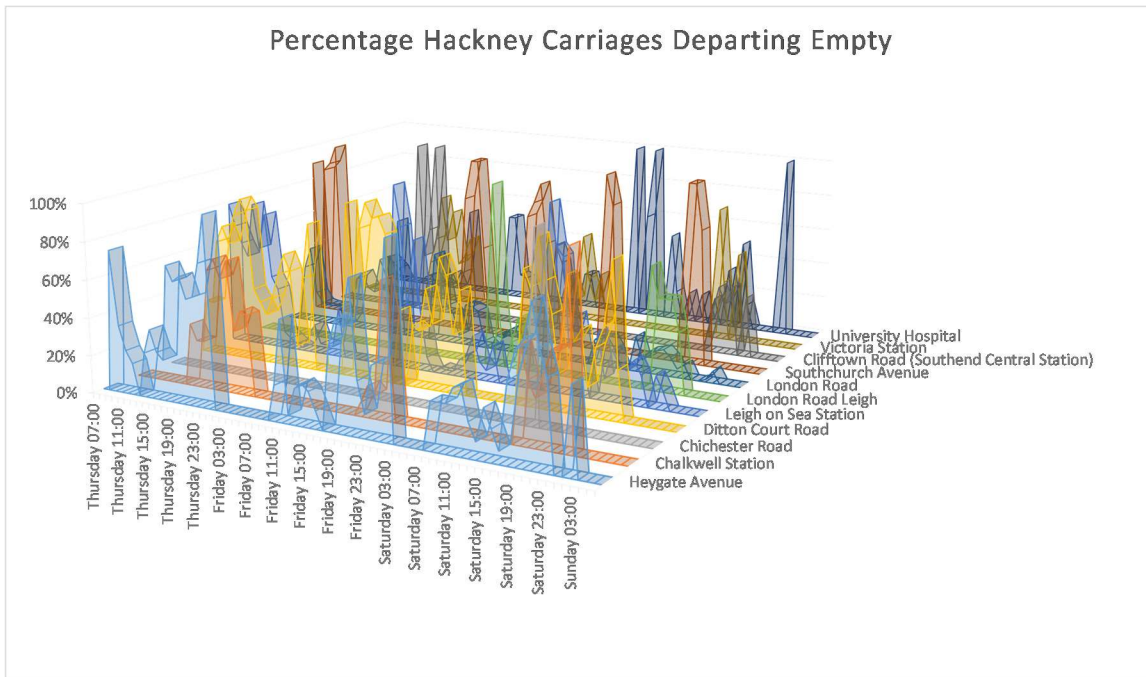


Figure 9 - Percentage of Hackney Carriages Which Departed Ranks Without Passengers

The proportion of Hackney Carriages departing the ranks empty tended to be lower on the ranks at London Road, Leigh on Sea Station and University hospital.

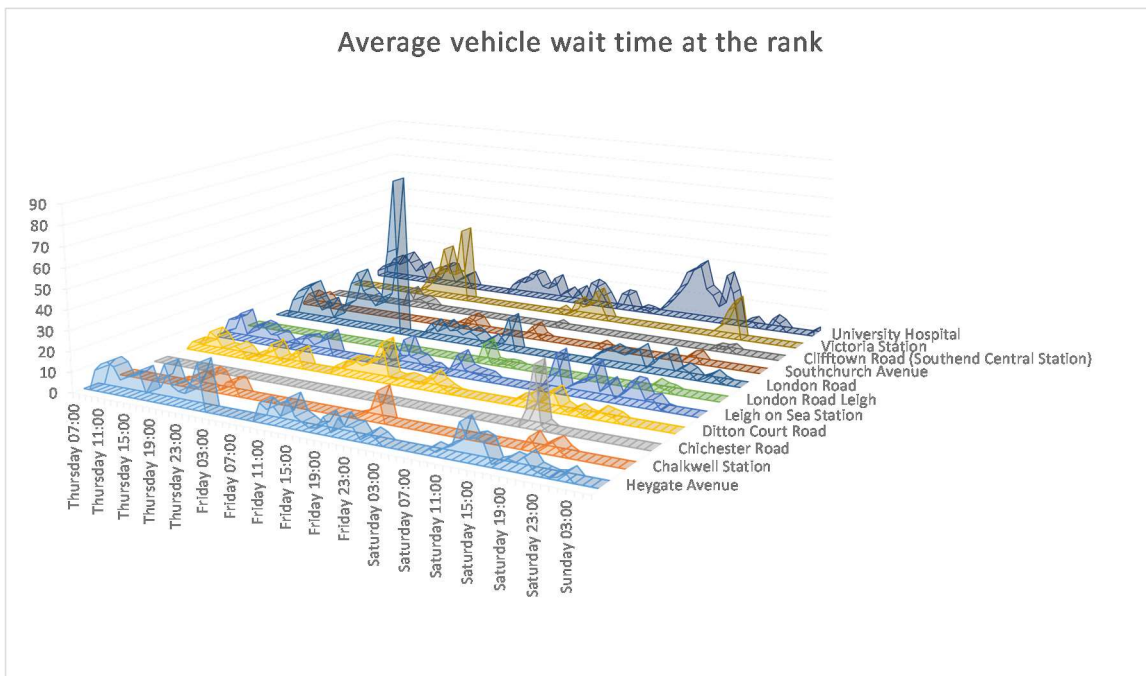


Figure 10 - Average Vehicle Wait Time At Rank (minutes)



The highest vehicle waiting times at the ranks were observed at London Road and at University Hospital, at various times. The wait times include times spent on the ranks by Hackney Carriages which left the ranks empty.

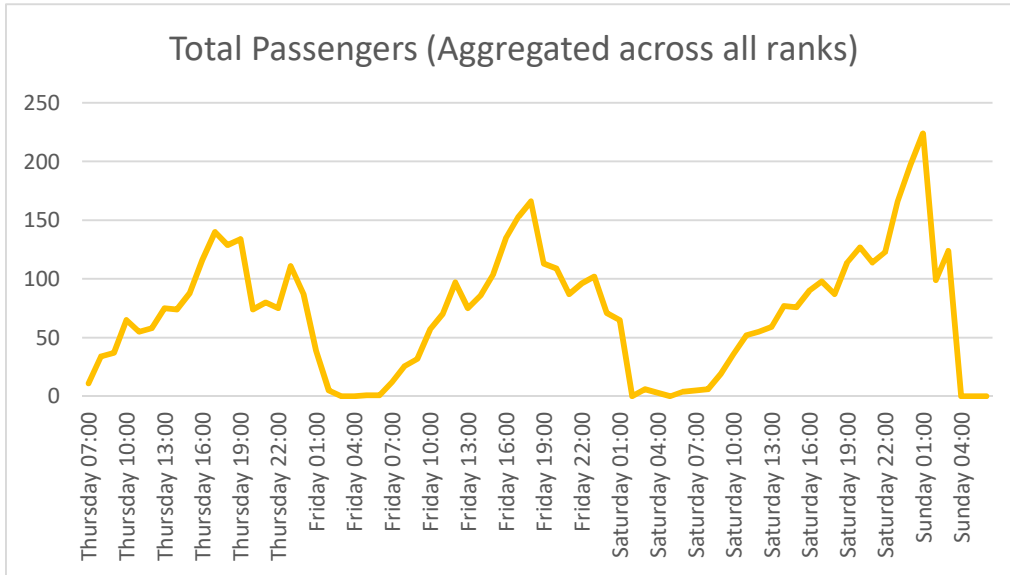


Figure 11 - Total Passengers Per Hour

On the Thursday and Friday, the peak passenger demand was around 17:00 to 19:00. This peak was dominated by demand at the railway station ranks. On Friday, when one may normally expect demand to increase after 18:00, the level of demand reduced across all ranks. The demand profile on Saturday night was closest to a traditional Saturday night profile associated with an active night time economy. However, the peak demand at 01:00 on Sunday was dominated by the rank on London Road, which accounted for 66% of all demand in that hour.

Passenger waiting

Passenger waiting tended to occur primarily during periods of peak demand. These included Thursday and Friday evenings, together with peak demand time in the early hours of Saturday and Sunday morning.

The number of people waiting at each rank is summarised in the following figures.



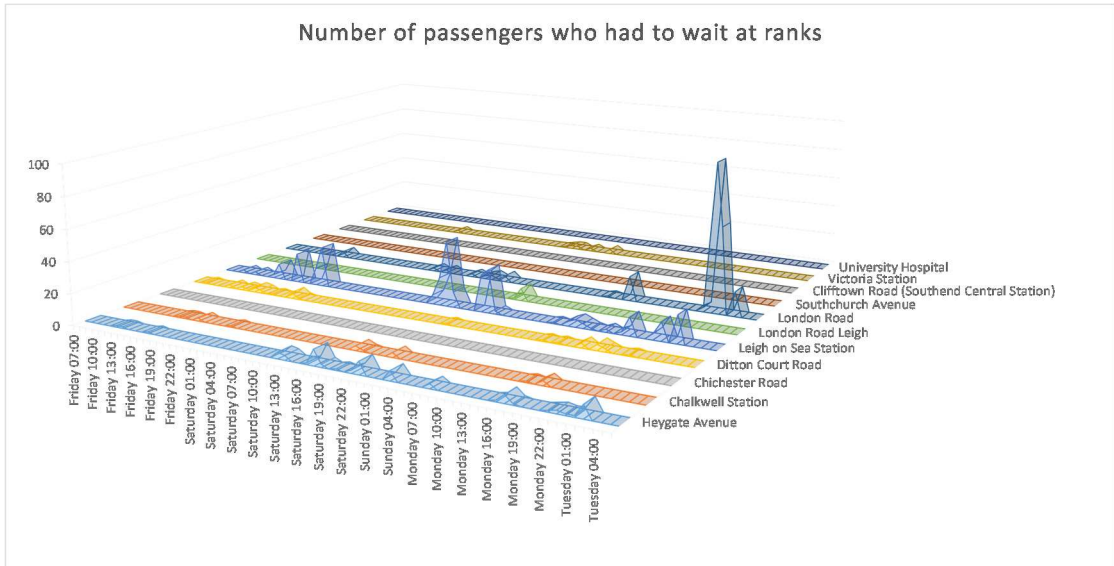


Figure 12 - Waiting passengers

The passenger waiting profile has been aggregated across all ranks.

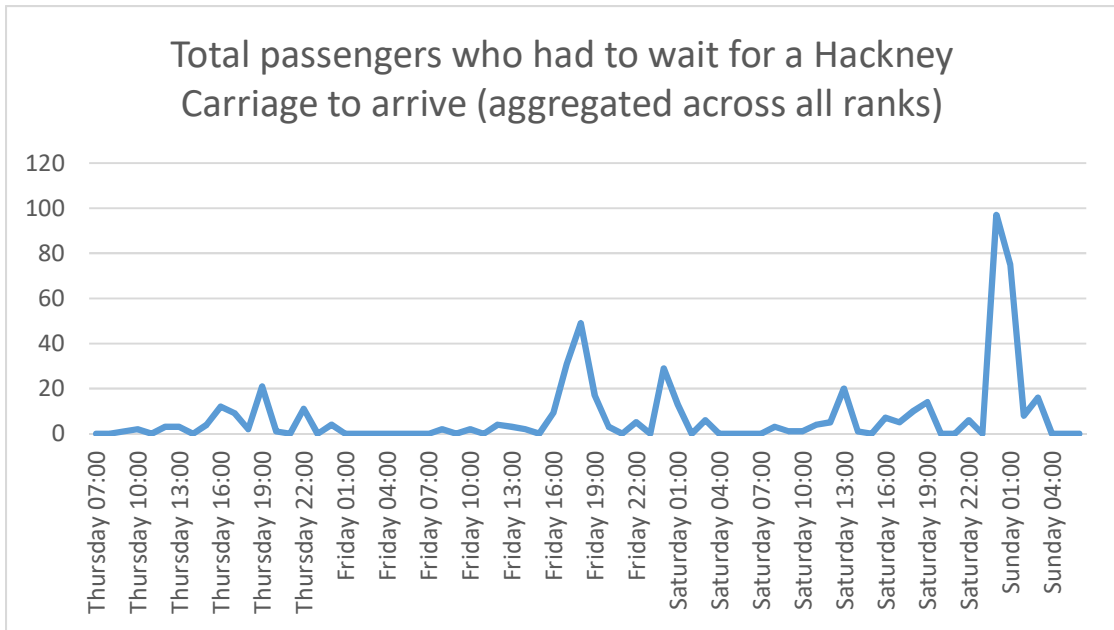


Figure 13 - Profile of waiting passengers

For assessing the level of unmet demand, passenger waiting is assessed in the context of all passenger movements, i.e. as a proportion of all passengers.

The following figures present the waiting passengers as a proportion of all passengers.



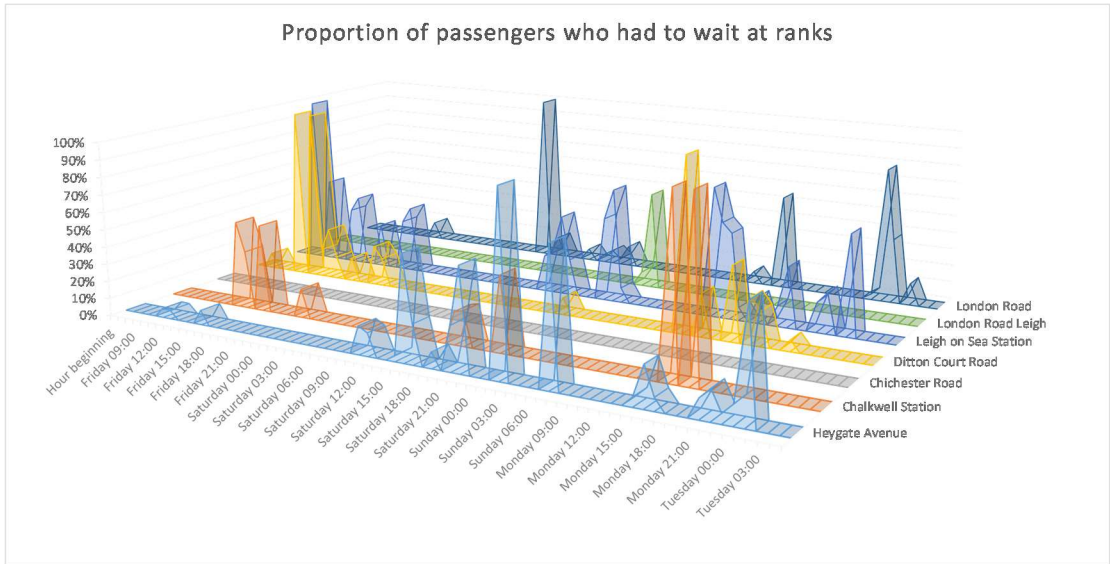


Figure 14 - Proportion of passengers who had to wait

On occasions, the proportion of passengers at particular ranks, who had to wait for a Hackney Carriage to arrive, was close to or at 100%. However, these were often during periods of low demand at those particular ranks, at those times. For example, typically there may be fewer than five passengers during the hour and all of these passengers had to wait for a taxi to arrive.

When we consider the proportion of passengers who had to wait, across all ranks, the proportions appear less dramatic.



Figure 15 - Percentage of all passengers who had to wait



Whilst passenger waiting was primarily related to low volumes of demand at particular ranks, for much of the time observed, there were periods when a significant proportion of passengers had to wait, during busier periods. During the early hours of Saturday and Sunday mornings, there were periods when around 50% of passengers had to wait at ranks for Hackney Carriages to arrive.

When passengers had to wait for a Hackney Carriage to arrive, the wait times were generally less than 5 minutes. For passengers who had to wait, the average wait times across all ranks are presented in the following figure.

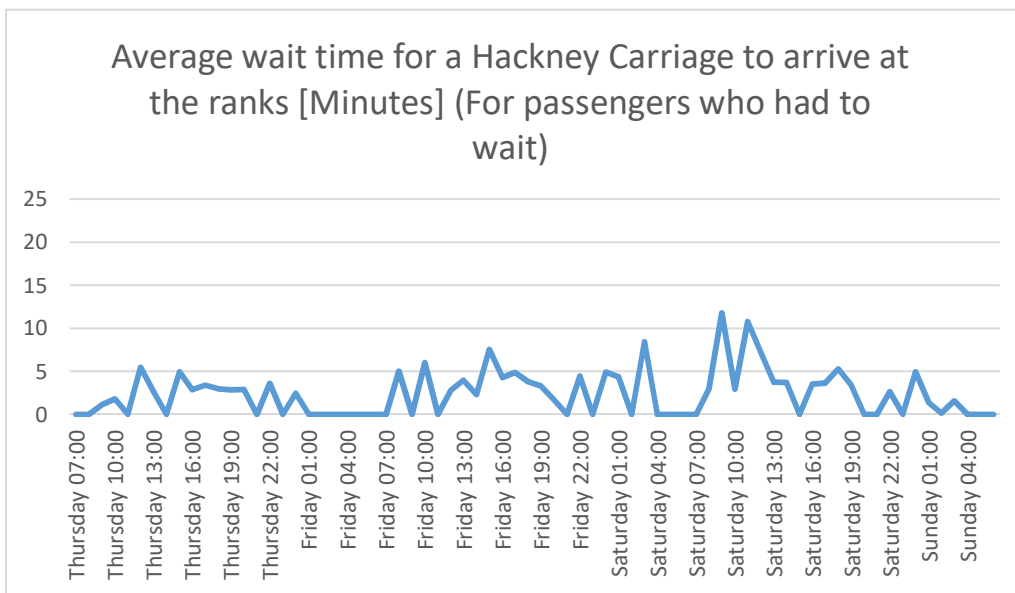


Figure 16 - Average Wait Times For Waiting Passengers

A notable feature of the rank surveys was that some of the hires appeared to be in response to a telephone booking. This included many of the hires, when passengers had to wait for a Hackney Carriage to arrive, during periods of low demand.

During a Hackney Carriage unmet demand survey, if a waiting passenger were picked up by a private hire vehicle, then the wait time would not be included in the passenger waiting data. Any such passenger wait would not be related to a Hackney Carriage. However, under similar circumstances in Southend on Sea, there is a reasonably high probability that a pre-booked vehicle would be a Hackney Carriage, rather than a private hire vehicle. Where pre-booked hires are fulfilled by a Hackney Carriage at a rank, then the waiting passenger is included in the statistics for passengers waiting at a rank.

Pre-booked hires can be fulfilled by either private hire vehicles or Hackney Carriages. The number of private hire vehicles which can be licensed by an authority is not capped. Consequently, pre-booked hire availability is normally excluded from any Hackney Carriage unmet demand assessment. This would also normally exclude any pre-booked hires which are fulfilled by a Hackney Carriage licensed by the authority. However, in Southend on Sea, it is not feasible to reliably identify and exclude any trips by Hackney Carriage which were pre-booked. Hence, the number of passengers waiting for a Hackney Carriage to arrive at the rank includes both those who have not booked and those who have booked. Consequently, the number of waiting passengers is likely to be an over estimate of latent demand at the ranks.

Summary data for each day

The hourly total volumes through each rank are presented in the following tables.

Table 6 - Daily Rank Totals - Thursday - Friday

Thursday - Friday						
Rank location	Total Hackney Carriages departing the ranks empty	Total Hackney Carriages departing the ranks with passengers	Total Hackney Carriages departing the ranks	Total passengers departing the ranks	Average passengers per Hackney Carriage	Average vehicle wait time at the ranks per Hackney Carriage (minutes)
Total for all locations	532	1170	1598	1489	1.3	8
Heygate Avenue	73	119	192	155	1.3	0
Chalkwell Station	40	37	77	42	1.1	28
Chichester Road	0	0	0	0	0.0	0
Ditton Court Road	102	115	217	138	1.2	0
Leigh on Sea Station	73	411	484	472	1.1	2
London Road Leigh	0	0	0	0	0.0	0
London Road	58	230	288	293	1.3	0
Southchurch Avenue	29	4	32	5	1.3	123
Cliffdown Road (Southend Cen	13	3	16	5	1.7	8
Victoria Station	28	46	74	57	1.2	1
University Hospital	11	205	218	322	1.6	5

Table 7 - Daily Rank Totals - Friday - Saturday

Friday - Saturday						
Rank location	Total Hackney Carriages departing the ranks empty	Total Hackney Carriages departing the ranks with passengers	Total Hackney Carriages departing the ranks	Total passengers departing the ranks	Average passengers per Hackney Carriage	Average vehicle wait time at the ranks per Hackney Carriage (minutes)
Total for all locations	507	1248	1650	1669	1.3	5
Heygate Avenue	65	160	225	229	1.4	0
Chalkwell Station	11	35	46	43	1.2	30
Chichester Road	0	0	0	0	0.0	0
Ditton Court Road	140	86	226	113	1.3	0
Leigh on Sea Station	59	405	464	468	1.2	3
London Road Leigh	8	19	27	42	2.2	54
London Road	46	270	316	348	1.3	0
Southchurch Avenue	45	10	55	19	1.9	36
Cliffdown Road (Southend Cen	6	15	21	24	1.6	9
Victoria Station	13	56	69	68	1.2	0
University Hospital	9	192	201	315	1.6	2

Table 8 - Daily Rank Totals - Saturday - Sunday

Saturday - Sunday						
Rank location	Total Hackney Carriages departing the ranks empty	Total Hackney Carriages departing the ranks with passengers	Total Hackney Carriages departing the ranks	Total passengers departing the ranks	Average passengers per Hackney Carriage	Average vehicle wait time at the ranks per Hackney Carriage (minutes)
Total for all locations	445	1247	1583	1948	1.6	5
Heygate Avenue	85	166	251	252	1.5	0
Chalkwell Station	17	16	33	20	1.3	45
Chichester Road	1	2	3	3	1.5	32
Ditton Court Road	71	71	142	100	1.4	0
Leigh on Sea Station	59	209	268	321	1.5	2
London Road Leigh	11	26	37	51	2.0	50
London Road	39	631	670	1011	1.6	0
Southchurch Avenue	20	2	22	2	1.0	141
Cliffdown Road (Southend Cen	17	48	65	81	1.7	1
Victoria Station	6	9	15	12	1.3	5
University Hospital	10	67	77	95	1.4	2

Table 9 - Summary Rank Totals - Thursday - Sunday

All 3 days					
Rank location	Total Hackney Carriages departing the ranks empty	Total Hackney Carriages departing the ranks with passengers	Total Hackney Carriages departing the ranks	Total passengers departing the ranks	Average passengers per Hackney Carriage
Total for all locations	1484	3665	4831	5106	1.4
Heygate Avenue	223	445	668	636	1.4
Chalkwell Station	68	88	156	105	1.2
Chichester Road	1	2	3	3	1.5
Ditton Court Road	313	272	585	351	1.3
Leigh on Sea Station	191	1025	1216	1261	1.2
London Road Leigh	19	45	64	93	2.1
London Road	143	1131	1274	1652	1.5
Southchurch Avenue	94	16	109	26	1.6
Cliffdown Road (Southend Cen	36	66	102	110	1.7
Victoria Station	47	111	158	137	1.2
University Hospital	30	464	496	732	1.6

General comments on rank survey results

The proportion of Hackney Carriages which leave taxi ranks without having picked up any passengers is high, at 31% of all hires. The proportions of empty departures varies between ranks, with lower levels of empty departures at the ranks at Leigh on Sea Station, London Road and University Hospital.

Most of the Hackney Carriage fleet are affiliated with booking circuits and a high proportion of empty departures is often associated with Hackney Carriages leaving to fulfil a pre-booked hire.

The ranks at Leigh on Sea Station and London Road are favoured by drivers who are not members of a booking circuit. The rank at the University Hospital is a restricted rank and is only serviced by Hackney Carriages affiliated to AC Radio Cabs, who pay for a concession to operate this rank.

Passenger waiting was observed throughout each day at various taxi ranks. Often, the passenger waiting was at locations with low passenger volumes during the periods when waiting was observed. However, on Friday and Saturday nights and during evening periods on Thursday and Friday there the number of passengers who had to wait for a Hackney Carriage to arrive was higher and from time to time a significant proportion of all passengers during these periods had to wait for a Hackney Carriage.

Despite fluctuating demand and fluctuating levels of passenger waiting, the time passengers spent waiting for the arrival of a Hackney Carriage was generally less than 5 minutes. The average time that waiting passengers spent waiting for a Hackney Carriage was 4 minutes 23 seconds.

Rank activity profile

As a sense check, it is prudent to consider the total observed hires against the number of hackney carriages in the fleet. Currently there are 276 Hackney Carriages in the fleet. When we consider the total number of Hackney Carriages departing the ranks with passengers (total rank based hires) against the number of Hackney Carriages, the average number of hires per Hackney Carriage was 13.3. This would imply that if all Hackney Carriages were operating from the ranks and achieved an equal share of hires, each would have undertaken around 13 hires over the three days observed. If we were to assume that working patterns reflect two shifts per day, per vehicle, this would imply an average of around two hires per shift. At one shift per day, the hires are around four hires per day per vehicle. We know that some but not all Hackney Carriage vehicles work multiple shifts. So the average hires per shift would be somewhere in the range of two to four hires per shift from ranks. This level of business could not sustain the fleet from rank based hires only. Feedback from trade sources indicates that the majority of hires are obtained through booking circuits. Consequently, in fact the number of rank based hires are not spread evenly amongst the whole fleet, but are undertaken by vehicles waiting at ranks between pre-booked hires, or by independent drivers who work primarily from the ranks.

The number of Hackney Carriages working from ranks in each hour can be estimated by calculating the average vehicle queue in each hour and the average number of vehicles which have picked up passengers from ranks and are engaged in the hire, hence not present at a rank. The estimate of Hackney Carriages working from the ranks, excludes any Hackney Carriages which left the ranks empty to engage in pre-booked hires. The number of Hackney Carriages engaged in rank based hires at any given time was estimated, by using the average time taken between departing the ranks with a fare and returning to the ranks. The return time was



derived from some sample observations of the time taken for Hackney Carriages to depart with a fare and then return to the same ranks. The estimated number of Hackney Carriages engaged on rank based hires, was added to the average number of Hackney Carriages waiting at the ranks in each hour. The result provided an estimate of the total number of hackney carriages working from the ranks in each hour.

The estimated total number of taxis working from the ranks in each hour is presented in the following figures:

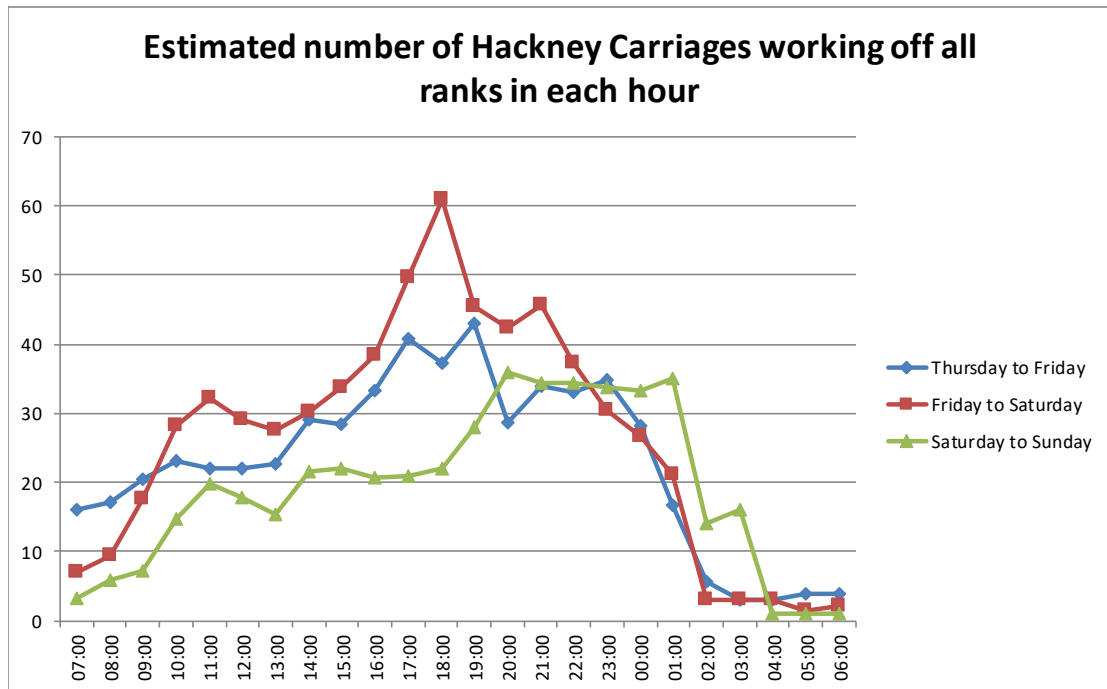


Figure 17 - Estimated number of hackney carriages operating from ranks

The number of Hackney Carriages engaged in rank based work, as a proportion of the whole fleet is presented in the following figure.



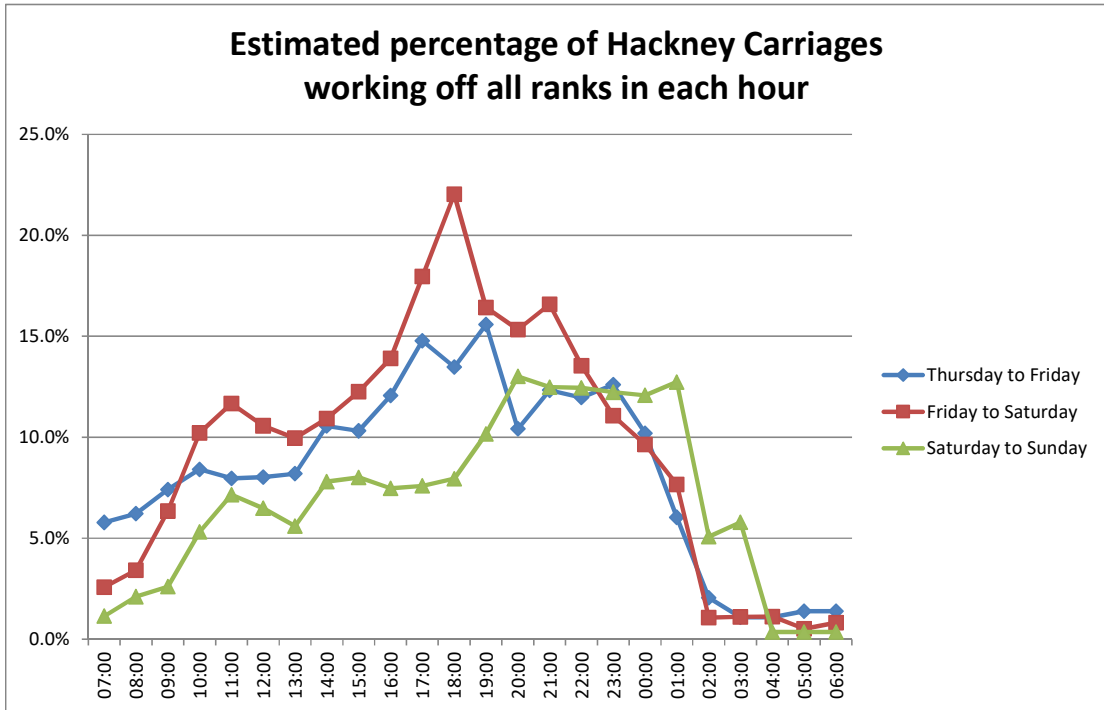


Figure 18 - Estimated percentage of the hackney carriage fleet working from ranks

The relatively low proportion of the fleet which was engaged in rank based work throughout the survey period reflects the dominance of pre-booked hires within the work undertaken by the fleet.



4 General public views

Background to public attitude surveying

It is very important that the views of people within the area are obtained about the service provided by hackney carriage and private hire. A key element which these surveys seek to discover is specifically if people have given up waiting for hackney carriages at ranks (the most readily available measure of latent demand). However, the opportunity is also taken with these surveys to identify the overall usage and views of hackney carriage and private hire vehicles within the study area, and to give chance for people to identify current issues and factors which may encourage them to use licensed vehicles more.

Such surveys can also be key in identifying variation of demand for licensed vehicles across an area, particularly if there are significant areas of potential demand without ranks, albeit in the context that many areas do not have places apart from their central area with sufficient demand to justify hackney carriages waiting at ranks.

These surveys tend to be undertaken during the daytime period when more people are available, and when survey staff safety can be guaranteed. Further, interviews with groups of people or with those affected by alcohol consumption may not necessarily provide accurate responses, despite the potential value in speaking with people more likely to use hackney carriages at times of higher demand and then more likely unmet demand. Where possible, extension of interviews to the early evening may capture some of this group, as well as some studies where careful choice of night samples can be undertaken.

Our basic methodology requires a sample size of at least 200 to ensure stable responses. Trained and experienced interviewers are also important as this ensures respondents are guided through the questions carefully and consistently. A minimum sample of 50 interviews is generally possible by a trained interviewer in a day meaning that sample sizes are best incremented by 50, usually if there is targeting of a specific area or group (e.g. of students, or a sub-centre), although conclusions from these separate samples can only be indicative taken alone. For some authorities with multiple centres this can imply value in using a higher sample size, such as 250 if there are two large and one moderate sized centre.

More recently, general public views have been enlisted from the use of council citizens' panels although the issue with these is that return numbers cannot be guaranteed. The other issue is that the structure of the sample responding cannot be guaranteed either, and it is also true that those on the panel have chosen to be there such that they may tend to be people



willing to have stronger opinions than the general public randomly approached.

Finally, some recent surveys have placed an electronic copy of the questionnaire on their web site to allow interested persons to respond, although again there needs to be an element of care with such results as people choosing to take part may have a vested interest.

Southend on Sea Public Attitude survey results

Public attitude data was collected through both face to face interviews with members of the public and through an online survey.

A total of 262 face to face surveys were conducted. These interviews were conducted in Shoeburyness (50 interviews), Leigh on Sea (55 interviews) and Southend on Sea (157 interviews). In addition, a sample of 282 surveys were collected via online survey.

When analysing the results obtained from the survey data, we need to consider factors which may influence the results of the survey. For example, any particular variations in responses between Shoeburyness, Leigh on Sea and Southend on Sea will be highlighted when these occur. Similarly, variations between online survey responses and face to face responses will also be highlighted and examined.

The results from the face to face and online surveys are presented in the following table.

Table 10 - Public consultation survey results

Question	Response	Face to face interviews	Online survey
In the last three months, have you made one or more trips by taxi or private hire vehicle in Southend on Sea?	Yes	69%	88%
	No	61%	12%
How often do you use a taxi within this area?	Almost daily	0%	17%
	Once a week	6%	15%
	A few times a month	34%	32%
	Once a month	32%	11%
	Less than once a month	28%	25%

How do you normally obtain a taxi within this area?	At a rank	17%	18%
	Hail in the street	18%	0%
	Telephone company ^a	37%	48%
	Use a freephone	10%	1%
	Use my mobile or smart phone	11%	19%
	Use an app	7%	14%
If you book a taxi by phone, please tell us up to three companies you use most? (% value relates to how many respondents mentioned each operator)	AC Radio Cabs	83%	51%
	333444 Taxis	74%	17%
	Andrews	6%	17%
	ABC	0%	2%
	Associated Taxis	0%	1%
	Cab call	1%	2%
	Bestax	0%	1%
How frequently do you travel by Hackney Carriage (not Private Hire)?	Almost daily	0%	12%
	Once a week	4%	8%
	A few times a month	26%	23%
	Once a month	35%	8%
	Less than once a month	25%	19%
	Can't remember when I last used a Hackney Carriage	6%	19%
	I can't remember seeing a Hackney Carriage in Southend-on-Sea Borough area	3%	11%



Please tell us which ranks they were aware of in Southend-on-Sea Borough area	Leigh-on-Sea Railway Station	50%	25%
	High Street	0%	14%
	Victoria Station	0%	14%
	London Road	51%	26%
	London Road, Leigh		1%
	Heygate Avenue	0%	19%
	Chichester Road	0%	1%
	University Hospital	0%	6%
	Chalkwell Railway Station	0%	8%
	Clifton Road	76%	0%
	Tyler's Avenue	0%	1%
	Hamlet Court Road – Westcliff-on-Sea	0%	10%
	Southchurch Avenue	0%	3%
	Is there any location in the Southend-on-Sea Borough area where you would like to see a rank, and if it was there and vehicles were available, would you use it? (Listed in popularity order)	Central Railway Station	
Seafront			
Leigh Broadway			
Leigh Road			
Hamlet Court Road/London Road			
Cliffs Pavilion			
Progress Road			
Palace Theatre			
Have you had any problems with the local Hackney carriage service?	Design of vehicle	2%	4%
	Driver issues	2%	17%
	Position of ranks	1%	5%
	Delay in getting taxi	4%	41%
	Cleanliness	3%	7%
	Price	0%	1%
	Don't all take cards	0%	1%
	No problem	89%	9%
What would encourage you to use Hackney Carriages or use them more often in the Southend-on-Sea Borough area?	Better vehicles	16%	10%
	More Hackneys I could phone	27%	26%
	Better drivers	26%	19%
	More Hackneys I could hail or get at a rank	11%	26%
	Better located ranks	21%	8%
	More competitive pricing	0%	11%



If 'better located ranks', please state where:	Central Station		
	Leigh Road		
	Leigh Broadway		
	Cliffs Pavilion		
	Hamlet Court Road / London Road		
	Southchurch Avenue		
	Victoria Railway Station		
Do you consider you, or anyone you know, to have a disability that means you need an adapted vehicle? (Not necessarily a licensed vehicle)	No	0%	80%
	Yes - I need a wheelchair accessible vehicle	0%	2%
	Yes - someone I know needs a wheelchair accessible vehicle	0%	15%
	Yes - I need an adapted vehicle but not a wheelchair accessible vehicle	0%	2%
	Yes - someone I know needs an adapted vehicle but not a wheelchair accessible vehicle	0%	2%
	Need a car with a large boot for a walker	0%	0%
	Cannot use the large black taxis, need a saloon car	0%	0%
Have you ever given up waiting for a Hackney Carriage in the Southend-on-Sea Borough area?	Yes	0%	56%
	No	100%	44%
If you have given up waiting for a Hackney Carriage, could you tell us where?	Respondents who had given up waiting for a Hackney Carriage were asked to provide further details of where they had given up. 13.5% provided locations which were taxi ranks. The remainder were non-specific, no response or referred to telephone bookings.		
Do you have regular access to a car?	Yes	95%	74%
	No	5%	26%

Do you think people in Southend-on-Sea Borough who have disabilities get a good service from Hackney Carriage vehicles and drivers?	Yes, they do	99%	1%
	No, they don't	1%	3%
	Don't know	0%	97%
If no, please specify issue:	Late or don't turn up		
	Not available to book		
	Not designed for disabilities		
	Drivers not willing to help customers		
Do you live in the area?	Yes	100%	98%
	No	0%	2%
What gender are you?	Male	34%	46%
	Female	66%	51%
	Prefer not to say	0%	3%
Which of the following age group do you fall into?	16 – 30 years old	15%	22%
	31 – 55 years old	50%	62%
	Over 55 years old	35%	16%
Are there any other comments that you would like to make?	<ul style="list-style-type: none"> • Prefer rear loading wheelchair accessible vehicles • High prices • Think the public should be educated about the different taxi types • Good service 		

The online public consultation questionnaire was publicised using Facebook, with links to the online survey. The link was shared and referenced in other social media posts, by third parties, as they were encouraged to do. One of the posts sharing the link was associated with a promotion of a campaign to bring Uber into Southend on Sea. The link to the survey was identified by a third party as a survey to bring back Uber. As such, some of the respondents commented within the survey on this basis. However, other aspects of the questionnaire responses which incorporated comments on Uber appeared un-tainted by any bias. All responses have been incorporated in the results analysed.

The on street public consultation was undertaken in Southend, Shoeburyness and Leigh. There were no significant differences in responses between the areas to note.

The level of licensed vehicle use by respondents was relatively high.

Pre-booking of licensed vehicles was the most popular method employed, with the market dominated by AC Radio Cabs, 333444 taxis and Andrews.

The majority of face to face respondents only named one company, although they were invited to name up to three.

Awareness of taxi rank locations was better amongst online respondents than face to face respondents. Most face to face respondents could, however, name one or more rank locations. The online responses named ranks with frequencies which were similar to the profile of relative demand across all the ranks. i.e. the most well used ranks were named more frequently.

Online responses indicated that delays in getting a taxi was the most common problem encountered with taxis. Around a third of those indicating that this was an issue, also commented at the end of the questionnaire that they would support Uber operating in Southend on Sea.

Some of the respondents who indicated that they had a disability which required an adapted vehicle, or who knew someone who did, commented on availability and performance of wheelchair accessible vehicles. A common issue was that vehicles which had been booked to carry a wheelchair commonly turned up late for an appointment, or on occasions, didn't arrive at all. There can be lengthy delays when calling to book a wheelchair accessible vehicle for immediate hire. It is noted that late arrival or failure to arrive was not only an issue for wheelchair users or people with other mobility impairments. Non impaired users also commented that the estimated arrival times could vary significantly from the actual arrival time or indeed some vehicles didn't turn up at all when booked.

Further comments included some which indicated that drivers did not like to undertake 'wheelchair jobs'. This is a comment which is fairly commonplace in such surveys in different areas. The additional time taken to board, secure and alight wheelchairs, with passengers on board can be resented by drivers.

Whilst there were a range of comments, including those regarding the cost of fares and availability at busy times, the majority of respondents generally felt that service was good.



5 Key stakeholder consultation

The following key stakeholders were contacted in line with the recommendations of the BPG:

- Supermarkets
- Hotels
- Pubwatch / individual pubs / night clubs
- Other entertainment venues
- Restaurants
- Hospitals
- Police
- Disability representatives
- Rail operators
- Other council contacts within all relevant local councils

Comments received have been aggregated below to provide an overall appreciation of the situation at the time of this survey. In some cases, there are very specific comments from given stakeholders, but we try to maintain their confidentiality as far as is possible. The comments provided in the remainder of this Chapter are the views of those consulted, and not that of the authors of this report.

Our information was obtained by telephone, email, letter or face to face meeting as appropriate. The list contacted includes those suggested by the Council, those drawn from previous similar surveys, and from general internet trawls for information. Our target stakeholders are as far as possible drawn from across the entire licensing area to ensure the review covers the full area and not just specific parts or areas.

For the sake of clarity, we cover key stakeholders from the public side separately to those from the licensed vehicle trade element, whose views are summarized separately in the following Chapter.

Where the statistical analyses in Chapter 2 demonstrate low levels of wheelchair accessible vehicle (WAV) provision, an increased emphasis will be given to the issue in terms of the focus of stakeholders but also in specific efforts to contact disabled users and their representatives. However, it must be remembered that none of our consultation is statutory and for cost effective and fixed budget reasons we limit our attempts to contact people generally to a first attempt and reminder.

Supermarkets

None of the supermarkets contacted felt that there were any issues with availability of licensed vehicles for customers. Most customers didn't use

licensed vehicles. Those who did, made their own arrangements for transport.

Hotels

It was generally felt that availability was good. Many hotels will telephone to book a taxi for customers. Hotels generally also offer customer information to enable customers to call for a taxi themselves. It is felt that most customers make their own arrangements to hire a licensed vehicle if they need one. One hotel, close to the Church Road rank, felt that it would be useful if the rank was serviced by Hackney Carriages, as they often need to call to book a taxi for customers.

Public houses

The response from public houses varied to some degree according to their proximity to active ranks. None of the public houses contacted regularly booked licensed vehicles for customers. It was felt that when customers needed a licensed vehicle they normally booked one by mobile phone. Some customers would use an app on the phone to make a booking. Town centre pubs in Southend on Sea felt that some customers would use taxi ranks as they were close to the pub and taxis were normally waiting there. It is thought that the London Road, Southend rank, is the rank that they referred to. In Leigh on Sea and in Shoeburyness, it was felt that all customers would make bookings by mobile phone if they needed a licensed vehicle.

None of the public houses were aware of regular complaints by customers regarding lack of available licensed vehicles. However, many felt that there could be a lengthy wait for a vehicle on Saturday nights. Respondents seemed to feel that this was normal and expected.

Night clubs

Nightclub premises were contacted. The preferred method of contact is to speak directly to door staff, who generally have the greatest awareness of activity outside the premises. Where it was not feasible to speak with door staff, then office staff were contacted by telephone. The responses by all night clubs was that there was generally sufficient licensed vehicles available. Customers made their own arrangements. At some premises, customers were often picked up close to the premises. However, most customers left premises on foot rather than directly into a licensed vehicle.

Restaurants

No known issues were reported by restaurants.



Hospitals

The University Hospital reception staff were contacted. They felt that there were always taxis available at the main entrance. If there were not taxis present, customers could use a Freephone in the lobby area.

Police

Feedback from the Police indicated that there are generally sufficient licensed vehicles to deal with demand on Friday and Saturday nights. Two issues were identified. Drivers can be understandably reluctant to accept intoxicated people. The second issue is that there is some antagonism between licensed taxis and Uber, with reports from Southend licensed drivers, of Uber vehicles parking badly and breaking traffic laws.

Disability

Care homes and representatives of disability groups were contacted for feedback. Care homes indicated that they were not aware of any issues with availability and they were able to book vehicles when required. If wheelchair accessible vehicles were required, these were normally available at the times needed. The service provided to care homes can often vary from that provided to private individuals with mobility impairments. No feedback was received from disability representatives contacted, to indicate that there was any issue with availability of licensed vehicles. Respondents included representatives of the elderly and carer's support groups.

Minority groups

Minority groups can experience limitations on service, on the basis of cultural differences, lifestyle choices and practices or religious beliefs. Representatives of minority groups were contacted. None reported any limitation of service, other than a perception that on Saturday nights, there can be a wait if booking a taxi.

Rail and other transport operators

Bus operators were not aware of any issues. Rail station staff felt that there were taxis available when required.

6 Trade stakeholder views

The BPG encourages all studies to include 'all those involved in the trade'. An online survey was created and the link to the survey distributed to members of the licensed vehicle trades in Southend on Sea.

In addition to the online survey, some face to face discussion was held with drivers at some of the ranks in Southend on Sea to get feedback on the trade and current issues which affect the trade.

Operators were also contacted for their views on the trade and to obtain information on how rank based hires relate to pre-booked hires of both Hackney Carriages and private hire vehicles.

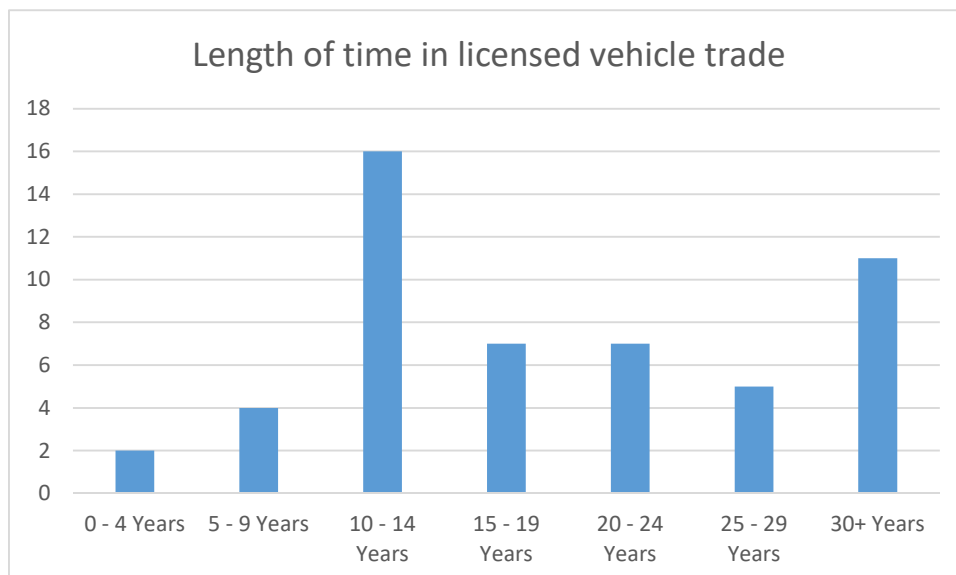
Online survey results

Members of the licensed vehicle trades were asked a series of questions. The responses to these questions are summarised in this section.

A total of 53 responses were received.

79% of respondents indicated that they normally drove a Hackney Carriage. The remaining 21% indicated that they normally drove a private hire vehicle.

Respondents were asked how long they had been involved in the taxi trade in Southend on Sea. The responses are grouped into lengths of service as follows:



The majority of respondents had extensive experience in the trade.

Respondents were asked how many hours they worked each day. From Monday to Thursday, the average number of hours worked was between 7 and 8 hours. On Friday, the average number of hours was between 8 and 9 hours. On Saturday the average number of hours worked was between 7 and 8 hours and on Sunday, between 5 and 6 hours.

The number of days worked by respondents is indicated in the following table:

Number of days worked each week	Proportion of respondents
1 Day	1.9%
2 Days	0.0%
3 Days	1.9%
4 Days	1.9%
5 Days	23.1%
6 Days	46.2%
7 Days	25.0%

The times that people work is influenced by many factors. The respondents were asked what influences the times that they work. The most common responses were as follows, in decreasing order of popularity:

- Family and child care requirements
- Vehicle availability and operator preferences
- Requirement to meet earnings targets
- Preference to avoid night working
- Traffic conditions
- None
- Rail service demand patterns
- Targeting peak demand times
- Weather Conditions
- Preference for night working

Respondents were asked if they owned and drove their own vehicle. 77% indicated that they did and 23% indicated that they did not.

56% of vehicles are driven by another driver at times.

The majority of additional shifts, not worked by the vehicle owner are night shifts, followed by weekend shifts.

The respondents indicated that 94% operated on a radio circuit (57% AC Taxis and 25% 333444 taxis, 8% Andrews, 4% not stated).

Respondents were asked which ranks that they served. Around half of those who provided a response to this question, indicated that they serviced

all of the ranks. The remainder of respondents indicated a short list of favoured ranks which matched the general pattern of use observed in the rank survey results. Some respondents indicated that they concentrated on a single rank or two ranks. The favoured ranks for respondents to focus on were Leigh on Sea Station, University Hospital and London Road. The respondents who did not subscribe to a radio circuit favoured the ranks at Leigh on Sea Station and London Road.

Respondents were asked how they most often obtained their fares. The most common means was by telephone booking (70%) followed by rank hire (30%). When the responses were filtered to include only Hackney Carriage drivers, the responses were 61% of Hackney Carriage hires were obtained through telephone bookings and the remaining 39% of hires were obtained at ranks.

Respondents were asked whether the policy of limiting the number of Hackney Carriages should be continued. 89% of respondents felt the limit should be retained. When we consider responses by Hackney Carriage and private hire drivers separately, the results were 98% of Hackney Carriage drivers felt the limit should be retained and 58% of Private Hire drivers felt the limit should be retained.

Respondents were asked what their reaction would be if the limit on Hackney Carriage numbers were to be increased or removed all together.

24% of respondents indicated that they would leave the trade.

22% indicated that there would be no reaction.

The majority of the remaining respondents indicated that they would fight against such a change and/or have to work longer hours to get by.

Respondents were asked how the limit on Hackney Carriage numbers benefits the public. Responses are summarised as follows, in descending order of popularity:

- A limit enables higher quality of service to be maintained by experienced drivers.
- A limit enables vehicles to be kept to a higher standard of repair.
- Ranks would not be over subscribed and vehicles would not need to keep driving around looking for a rank space, with associated environmental benefits.

Several respondents felt there was no benefit in maintaining a limit. All of these responses were from private hire drivers.



Respondents were asked if there were any particular issues with the operation of the current ranks in Southend on Sea. Responses are summarised as follows, in decreasing order of frequency:

- Other vehicles parking on the ranks
- Markings not clear
- Lack of enforcement
- Lack of capacity on the busiest ranks
- Better signage
- Drivers not pulling down the ranks
- Non-central ranks not used owing to computer allocation of work
- Access to Hospital rank affected by vehicles queueing for hospital car park.

Respondents were asked if they had any other comments to make. The following comments are representative of the range of responses received:

- Cross border hires is an issue which is difficult to police. Southend drivers who are licenced to work in the borough have sat their knowledge for the area. The provision of services by drivers from different districts with different fare rates is not fair on the trade or the people of Southend. Out of area drivers and vehicles cannot be effectively policed by enforcement officers. We have more Taxis /Private Hire cars working our area un licensed [by Southend on Sea] than ever. Unmet demand surveys are a complete waste of money and are now out dated, we have far more important issues that need addressing which in turn would protect the public our fare paying public.
- All taxis should be the same. Either all saloon cars or all purpose built.
- All ranks should be usable by all taxis. The hospital rank should not be limited to one company.
- The taxi trade is a viable trade in Southend and doesn't need changing
- I think you should issue some more plates in accordance with population
- Policy on Wheelchair cabs needs to be reviewed. The council needs to allow rear loader vehicles due to cost. private Hire currently have a financial advantage over a Hackney Carriage
- More checks on vehicles and drivers particularly at night. Badges not on display etc
- I have serviced Southend ranks for many years and over that time it has been extremely rare to find customers waiting for a taxi. Moreover on the few occasions over the years it has happened the



- customer has told me they only waited a few minutes when I apologised for the delay.
- I believe the only demand we have is private hire Saturday night between 23:00 & 02:00am
 - Taxi earnings fluctuate through the duration of a work shift, earnings during busy periods have to be weighed against earnings during the slack periods in between. It is the total takings at the end of a shift that count, these have to pay for all the vehicle expenses and give the driver a modest profit.
 - The system of allowing white plates to be traded is wholly unfair to the people on the waiting list. If a plate is no longer required it should go back to the council for redistribution to the waiting list. The trade should be more geared towards owner drivers rather than companies holding the plates.
 - There is a shortage of supply for 6 hours per week (Friday and Saturday 11pm to 2am). This represents less than 4% of the week
 - Delimiting the numbers of Hackney carriages or issuing more plates will simply breed a new set of unhelpful drivers, honest PH drivers will admit that driving a PHV makes you work harder and makes you go the extra mile. If SBC were to issue more HC plates they would have to be wheelchair accessible, and we have enough problems already with drivers rejecting and pulling off of ranks just to avoid the wheelchair user. PH drivers do not do this, in fact the PH doesn't have to put a wheelchair accessible vehicle (WAV) on as a PH car, but they do because they care, and cover much more WAV work than the hackneys do. Concentrating more on raising private hire numbers and innovative technologies to enhance the services already offered is the key to offering customers a better service. Issuing more Hackney plates will ruin any level of decent service this town now enjoys

In addition to the trade consultation questionnaire, informal discussion was held with a sample of drivers at ranks around Southend on Sea Borough.

Drivers acknowledged that the majority of Hackney Carriages worked on booking circuits for two principal operators. AC Radio Cabs and treble three treble four (Southend Taxi Cooperative). Those drivers who are not on a booking circuit tend to focus on the ranks at Leigh on Sea Station and London Road in Southend.

At the railway stations it was felt by drivers that there would sometimes be occasions when a train would come in and the arriving passengers would take all of the waiting hackney carriages. On these occasions, a minority of passengers would need to wait for some of the Hackney Carriages to

return to the rank. Drivers tended to wait on station ranks in anticipation of train arrivals. For trains which tend to be busier, more drivers would tend to wait. This would mean that at Leigh on Sea station in particular, more of the Hackney Carriages which work on booking circuits would wait at the rank at busy times. These times were often early evening, when telephone booking volumes may be lower than later in the evening.

Drivers on the London Road rank in Southend indicated that the drivers not affiliated to a booking circuit were joined at busy times, by other Hackney Carriages which were on booking circuits. However, late at night on Friday and Saturday nights, the booking circuit vehicles were generally busy on other bookings and didn't come to the rank as much. This was the time when the independent Hackney Carriages were busiest. Late on Friday and Saturday nights was the time when passengers were most likely to have to wait for a hackney carriage to arrive at the rank.

An issue can arise with some pre-booked hires, which are arranged for pickup at a taxi rank. It is not uncommon for a Hackney Carriage to arrive at a rank and find that the passenger who has booked the Hackney Carriage is not present. On many of these occasions, the passenger had taken an un-booked Hackney Carriage which had arrived to wait at the rank. Such events can reduce availability of Hackney Carriages as they travel to fulfil these phantom bookings.

Feedback from the operators of the booking circuits to which the majority of Hackney Carriages subscribe suggests that the practices employed by drivers varies through at different times. During the day, most drivers derive hires off the ranks. After around 18:00 hours, the split between rank hires and booking circuit hires is around 50% / 50%. Later at night, demand for pre-booked hires increases.

Over the three days of rank surveys, around 28% of hires undertaken by Hackney Carriages subscribed to booking circuits were obtained at ranks. It is estimated that around 75% of rank hires are fulfilled by Hackney Carriages which are also affiliated with booking circuits. The remaining 25% of hires are fulfilled by independent Hackney Carriages.

Around three quarters of private hire vehicles licensed by Southend on Sea Council appear to be affiliated with larger private hire operators. The remainder are affiliated with smaller operators and primarily engaged on contract work, chauffeur services or airport hires. Around a third of vehicles engaged in on demand pre-booked hires through larger operators are private hire vehicles. The remaining two thirds are Southend on Sea Hackney Carriages.



Some of the pre-booked hires fulfilled in Southend on Sea are undertaken by vehicles registered in other licensing areas.



7 Evaluation of unmet demand and its significance

It is first important to define our specific view about what constitutes unmet demand. Our definition is when a person turns up at a hackney carriage rank and finds there is no vehicle there available for immediate hire. This normally leads to a queue of people building up, some of who may walk off (taken to be latent demand), whilst others will wait till a vehicle collects them. Later passengers may well arrive when there are vehicles there, but because of the queue will not obtain a vehicle immediately.

There are other instances where queues of passengers can be observed at hackney carriage ranks. This can occur when the level of demand is such that it takes longer for vehicles to move up to waiting passengers than passengers can board and move away. This often occurs at railway stations but can also occur at other ranks where high levels of passenger arrivals occur. We do not consider this is unmet demand, but geometric delay and although we note this, it is not counted towards unmet demand being significant.

The industry standard Index of the Significance of Unmet Demand (ISUD) was initiated at the time of the introduction of section 16 of the 1985 Transport Act as a numeric and consistent way of evaluating unmet demand and its significance. The ISUD methodology was initially developed by a university and then adopted by one of the leading consultant groups undertaking the surveys made necessary to enable authorities to retain their limit on hackney carriage vehicle numbers. The index has been developed and deepened over time to take into account various court challenges. It has now become accepted as the industry standard test of if identified unmet demand is significant.

The index is a statistical guide derived to evaluate if observed unmet demand is in fact significant. However, its basis is that early tests using first principles identified based on a moderate sample suggested that the level of index of 80 was the cut-off above which the index was in fact significant, and that unmet demand therefore was such that action was needed in terms of additional issue of plates to reduce the demand below this level, or a complete change of policy if it was felt appropriate. This level has been accepted as part of the industry standard. However, the index is not a strict determinant and care is needed in providing the input samples as well as interpreting the result provided. However, the index has various components which can also be used to understand what is happening in the rank-based and overall licensed vehicle market.



ISUD draws from several different parts of the study data. Each separate component of the index is designed to capture a part of the operation of the demand for hackney carriages and reflect this numerically. Whilst the principal inputs are from the rank surveys, the measure of latent demand comes from the public on-street surveys, and any final decision about if identified unmet demand is significant, or in fact about the value of continuing the current policy of restricting vehicle numbers, must be taken fully in the context of a careful balance of all the evidence gathered during the survey process.

The present ISUD calculation has two components which both could be zero. In the case that either are zero, the overall index result is zero, which means they clearly demonstrate there is no unmet demand which is significant, even if other values are high.

The first component which can be zero is the proportion of daytime hours where people are observed to have to wait for a hackney carriage to arrive. The level of wait used is when the average wait time per waiting passenger is greater than 1 minute and there are three or more passengers per hour. The industry definition of these hours varies, the main index user counts from 10:00 to 18:00 (i.e. eight hours ending at 17:59). The present index is clear that unmet demand cannot be significant if there are no such hours. The only rider on this component is that the sample of hours collected must include a fair element of such hours, and that if the value is non-zero, review of the potential effect of a wider sample needs to be considered. This coefficient is referred to as the Steady State Performance (**SSP**) coefficient.

The other component which could be zero is the test identifying the proportion of passengers which are travelling in any hour when the average passenger wait in that hour is greater than one minute. This coefficient is referred to as General Incidence of Delay (**GID**).

If both of these components are non-zero, then the remaining components of the index come into play. These are the peakiness factor, the seasonality factor, average passenger delay, and the latent demand factor.

Average passenger delay (**APD**) is the total amount of time waited by all passengers in the sample, divided by the total number of passengers observed who entered hackney carriages.

The seasonality factor (**SF**) allows for the undertaking of rank survey work in periods which are not typical, although guidance is that such periods should normally be avoided if possible particularly as the impact of seasons may not just be on the level of passenger demand, but may also impact on

the level of supply. This is particularly true in regard to if surveys are undertaken when schools are active or not.

Periods when schools are not active can lead to more hackney carriage vehicles being available whilst they are not required for school contract work. Such periods can also reduce hackney carriage demand with people away on holiday from the area. Generally, use of hackney carriages is higher in December in the run-up to Christmas, but much lower in January, February and the parts of July and August when more people are likely to be on holiday. The factor tends to range from 0.8 for December (factoring high demand level impacts down) to 1.2 for January / February (inflating the values from low demand levels upwards).

There can be special cases where summer demand needs to be covered, although high peaks for tourist traffic use of hackney carriages tend not to be so dominant at the current time, apart from in a few key tourist authorities.

The peakiness factor (**PF**) is generally either 1 (level demand generally) or 0.5 (demand has a high peak at one point during the week). This is used to allow for the difficulty of any transport system being able to meet high levels of peaking. It is rarely possible or practicable for example for any public transport system, or any road capacity, to be provided to cover peak demand for a few hours a week.

The latent demand factor (**LDF**) was added following a court case. It comes from asking people in the on-street questionnaires if they have ever given up waiting for a hackney carriage at a rank in any part of the area. This factor generally only affects the level of the index as it only ranges from 1.0 (no-one has given up) to 2.0 (everyone says they have). It is also important to check that people are quoting legitimate hackney carriage rank waits as some, despite careful questioning, quote giving up waiting at home, which must be for a private hire vehicle (even if in hackney carriage guise as there are few private homes with taxi ranks outside).

In addition to latent unmet demand indicated from the public consultation results, any passengers observed waiting at the taxi ranks and who gave up waiting before a Hackney Carriage arrived at the rank, can also be included as latent unmet demand.

The **ISUD** index is the result of multiplying each of the components together and benchmarking this against the cut-off value of 80. Changes in the individual components of the index can also be illustrative. For example, the growth of daytime hour queueing can be an earlier sign of unmet



demand developing than might be apparent from the proportion of people experiencing a queue particularly as the former element is based on any wait and not just that averaging over a minute. The change to a peaky demand profile can tend towards reducing the potential for unmet demand to be significant.

Finally, any ISUD value must be interpreted in the light of the sample used to feed it, as well as completely in the context of all other information gathered. Generally, the guide of the index will tend not to be overturned in regard to significant unmet demand being identified, but this cannot be assumed to be the case – the index is a guide and a part of the evidence and needs to be taken fully in context.

We have calculated a factor for the Incidence of Significant Unmet Taxi Demand

(ISUD) using the following standard formula:

$$\text{ISUD} = \text{APD} \times \text{PF} \times \text{SSP} \times \text{GID} \times \text{SF} \times \text{LDF}$$

where:

ISUD = Incidence of Significant Unmet Demand

APD = Average passenger delay across all time periods

PF = whether the demand is highly peaked. This will equal 1 if there is no peaking and 0.5 if peaking is present

SSP = Steady State Performance - Percentage of weekday daytime hours in which passenger queues are observed

GID = General Incidence of Delay - Proportion of Hackney Carriage users travelling in hours where average passenger delay exceeds one minute

SF = Seasonality Factor

LDF = Latent Demand Factor. Takes into account trips not made owing to perceived poor quality of service.

Calculation of ISUD variables

APD: Passenger delays occurred primarily during peak demand times. The average delay is determined by calculating the total passenger delay as aggregate passenger delay minutes, then dividing by the total number of passengers, including those who did not suffer any delay.

The Average Passenger Delay was = 0.52 minutes (31 seconds).

PF There are no consistent sharp peaks in demand across the taxi ranks surveyed. The rank on London Road exhibited a significant and sharp peak on Saturday night. However, the level of demand at other ranks was reduced at this time. Therefore, taking demand across all ranks, whilst there was a peak, the increase in overall demand, compared with the rest of the day, was not sufficient to deem the peak factor to be reduced. Given the lack of sharp peaks in overall demand, the PF value is 1.0.

SSP Week day, daytime hours are deemed to be between 10.00 am and 6.00 pm. The proportion of active rank hours when waiting passengers had an average wait of more than one minute is taken at the SSP coefficient. The SSP proportion is 11.6%.

GID The percentage of Hackney Carriage users travelling in hours where the average passenger delay exceeds one minute was 8.7%.

SF For this study, a factor of 1.2 is assumed.

LDF Latent Demand Factor. This is derived from the public attitude survey results and the proportion of passengers observed waiting at the ranks, who gave up waiting before a Hackney Carriage arrived. It is measured as 1+ proportion giving up waiting. The inclusion of this factor is a response to the latest DfT guidance requiring an estimate of latent demand.

The public consultation survey results indicate that 0% of respondents have given up trying to hire a taxi by hailing or at a rank. In addition, 3% of passengers observed waiting at the ranks, gave up before a Hackney Carriage arrived. Therefore, the LDF factor is 1.03.

The ISUD value was calculated as follows, using the variables derived for this study.

$$\text{ISUD} = \text{APD} \times \text{PF} \times \text{SSP} \times \text{GID} \times \text{SF} \times \text{LDF}$$

$$\text{ISUD} = 0.52 \times 1.0 \times 11.6 \times 8.7 \times 1.2 \times 1.03 = 64.9$$



Where the ISUD value is less than 80, it is generally considered to be an indicator that there is no unmet demand which is significant.

Consideration of wider factors

The ISUD value of 64.9 an indication that unmet demand is below a level which would be considered to be significant. However, it is prudent to consider other aspects of the trade in Southend on Sea to determine whether there are any other factors to be taken into account.

One of the key characteristics of the licensed vehicle trades in Southend on Sea is that the majority Southend on Sea licensed vehicles are Hackney Carriages. Most Hackney Carriages obtain the majority of hires through booking circuits. Only a small minority of Hackney Carriages rely primarily on rank based hires. On Friday and Saturday nights, which would normally be considered peak periods, the level of demand late on Friday night dropped, relative to demand earlier in the evening. The level of demand late on Saturday night was not significantly higher than earlier in the evening. This lack of peak demand at 'closing time' could be symptomatic of lack of activity in the night time economy. However, when we consider information received from operators of the booking circuits, together with public attitude survey feedback, it appears that the night time economy is still active, but that members of the public have a strong preference for booking a licensed vehicle, rather than walking to a rank. Evidence from the trade and the public suggests that there is a significant peak in demand on both Friday and Saturday nights. however, these peaks do not manifest as patent demand at taxi ranks, but peak demand is largely satisfied by pre-booked Hackney Carriages and private hire vehicles.

Elsewhere in the UK, in Hackney Carriage fleets where much of the fleet is engaged in hires obtained through booking circuits, a rank demand profile can emerge where, late at night, on Friday and Saturday, demand peaks at a few particular ranks. Often this peak in rank demand follows a peak in telephone booking demand, when the wait times quoted by the booking circuit operators are lengthy and a wait of ten or more minutes at the rank may appear attractive by comparison. On these occasions, passengers are prepared to wait at a rank, in the expectation that they will eventually obtained a Hackney Carriage, following a wait at the rank. The rank wait time is often far less than that quoted by booking circuit operators under these circumstances.

The circumstances described in the previous paragraph can be an indication that there is an oversupply of Hackney Carriages for the level of demand which is present at the ranks. i.e. if all Hackney Carriages were to work



exclusively from the ranks in Southend on Sea and to not accept hires from booking circuits, it is unlikely that there would be sufficient demand to sustain the level of supply of Hackney Carriages.

The availability of Hackney Carriages at times when passengers have been observed waiting at the ranks is primarily limited by the practices followed by the Hackney Carriages in the fleet, rather than the number of Hackney Carriages in the fleet. It is likely that, in the absence of any other changes to licensing requirements, any additional Hackney Carriages introduced to the fleet would continue to follow current practice and operate primarily from booking circuits, rather than work primarily from the ranks.

It was judged that some of the waiting passengers observed were waiting for a Hackney Carriage which had been pre-booked. When feasible, such incidences of waiting passengers would normally be excluded from the assessment, as pre-booked hires are not reserved for fulfilment by Hackney Carriages and can be fulfilled by private hire vehicles, which are not capped. Consequently, it is likely that the number of passengers observed waiting and attributed to rank based non-booked hires, was over estimated, to a small extent.

Whilst passenger waiting has been observed at various times throughout the survey period, the level of waiting, compared with the volume of passengers which did not have to wait, is not significant. Consequently, we conclude that there is no significant unmet demand.



8 Summary, synthesis and study conclusions

This Hackney Carriage unmet demand on behalf of Southend-on-Sea has been undertaken following the guidance of the BPG and other recent case history regarding unmet demand and its significance.

Background and context

Southend has its own Local Transport Plan (LTP) covering transport policy. This encourages licensed vehicles in supporting access particularly at night when other transport is not available.

The power to restrict hackney carriage vehicle numbers has been utilised since 1976. Regular, three-yearly surveys have been undertaken, some of which have resulted in issue of new plates (which had to be wheel chair accessible as well as catering for the full range of disabilities, ambulant, auditory and visual). The 2015 survey found no significant unmet demand and overall no requirement to issue further plates.

Between 2015 and 2019, the number of Hackney Carriages licensed has remained static. The number of private hire vehicles has experienced a modest reduction of two vehicles to 151 vehicles.

Rank observations

Video cameras were placed at twelve rank locations. Feeder ranks at these locations, where applicable, were included in the video coverage. Activity at the ranks was recorded from Thursday morning through to the following Sunday morning. The video footage was reviewed to identify active hours at each rank. Eleven of the twelve ranks were active at some time. 372 hours of footage were fully processed to derive the volume of hackney carriage and passengers using each rank, together with the waiting time for vehicles waiting at the ranks and for any passengers who had to wait for a Hackney Carriage to arrive at the rank.

Several ranks were active throughout the day and late into the evening. The total number of hires observed from the ranks over the three days of the survey, was 3,665. When divided by the 276 Hackney Carriages in the fleet, this equates to around 13 hires per vehicle, over three days. The survey period covers the busiest periods of the week.

Key licensed vehicle trade characteristics

Around 90% of the Hackney Carriage fleet operate on booking circuits for two principal booking circuit operators. The remaining 10% operate independently, primarily from the taxi ranks. Most of the independent Hackney Carriages operate from the rank at Leigh on Sea Station or the rank on London Road, in Southend. These ranks and others are also serviced by Hackney Carriages which operate on booking circuits. For much



of the time, those vehicles operating on booking circuits wait on ranks between bookings, in the hope of picking up a hire from the rank, to supplement hires booked by telephone or mobile app. This practice led to high proportions of the Hackney Carriages waiting at taxi ranks, to leave empty, at times. It is assumed that the majority of empty departures were in order to service a booking made through a booking circuit.

The rank survey recorded hires at taxi ranks. a feature of the trade in Southend on Sea is that the majority of pre-booked hires are made for Hackney Carriages. These appeared to include pre-booked hires for pick up at taxi ranks.

For the majority of time, the arrangement where Hackney Carriages wait on ranks between pre-booked hires, works well, with relatively few passengers having to wait for a Hackney Carriage at the ranks. However, at school run times and from around 18:00 to 20:00 on Thursday and Friday passenger waiting becomes more frequent, particularly at railway stations. On Friday and Saturday nights, for the hour after midnight, around 50% of passengers had to wait for a Hackney Carriage.

The proportion of passengers having to wait and the amount of time passengers have to wait, is taken into account in context of the number of passengers who do not have to wait for a Hackney Carriage to arrive. The ISUD value is below that which would suggest that the level of unmet demand is significant. And this is also considered in context of the wider conditions for passengers. The lack of capacity for passengers at the times when passenger waiting occurs, tends to reflect limitations in capacity for pre-booked hire, rather than for rank capacity in particular. Given that pre-booked hires are largely fulfilled by Hackney Carriages, this feature has a knock on impact on availability at taxi ranks.

Stakeholders responses were often in respect to vehicles which can be booked by telephone, rather than specifically at taxi ranks. However, given the prevalence of Hackney Carriages fulfilling telephone bookings in the area, this is perhaps not surprising. No significant issues with availability or level of service were identified. It was widely acknowledged that there was limited availability of 'taxis' late at night after pub closing times and at school run times. However, these were largely viewed as normal and seemed to be accepted.

A third of the Hackney Carriage fleet are wheelchair accessible vehicles. As most of these vehicles work on booking circuits, one would expect good levels of service for wheelchair users, from the main operators. Feedback from business users (care homes and similar), indicated that they received good service and had no issues with availability of wheelchair accessible



vehicles. Representatives of elderly and disabled representatives did not raise any issues. However, some responses to the public consultation survey, who had mobility impairments, indicated that when a wheelchair accessible vehicle is booked for travel, on occasions the vehicle have been late, or not turned up at all and that some drivers dislike undertaking wheelchair user hires. Feedback from the trade has also suggested that there are some drivers who dislike undertaking wheelchair hires and who will refuse a wheelchair at the rank or pull off the rank to avoid a wheelchair hire. Whilst there is no suggestion that the problems encountered apply to all or even the majority of wheelchair accessible vehicle hires, this feature of feedback is still a cause for some concern.

Feedback was received from the trade through direct discussion with drivers, operators and a trade questionnaire. Members of the trade generally have extensive experience in the trade. There is some double shifting of vehicles with owners renting vehicles to a 'night driver' or 'weekend driver' to cover these shifts. Some owners work the night or weekend shifts and their driver covers other times. Whilst not all vehicles cover multiple shifts, the practice of multi shifting ensures high utilisation of vehicles and helps to ensure that peak demand times at weekends and at night are covered.

The majority of the trade supported retaining the limit. Some respondents who do not own a Hackney Carriage licence, felt some resentment at the lack of opportunity to access Hackney Carriage trade as an owner.

Some respondents felt that there wasn't sufficient rank based demand to sustain the fleet and that pre-booked hires were essential to boost earnings. However, many valued the ability to service ranks between bookings. The proportion of hires derived from rank work versus pre-booked hires tended to be higher earlier in the day, with bookings increasing as the day progressed. In the evening, generally at least 50% of hires were pre-booked.

Trade respondents indicated that retaining the limit benefitted the public by maintaining vehicle quality, good levels of public service and local knowledge, enhanced public safety with experienced drivers and encouraging vehicles to service ranks.

The prevalent method of hiring a Hackney Carriage was by telephone booking. The use of apps to book a Hackney Carriage with one of the local operators is increasing and forms a significant proportion of bookings.

The level of unmet demand is below that which would be deemed significant, therefore it is concluded that there is no significant unmet demand.

Given that the majority of Hackney Carriage hires are through booking circuits, attendance at taxi ranks by the Hackney Carriages on booking circuits is largely opportunistic. Waiting on taxi ranks provide potential additional hires whilst waiting between bookings. This practice offers an advantage over operating a private hire vehicle, as these may not wait on taxi ranks or pick up hires which have not been pre-booked.

The number of hackney carriages is higher than that needed to service the rank based demand. Consequently, many of the Hackney Carriages rely on a combination of both rank based and pre-booked hires. The level of demand at the ranks is also presumably influenced by the availability of Hackney Carriages to be pre-booked to pick up at a more convenient location for the passengers. i.e. if it took longer to wait for a pick up from a location not at a rank, then more passengers may go to the ranks to hire a Hackney Carriage.

The balance between those Hackney Carriages which work independently of booking circuits and those which subscribe to booking circuits can be sensitive to changes. If the number of Hackney Carriages were to increase, then it is likely that the majority of additional vehicles would follow the prevailing current practice and join a booking circuit and work part of the time from the ranks. If competition from vehicles licensed by other authorities were to increase, this would tend to reduce the number of pre-booked hires undertaken by Hackney Carriages and result in increased attendance at ranks and increased competition at ranks. Such increased competition, either from Southend Hackney Carriages, or from out of area licensed vehicles, could, in turn, lead to more independent drivers joining a booking circuit to boost earnings. If more of the fleet were reliant on booking circuits, chasing fewer hires, then at peak rank demand times, there could be fewer Hackney Carriages available at the ranks, as many of them may be primarily engaged on pre-booked hires.

Future changes could affect availability of hackney carriages at the ranks and increase incidences and duration of passenger waiting at the ranks. If passenger waiting were to increase, then increasing the number of Hackney Carriages, to an already over provided fleet, would tend to exacerbate the issue of provision at peak times, for the reasons discussed earlier. The counter intuitive result of an increase in Hackney Carriages under such circumstances, would be to decrease the available capacity at ranks at key times.

If, the situation should arise that more Hackney Carriages are required to address increased passenger waiting. Rather than increase the number of Hackney Carriages in the fleet, alternative measures would be more likely to succeed, if they could incentivise Hackney Carriages to prioritise servicing the ranks. The most effective means to address excessive passenger waiting at ranks would be to implement measures which effectively incentivise some Hackney Carriages to service ranks, rather than service pre-booked hires. There are a range of measures which could be explored, should the circumstances arise. Currently there is no need to explore any such measures.

9 Recommendations

On the basis of the evidence gathered in this report, our key conclusion is that there is **no** evidence of any unmet demand for the services of hackney carriages either patent or latent which is significant at this point in time in the Southend on Sea licensing area.

It is recommended that the number of Hackney Carriages in the fleet is not increased at this point in time.

It is further recommended that conditions at the ranks during periods of peak late night demand are monitored from time to time, to check that incidences and durations of wait times do not significantly increase.

If it is felt, at some future point, that incidences and duration of passenger waiting at the ranks have become excessive, then measures to encourage higher levels of attendance at the ranks by Hackney Carriages from within the existing licensed fleet, should be explored and developed, in the first instance.

There is some evidence reported from some quarters, that wheelchair users face additional difficulties obtaining service from wheelchair accessible licensed vehicles. Firstly, the level of such difficulty should be established more robustly. If, following further investigation, there is further supporting evidence to suggest that wheelchair users are being provided with a poorer level of service than other users, then measures should be developed to ensure that wheelchair users may access the same level of service as able bodied users. With a third of the Hackney Carriage fleet comprising wheelchair accessible vehicles, there seems little to justify any lower level of service provision.



Appendix 1 – Detailed Rank Observation Statistics

Total passengers												
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	(Southend Central Station)	Victoria Station	University Hospital	
Thursday 07:00	0	0	0	0	5	0	0	1	0	0	5	
Thursday 08:00	0	0	0	16	3	0	0	2	0	0	13	
Thursday 09:00	2	0	0	11	3	0	0	1	0	0	20	
Thursday 10:00	11	0	0	5	2	0	25	1	0	0	21	
Thursday 11:00	14	0	0	3	2	0	12	0	0	0	24	
Thursday 12:00	19	0	0	4	4	0	18	0	0	0	13	
Thursday 13:00	20	0	0	2	2	0	28	0	0	0	23	
Thursday 14:00	16	0	0	1	6	0	18	0	0	0	33	
Thursday 15:00	21	0	0	2	6	0	33	0	0	0	26	
Thursday 16:00	17	2	0	6	24	0	31	0	0	0	36	
Thursday 17:00	12	3	0	10	35	0	39	0	0	0	41	
Thursday 18:00	2	3	0	15	68	0	17	0	0	0	24	
Thursday 19:00	4	4	0	17	73	0	14	0	0	7	15	
Thursday 20:00	6	3	0	7	36	0	6	0	0	6	10	
Thursday 21:00	5	5	0	5	36	0	15	0	0	4	10	
Thursday 22:00	4	4	0	10	36	0	11	0	3	6	1	
Thursday 23:00	2	8	0	17	66	0	8	0	2	5	3	
Friday 00:00	0	6	0	6	45	0	9	0	0	19	2	
Friday 01:00	0	4	0	1	20	0	7	0	0	7	0	
Friday 02:00	0	0	0	0	0	0	2	0	0	3	0	
Friday 03:00	0	0	0	0	0	0	0	0	0	0	0	
Friday 04:00	0	0	0	0	0	0	0	0	0	0	0	
Friday 05:00	0	0	0	0	0	0	0	0	0	0	1	
Friday 06:00	0	0	0	0	0	0	0	0	0	0	1	
Friday 07:00	0	0	0	1	0	0	0	0	0	0	11	
Friday 08:00	0	0	0	13	0	0	2	0	0	0	11	
Friday 09:00	0	0	0	3	0	0	9	3	0	0	17	
Friday 10:00	14	0	0	1	0	0	17	0	0	0	25	
Friday 11:00	10	0	0	2	2	0	21	0	0	0	35	
Friday 12:00	25	0	0	1	4	0	28	2	0	0	37	
Friday 13:00	23	0	0	1	3	0	27	0	0	0	21	
Friday 14:00	21	0	0	1	8	0	29	0	0	0	27	
Friday 15:00	20	0	0	6	13	0	24	0	0	0	41	
Friday 16:00	29	0	0	7	28	0	40	0	0	0	31	
Friday 17:00	17	0	0	9	67	0	37	0	0	0	23	
Friday 18:00	9	16	0	11	90	0	28	0	0	6	6	
Friday 19:00	3	5	0	6	47	0	33	3	7	4	5	
Friday 20:00	11	8	0	12	32	0	26	1	3	11	5	
Friday 21:00	5	2	0	8	24	0	27	3	6	5	7	
Friday 22:00	8	5	0	10	36	9	0	7	8	12	1	
Friday 23:00	14	7	0	17	49	7	0	0	0	8	0	
Saturday 00:00	7	0	0	4	42	12	0	0	0	5	1	
Saturday 01:00	7	0	0	0	23	14	0	0	0	17	4	
Saturday 02:00	0	0	0	0	0	0	0	0	0	0	0	
Saturday 03:00	6	0	0	0	0	0	0	0	0	0	0	
Saturday 04:00	0	0	0	0	0	0	0	0	0	0	3	
Saturday 05:00	0	0	0	0	0	0	0	0	0	0	0	
Saturday 06:00	0	0	0	0	0	0	0	0	0	0	4	



Total passengers												
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	(Southend Central Station)	Victoria Station	University Hospital	
Saturday 07:00	0	0	0	0	0	0	0	0	0	0	0	5
Saturday 08:00	4	0	0	0	0	0	0	1	0	0	0	1
Saturday 09:00	3	0	0	2	0	0	7	0	0	0	0	7
Saturday 10:00	10	0	0	3	2	0	14	0	0	0	0	7
Saturday 11:00	18	0	0	1	4	0	19	0	0	0	0	10
Saturday 12:00	16	0	0	7	9	0	19	0	0	0	0	4
Saturday 13:00	12	0	0	4	6	0	29	0	0	0	0	8
Saturday 14:00	26	0	0	5	13	0	32	0	0	0	0	1
Saturday 15:00	18	0	0	3	10	0	30	0	0	0	0	15
Saturday 16:00	19	1	2	7	13	0	36	0	0	0	0	12
Saturday 17:00	22	2	1	8	22	0	40	0	0	0	0	3
Saturday 18:00	14	3	0	15	17	0	28	0	0	1	0	9
Saturday 19:00	15	7	0	10	34	9	35	0	0	3	0	1
Saturday 20:00	10	3	0	18	37	2	41	0	4	5	0	7
Saturday 21:00	4	4	0	2	21	2	63	1	11	3	0	3
Saturday 22:00	9	0	0	15	23	4	52	0	19	0	0	1
Saturday 23:00	12	0	0	0	51	4	86	0	13	0	0	0
Sunday 00:00	18	0	0	0	28	7	122	0	21	0	0	1
Sunday 01:00	9	0	0	0	31	23	148	0	13	0	0	0
Sunday 02:00	13	0	0	0	0	0	86	0	0	0	0	0
Sunday 03:00	0	0	0	0	0	0	124	0	0	0	0	0
Sunday 04:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 05:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 06:00	0	0	0	0	0	0	0	0	0	0	0	0



Total Hackney Carriages Departing Empty											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Thursday 07:00	0	0	0	0	11	0	0	8	0	0	1
Thursday 08:00	0	0	0	5	6	0	0	0	0	0	1
Thursday 09:00	6	0	0	4	4	0	0	6	0	0	1
Thursday 10:00	5	0	0	7	1	0	9	9	0	0	0
Thursday 11:00	3	0	0	8	4	0	7	6	0	0	0
Thursday 12:00	3	0	0	7	5	0	3	0	0	0	0
Thursday 13:00	0	0	0	4	6	0	3	0	0	0	0
Thursday 14:00	4	0	0	8	4	0	2	0	0	0	1
Thursday 15:00	8	0	0	5	3	0	3	0	0	0	1
Thursday 16:00	4	1	0	4	2	0	3	0	0	0	0
Thursday 17:00	3	1	0	4	2	0	0	0	0	0	1
Thursday 18:00	5	1	0	4	2	0	1	0	0	0	0
Thursday 19:00	7	7	0	8	1	0	5	0	0	2	1
Thursday 20:00	8	7	0	6	3	0	3	0	0	3	0
Thursday 21:00	5	6	0	8	6	0	3	0	5	7	1
Thursday 22:00	4	7	0	9	2	0	3	0	1	3	1
Thursday 23:00	6	3	0	2	3	0	6	0	1	5	0
Friday 00:00	2	4	0	5	2	0	4	0	6	4	0
Friday 01:00	0	3	0	4	6	0	1	0	0	2	0
Friday 02:00	0	0	0	0	0	0	2	0	0	2	0
Friday 03:00	0	0	0	0	0	0	0	0	0	0	0
Friday 04:00	0	0	0	0	0	0	0	0	0	0	0
Friday 05:00	0	0	0	0	0	0	0	0	0	0	1
Friday 06:00	0	0	0	0	0	0	0	0	0	0	1
Friday 07:00	0	0	0	15	0	0	0	0	0	0	1
Friday 08:00	0	0	0	8	0	0	2	0	0	0	1
Friday 09:00	0	0	0	13	0	0	5	7	0	0	0
Friday 10:00	3	0	0	21	10	0	4	5	0	0	0
Friday 11:00	9	0	0	14	7	0	4	9	0	0	0
Friday 12:00	1	0	0	8	2	0	1	1	0	0	0
Friday 13:00	4	0	0	4	5	0	6	0	0	0	0
Friday 14:00	4	0	0	0	4	0	7	0	0	0	0
Friday 15:00	3	0	0	2	1	0	6	0	0	0	0
Friday 16:00	2	0	0	0	0	0	1	0	0	0	0
Friday 17:00	0	0	0	3	2	0	0	0	0	0	0
Friday 18:00	6	1	0	4	2	0	2	0	0	1	1
Friday 19:00	4	1	0	7	1	0	2	5	0	1	1
Friday 20:00	7	1	0	5	3	0	3	4	3	1	0
Friday 21:00	11	5	0	15	3	3	3	10	2	4	0
Friday 22:00	2	3	0	10	9	2	0	4	1	3	0
Friday 23:00	1	0	0	6	4	0	0	0	0	1	0
Saturday 00:00	3	0	0	5	2	1	0	0	0	2	0
Saturday 01:00	2	0	0	0	4	2	0	0	0	0	0
Saturday 02:00	3	0	0	0	0	0	0	0	0	0	1
Saturday 03:00	0	0	0	0	0	0	0	0	0	0	0
Saturday 04:00	0	0	0	0	0	0	0	0	0	0	3
Saturday 05:00	0	0	0	0	0	0	0	0	0	0	1
Saturday 06:00	0	0	0	0	0	0	0	0	0	0	0



Total Hackney Carriages Departing Empty											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Saturday 07:00	0	0	0	0	0	0	0	4	0	0	0
Saturday 08:00	1	0	0	0	0	0	0	5	0	0	1
Saturday 09:00	1	0	0	5	1	0	1	0	0	0	1
Saturday 10:00	3	0	0	5	7	0	2	0	0	0	0
Saturday 11:00	6	0	0	8	8	0	3	0	0	0	1
Saturday 12:00	6	0	0	8	2	0	2	0	0	0	0
Saturday 13:00	2	0	0	3	3	0	0	0	0	0	1
Saturday 14:00	2	0	1	1	2	0	0	0	0	0	0
Saturday 15:00	5	0	0	5	0	0	6	0	0	0	2
Saturday 16:00	3	1	0	3	5	0	2	0	0	0	0
Saturday 17:00	1	1	0	4	2	0	4	0	0	0	1
Saturday 18:00	7	1	0	2	5	0	3	0	0	3	0
Saturday 19:00	9	3	0	4	5	0	4	3	0	1	1
Saturday 20:00	8	2	0	10	5	2	3	5	1	0	1
Saturday 21:00	12	3	0	9	5	2	2	3	3	2	0
Saturday 22:00	10	6	0	4	3	2	3	0	4	0	0
Saturday 23:00	5	0	0	0	0	3	0	0	5	0	0
Sunday 00:00	0	0	0	0	4	2	0	0	0	0	0
Sunday 01:00	0	0	0	0	2	0	1	0	4	0	1
Sunday 02:00	4	0	0	0	0	0	3	0	0	0	0
Sunday 03:00	0	0	0	0	0	0	0	0	0	0	0
Sunday 04:00	0	0	0	0	0	0	0	0	0	0	0
Sunday 05:00	0	0	0	0	0	0	0	0	0	0	0
Sunday 06:00	0	0	0	0	0	0	0	0	0	0	0



Total Hackney Carriages Departing With Passengers												
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital	
Thursday 07:00	0	0	0	0	3	0	0	1	0	0	4	
Thursday 08:00	0	0	0	12	3	0	0	1	0	0	8	
Thursday 09:00	2	0	0	10	3	0	0	1	0	0	12	
Thursday 10:00	9	0	0	4	1	0	19	1	0	0	11	
Thursday 11:00	10	0	0	3	1	0	9	0	0	0	14	
Thursday 12:00	15	0	0	4	4	0	14	0	0	0	7	
Thursday 13:00	14	0	0	1	2	0	22	0	0	0	12	
Thursday 14:00	13	0	0	1	6	0	16	0	0	0	21	
Thursday 15:00	14	0	0	1	6	0	24	0	0	0	16	
Thursday 16:00	12	2	0	6	20	0	23	0	0	0	23	
Thursday 17:00	11	3	0	8	32	0	28	0	0	0	30	
Thursday 18:00	2	3	0	11	59	0	16	0	0	0	16	
Thursday 19:00	4	4	0	14	67	0	12	0	0	7	10	
Thursday 20:00	4	3	0	6	31	0	6	0	0	5	6	
Thursday 21:00	4	4	0	5	32	0	9	0	0	4	8	
Thursday 22:00	3	3	0	8	34	0	10	0	2	5	1	
Thursday 23:00	2	6	0	15	53	0	8	0	1	4	2	
Friday 00:00	0	5	0	5	38	0	8	0	0	13	2	
Friday 01:00	0	4	0	1	16	0	5	0	0	5	0	
Friday 02:00	0	0	0	0	0	0	1	0	0	3	0	
Friday 03:00	0	0	0	0	0	0	0	0	0	0	0	
Friday 04:00	0	0	0	0	0	0	0	0	0	0	0	
Friday 05:00	0	0	0	0	0	0	0	0	0	0	1	
Friday 06:00	0	0	0	0	0	0	0	0	0	0	1	
Friday 07:00	0	0	0	1	0	0	0	0	0	0	6	
Friday 08:00	0	0	0	9	0	0	2	0	0	0	7	
Friday 09:00	0	0	0	3	0	0	8	2	0	0	10	
Friday 10:00	13	0	0	1	0	0	15	0	0	0	13	
Friday 11:00	8	0	0	2	2	0	19	0	0	0	18	
Friday 12:00	21	0	0	1	4	0	20	1	0	0	22	
Friday 13:00	17	0	0	1	2	0	20	0	0	0	14	
Friday 14:00	14	0	0	1	8	0	24	0	0	0	16	
Friday 15:00	13	0	0	3	12	0	23	0	0	0	23	
Friday 16:00	19	0	0	5	26	0	27	0	0	0	20	
Friday 17:00	11	0	0	6	63	0	24	0	0	0	16	
Friday 18:00	8	12	0	9	82	0	23	0	0	5	4	
Friday 19:00	3	5	0	6	42	0	26	2	4	3	4	
Friday 20:00	6	7	0	9	29	0	21	1	3	8	4	
Friday 21:00	3	2	0	6	21	0	18	1	3	4	5	
Friday 22:00	5	3	0	6	29	4	0	3	5	9	1	
Friday 23:00	7	6	0	13	36	4	0	0	0	7	0	
Saturday 00:00	5	0	0	4	33	6	0	0	0	5	1	
Saturday 01:00	3	0	0	0	16	5	0	0	0	15	3	
Saturday 02:00	0	0	0	0	0	0	0	0	0	0	0	
Saturday 03:00	4	0	0	0	0	0	0	0	0	0	0	
Saturday 04:00	0	0	0	0	0	0	0	0	0	0	2	
Saturday 05:00	0	0	0	0	0	0	0	0	0	0	0	
Saturday 06:00	0	0	0	0	0	0	0	0	0	0	3	



Total Hackney Carriages Departing With Passengers												
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital	
Saturday 07:00	0	0	0	0	0	0	0	0	0	0	0	3
Saturday 08:00	3	0	0	0	0	0	0	1	0	0	0	1
Saturday 09:00	3	0	0	2	0	0	6	0	0	0	0	5
Saturday 10:00	9	0	0	3	2	0	11	0	0	0	0	5
Saturday 11:00	12	0	0	1	3	0	15	0	0	0	0	5
Saturday 12:00	11	0	0	4	6	0	17	0	0	0	0	3
Saturday 13:00	9	0	0	3	4	0	23	0	0	0	0	5
Saturday 14:00	20	0	0	4	8	0	27	0	0	0	0	1
Saturday 15:00	14	0	0	2	6	0	25	0	0	0	0	11
Saturday 16:00	15	1	1	5	9	0	27	0	0	0	0	9
Saturday 17:00	14	2	1	5	15	0	29	0	0	0	0	2
Saturday 18:00	10	3	0	11	13	0	20	0	0	1	6	6
Saturday 19:00	7	5	0	7	20	3	24	0	0	2	1	1
Saturday 20:00	5	2	0	11	23	1	25	0	4	4	6	6
Saturday 21:00	3	3	0	2	16	2	40	1	5	2	2	2
Saturday 22:00	7	0	0	11	15	2	37	0	10	0	1	1
Saturday 23:00	6	0	0	0	32	3	60	0	8	0	0	0
Sunday 00:00	9	0	0	0	19	4	68	0	13	0	1	1
Sunday 01:00	4	0	0	0	18	11	74	0	8	0	0	0
Sunday 02:00	5	0	0	0	0	0	43	0	0	0	0	0
Sunday 03:00	0	0	0	0	0	0	60	0	0	0	0	0
Sunday 04:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 05:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 06:00	0	0	0	0	0	0	0	0	0	0	0	0



Total Hackney Carriage Departures											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Thursday 07:00	0	0	0	0	14	0	0	9	0	0	7
Thursday 08:00	0	0	0	17	9	0	0	0	0	0	9
Thursday 09:00	8	0	0	14	7	0	0	7	0	0	13
Thursday 10:00	14	0	0	11	2	0	28	10	0	0	11
Thursday 11:00	13	0	0	11	5	0	16	6	0	0	14
Thursday 12:00	18	0	0	11	9	0	17	0	0	0	7
Thursday 13:00	14	0	0	5	8	0	25	0	0	0	12
Thursday 14:00	17	0	0	9	10	0	18	0	0	0	22
Thursday 15:00	22	0	0	6	9	0	27	0	0	0	17
Thursday 16:00	16	3	0	10	22	0	26	0	0	0	23
Thursday 17:00	14	4	0	12	34	0	28	0	0	0	31
Thursday 18:00	7	4	0	15	61	0	17	0	0	0	16
Thursday 19:00	11	11	0	22	68	0	17	0	0	9	11
Thursday 20:00	12	10	0	12	34	0	9	0	0	8	6
Thursday 21:00	9	10	0	13	38	0	12	0	5	11	9
Thursday 22:00	7	10	0	17	36	0	13	0	3	8	2
Thursday 23:00	8	9	0	17	56	0	14	0	2	9	2
Friday 00:00	2	9	0	10	40	0	12	0	6	17	2
Friday 01:00	0	7	0	5	22	0	6	0	0	7	0
Friday 02:00	0	0	0	0	0	0	3	0	0	5	0
Friday 03:00	0	0	0	0	0	0	0	0	0	0	0
Friday 04:00	0	0	0	0	0	0	0	0	0	0	0
Friday 05:00	0	0	0	0	0	0	0	0	0	0	2
Friday 06:00	0	0	0	0	0	0	0	0	0	0	2
Friday 07:00	0	0	0	16	0	0	0	0	0	0	7
Friday 08:00	0	0	0	17	0	0	4	0	0	0	8
Friday 09:00	0	0	0	16	0	0	13	9	0	0	10
Friday 10:00	16	0	0	22	10	0	19	5	0	0	13
Friday 11:00	17	0	0	16	9	0	23	9	0	0	18
Friday 12:00	22	0	0	9	6	0	21	2	0	0	22
Friday 13:00	21	0	0	5	7	0	26	0	0	0	14
Friday 14:00	18	0	0	1	12	0	31	0	0	0	16
Friday 15:00	16	0	0	5	13	0	29	0	0	0	23
Friday 16:00	21	0	0	5	26	0	28	0	0	0	20
Friday 17:00	11	0	0	9	65	0	24	0	0	0	16
Friday 18:00	14	13	0	13	84	0	25	0	0	6	5
Friday 19:00	7	6	0	13	43	0	28	7	4	4	5
Friday 20:00	13	8	0	14	32	0	24	5	6	9	4
Friday 21:00	14	7	0	21	24	3	21	11	5	8	5
Friday 22:00	7	6	0	16	38	6	0	7	6	12	1
Friday 23:00	8	6	0	19	40	4	0	0	0	8	0
Saturday 00:00	8	0	0	9	35	7	0	0	0	7	1
Saturday 01:00	5	0	0	0	20	7	0	0	0	15	3
Saturday 02:00	3	0	0	0	0	0	0	0	0	0	1
Saturday 03:00	4	0	0	0	0	0	0	0	0	0	0
Saturday 04:00	0	0	0	0	0	0	0	0	0	0	5
Saturday 05:00	0	0	0	0	0	0	0	0	0	0	1
Saturday 06:00	0	0	0	0	0	0	0	0	0	0	3



Total Hackney Carriage Departures												
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital	
Saturday 07:00	0	0	0	0	0	0	0	4	0	0	0	3
Saturday 08:00	4	0	0	0	0	0	0	6	0	0	0	2
Saturday 09:00	4	0	0	7	1	0	7	0	0	0	0	6
Saturday 10:00	12	0	0	8	9	0	13	0	0	0	0	5
Saturday 11:00	18	0	0	9	11	0	18	0	0	0	0	6
Saturday 12:00	17	0	0	12	8	0	19	0	0	0	0	3
Saturday 13:00	11	0	0	6	7	0	23	0	0	0	0	6
Saturday 14:00	22	0	1	5	10	0	27	0	0	0	0	1
Saturday 15:00	19	0	0	7	6	0	31	0	0	0	0	13
Saturday 16:00	18	2	1	8	14	0	29	0	0	0	0	9
Saturday 17:00	15	3	1	9	17	0	33	0	0	0	0	3
Saturday 18:00	17	4	0	13	18	0	23	0	0	4	0	6
Saturday 19:00	16	8	0	11	25	3	28	3	0	3	0	2
Saturday 20:00	13	4	0	21	28	3	28	5	5	4	0	7
Saturday 21:00	15	6	0	11	21	4	42	4	8	4	0	2
Saturday 22:00	17	6	0	15	18	4	40	0	14	0	0	1
Saturday 23:00	11	0	0	0	32	6	60	0	13	0	0	0
Sunday 00:00	9	0	0	0	23	6	68	0	13	0	0	1
Sunday 01:00	4	0	0	0	20	11	75	0	12	0	0	1
Sunday 02:00	9	0	0	0	0	0	46	0	0	0	0	0
Sunday 03:00	0	0	0	0	0	0	60	0	0	0	0	0
Sunday 04:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 05:00	0	0	0	0	0	0	0	0	0	0	0	0
Sunday 06:00	0	0	0	0	0	0	0	0	0	0	0	0



Proportion of Hackney Carriages departing empty											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Thursday 07:00	0%	0%	0%	0%	79%	0%	0%	89%	0%	0%	14%
Thursday 08:00	0%	0%	0%	29%	67%	0%	0%	0%	0%	0%	11%
Thursday 09:00	75%	0%	0%	29%	57%	0%	0%	86%	0%	0%	8%
Thursday 10:00	36%	0%	0%	64%	50%	0%	32%	90%	0%	0%	0%
Thursday 11:00	23%	0%	0%	73%	80%	0%	44%	100%	0%	0%	0%
Thursday 12:00	17%	0%	0%	64%	56%	0%	18%	0%	0%	0%	0%
Thursday 13:00	0%	0%	0%	80%	75%	0%	12%	0%	0%	0%	0%
Thursday 14:00	24%	0%	0%	89%	40%	0%	11%	0%	0%	0%	5%
Thursday 15:00	36%	0%	0%	83%	33%	0%	11%	0%	0%	0%	6%
Thursday 16:00	25%	33%	0%	40%	9%	0%	12%	0%	0%	0%	0%
Thursday 17:00	21%	25%	0%	33%	6%	0%	0%	0%	0%	0%	3%
Thursday 18:00	71%	25%	0%	27%	3%	0%	6%	0%	0%	0%	0%
Thursday 19:00	64%	64%	0%	36%	1%	0%	29%	0%	0%	22%	9%
Thursday 20:00	67%	70%	0%	50%	9%	0%	33%	0%	0%	38%	0%
Thursday 21:00	56%	60%	0%	62%	16%	0%	25%	0%	100%	64%	11%
Thursday 22:00	57%	70%	0%	53%	6%	0%	23%	0%	33%	38%	50%
Thursday 23:00	75%	33%	0%	12%	5%	0%	43%	0%	50%	56%	0%
Friday 00:00	100%	44%	0%	50%	5%	0%	33%	0%	100%	24%	0%
Friday 01:00	0%	43%	0%	80%	27%	0%	17%	0%	0%	29%	0%
Friday 02:00	0%	0%	0%	0%	0%	0%	67%	0%	0%	40%	0%
Friday 03:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Friday 04:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Friday 05:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%
Friday 06:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	50%
Friday 07:00	0%	0%	0%	94%	0%	0%	0%	0%	0%	0%	14%
Friday 08:00	0%	0%	0%	47%	0%	0%	50%	0%	0%	0%	13%
Friday 09:00	0%	0%	0%	81%	0%	0%	38%	78%	0%	0%	0%
Friday 10:00	19%	0%	0%	95%	100%	0%	21%	100%	0%	0%	0%
Friday 11:00	53%	0%	0%	88%	78%	0%	17%	100%	0%	0%	0%
Friday 12:00	5%	0%	0%	89%	33%	0%	5%	50%	0%	0%	0%
Friday 13:00	19%	0%	0%	80%	71%	0%	23%	0%	0%	0%	0%
Friday 14:00	22%	0%	0%	0%	33%	0%	23%	0%	0%	0%	0%
Friday 15:00	19%	0%	0%	40%	8%	0%	21%	0%	0%	0%	0%
Friday 16:00	10%	0%	0%	0%	0%	0%	4%	0%	0%	0%	0%
Friday 17:00	0%	0%	0%	33%	3%	0%	0%	0%	0%	0%	0%
Friday 18:00	43%	8%	0%	31%	2%	0%	8%	0%	0%	17%	20%
Friday 19:00	57%	17%	0%	54%	2%	0%	7%	71%	0%	25%	20%
Friday 20:00	54%	13%	0%	36%	9%	0%	13%	80%	50%	11%	0%
Friday 21:00	79%	71%	0%	71%	13%	100%	14%	91%	40%	50%	0%
Friday 22:00	29%	50%	0%	63%	24%	33%	0%	57%	17%	25%	0%
Friday 23:00	13%	0%	0%	32%	10%	0%	0%	0%	0%	13%	0%
Saturday 00:00	38%	0%	0%	56%	6%	14%	0%	0%	0%	29%	0%
Saturday 01:00	40%	0%	0%	0%	20%	29%	0%	0%	0%	0%	0%
Saturday 02:00	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Saturday 03:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Saturday 04:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	60%
Saturday 05:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Saturday 06:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



Proportion of Hackney Carriages departing empty											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Saturday 07:00	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%
Saturday 08:00	25%	0%	0%	0%	0%	0%	0%	83%	0%	0%	50%
Saturday 09:00	25%	0%	0%	71%	100%	0%	14%	0%	0%	0%	17%
Saturday 10:00	25%	0%	0%	63%	78%	0%	15%	0%	0%	0%	0%
Saturday 11:00	33%	0%	0%	89%	73%	0%	17%	0%	0%	0%	17%
Saturday 12:00	35%	0%	0%	67%	25%	0%	11%	0%	0%	0%	0%
Saturday 13:00	18%	0%	0%	50%	43%	0%	0%	0%	0%	0%	17%
Saturday 14:00	9%	0%	100%	20%	20%	0%	0%	0%	0%	0%	0%
Saturday 15:00	26%	0%	0%	71%	0%	0%	19%	0%	0%	0%	15%
Saturday 16:00	17%	50%	0%	38%	36%	0%	7%	0%	0%	0%	0%
Saturday 17:00	7%	33%	0%	44%	12%	0%	12%	0%	0%	0%	33%
Saturday 18:00	41%	25%	0%	15%	28%	0%	13%	0%	0%	75%	0%
Saturday 19:00	56%	38%	0%	36%	20%	0%	14%	100%	0%	33%	50%
Saturday 20:00	62%	50%	0%	48%	18%	67%	11%	100%	20%	0%	14%
Saturday 21:00	80%	50%	0%	82%	24%	50%	5%	75%	38%	50%	0%
Saturday 22:00	59%	100%	0%	27%	17%	50%	8%	0%	29%	0%	0%
Saturday 23:00	45%	0%	0%	0%	0%	50%	0%	0%	38%	0%	0%
Sunday 00:00	0%	0%	0%	0%	17%	33%	0%	0%	0%	0%	0%
Sunday 01:00	0%	0%	0%	0%	10%	0%	1%	0%	33%	0%	100%
Sunday 02:00	44%	0%	0%	0%	0%	0%	7%	0%	0%	0%	0%
Sunday 03:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sunday 04:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sunday 05:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sunday 06:00	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



Average Hackney Carriage vehicle wait time at rank											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southdurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Thursday 07:00	0	0	0	0	1	0	0	1	0	0	3
Thursday 08:00	0	0	0	4	3	0	0	6	0	0	6
Thursday 09:00	10	0	0	4	10	0	0	5	0	0	6
Thursday 10:00	14	0	0	4	11	0	10	6	0	0	12
Thursday 11:00	15	0	0	11	15	0	15	3	0	0	8
Thursday 12:00	13	0	0	9	4	0	18	0	0	0	14
Thursday 13:00	8	0	0	4	8	0	20	0	0	0	10
Thursday 14:00	10	0	0	4	10	0	12	0	0	0	6
Thursday 15:00	11	0	0	6	9	0	7	0	0	0	10
Thursday 16:00	14	2	0	4	6	0	12	0	0	0	2
Thursday 17:00	4	2	0	1	6	0	4	0	0	0	1
Thursday 18:00	10	5	0	3	2	0	9	0	0	0	7
Thursday 19:00	11	6	0	3	0	0	12	0	0	3	11
Thursday 20:00	19	4	0	5	6	0	23	0	0	8	11
Thursday 21:00	10	9	0	10	6	0	30	0	9	15	3
Thursday 22:00	8	8	0	3	7	0	20	0	4	13	5
Thursday 23:00	7	1	0	2	4	0	17	0	5	28	8
Friday 00:00	13	6	0	6	6	0	13	0	3	14	0
Friday 01:00	23	7	0	9	11	0	18	0	0	14	0
Friday 02:00	0	0	0	0	0	0	43	0	0	40	0
Friday 03:00	0	0	0	0	0	0	81	0	0	0	0
Friday 04:00	0	0	0	0	0	0	0	0	0	0	0
Friday 05:00	0	0	0	0	0	0	0	0	0	0	0
Friday 06:00	0	0	0	0	0	0	0	0	0	0	0
Friday 07:00	0	0	0	5	0	0	0	0	0	0	6
Friday 08:00	0	0	0	4	0	0	3	0	0	0	9
Friday 09:00	0	0	0	8	0	0	8	3	0	0	8
Friday 10:00	9	0	0	8	8	0	4	1	0	0	13
Friday 11:00	7	0	0	7	3	0	9	7	0	0	13
Friday 12:00	9	0	0	8	3	0	6	5	0	0	7
Friday 13:00	5	0	0	13	14	0	7	0	0	0	6
Friday 14:00	14	0	0	20	6	0	5	0	0	0	12
Friday 15:00	6	0	0	4	6	0	7	0	0	0	3
Friday 16:00	4	0	0	3	2	0	5	0	0	0	6
Friday 17:00	2	0	0	4	2	0	2	0	0	0	3
Friday 18:00	3	0	0	4	0	0	5	0	0	3	8
Friday 19:00	8	1	0	3	0	0	1	0	0	0	1
Friday 20:00	2	3	0	3	4	0	7	3	0	1	13
Friday 21:00	9	5	0	8	11	10	17	7	2	9	11
Friday 22:00	6	15	0	4	4	1	0	2	0	6	6
Friday 23:00	6	0	0	2	3	1	0	0	0	7	0
Saturday 00:00	1	0	0	0	3	1	0	0	0	15	0
Saturday 01:00	5	0	0	0	2	1	0	0	0	8	9
Saturday 02:00	3	0	0	0	0	0	0	0	0	0	9
Saturday 03:00	0	0	0	0	0	0	0	0	0	0	0
Saturday 04:00	0	0	0	0	0	0	0	0	0	0	2
Saturday 05:00	0	0	0	0	0	0	0	0	0	0	1
Saturday 06:00	0	0	0	0	0	0	0	0	0	0	0



Average Hackney Carriage vehicle wait time at rank											
Hour beginning	Heygate Avenue	Chalkwell Station	Chichester Road	Ditton Court Road	Leigh on Sea Station	London Road Leigh	London Road	Southchurch Avenue	Cliffdown Road (Southend Central Station)	Victoria Station	University Hospital
Saturday 07:00	0	0	0	0	0	0	0	2	0	0	3
Saturday 08:00	0	0	0	0	0	0	0	0	0	0	7
Saturday 09:00	3	0	0	3	3	0	2	0	0	0	12
Saturday 10:00	2	0	0	4	8	0	6	0	0	0	17
Saturday 11:00	5	0	0	7	19	0	7	0	0	0	26
Saturday 12:00	6	0	0	3	3	0	9	0	0	0	27
Saturday 13:00	17	0	0	8	5	0	8	0	0	0	31
Saturday 14:00	10	0	9	10	7	0	7	0	0	0	18
Saturday 15:00	12	0	30	3	8	0	9	0	0	0	15
Saturday 16:00	10	0	3	1	17	0	12	0	0	0	9
Saturday 17:00	1	0	0	3	5	0	2	0	0	0	26
Saturday 18:00	3	6	0	1	10	0	7	0	0	3	17
Saturday 19:00	5	1	0	0	2	0	9	0	0	6	0
Saturday 20:00	4	4	0	4	6	0	12	4	0	15	3
Saturday 21:00	7	6	0	3	11	4	3	4	2	21	4
Saturday 22:00	3	2	0	2	11	2	5	0	2	0	0
Saturday 23:00	2	0	0	0	4	2	3	0	3	0	0
Sunday 00:00	1	0	0	0	5	0	0	0	0	0	6
Sunday 01:00	1	0	0	0	1	0	2	0	0	0	4
Sunday 02:00	4	0	0	0	0	0	4	0	0	0	0
Sunday 03:00	0	0	0	0	0	0	1	0	0	0	0
Sunday 04:00	0	0	0	0	0	0	0	0	0	0	0
Sunday 05:00	0	0	0	0	0	0	0	0	0	0	0
Sunday 06:00	0	0	0	0	0	0	0	0	0	0	3



Detailed Rank Statistics

Appendix 2 – Passenger waiting events

Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Chalkwell Station	07/02/2019	16:20:34	16:27:02	1	Y	00:06:28	6.47	6.47
Chalkwell Station	07/02/2019	17:18:58	17:22:46	1	Y	00:03:48	3.80	3.80
Chalkwell Station	07/02/2019	19:46:52	19:50:14	1	Y	00:03:22	3.37	3.37
Chalkwell Station	07/02/2019	19:50:18	19:51:36	1	Y	00:01:18	1.30	1.30
Chalkwell Station	08/02/2019	00:45:24	00:46:22	1	Y	00:00:58	0.97	0.97
Chalkwell Station	08/02/2019	18:01:27	18:10:37	1	Y	00:09:10	9.17	9.17
Chalkwell Station	08/02/2019	18:33:19	18:36:41	1	Y	00:03:22	3.37	3.37
Chalkwell Station	08/02/2019	18:33:39	18:38:09	1	Y	00:04:30	4.50	4.50
Chalkwell Station	08/02/2019	19:34:21	19:47:43	1	Y	00:13:22	13.37	13.37
Chalkwell Station	08/02/2019	23:05:53	23:07:49	1	Y	00:01:56	1.93	1.93
Chalkwell Station	08/02/2019	23:23:39	23:27:51	1	Y	00:04:12	4.20	4.20
Chalkwell Station	08/02/2019	23:23:39	23:33:59	1	Y	00:10:20	10.33	10.33
Chalkwell Station	08/02/2019	23:23:39	23:33:59	1	Y	00:10:20	10.33	10.33
Chalkwell Station	09/02/2019	16:53:12	16:54:18	1	Y	00:01:06	1.10	1.10
Chalkwell Station	09/02/2019	18:28:04	18:40:18	1	Y	00:12:14	12.23	12.23
Chalkwell Station	09/02/2019	18:40:22	18:51:32	1	Y	00:11:10	11.17	11.17
Chalkwell Station	09/02/2019	18:53:12	19:05:14	1	Y	00:12:02	12.03	12.03
Ditton Court Road	07/02/2019	09:24:59	09:26:07	1	Y	00:01:08	1.13	1.13
Ditton Court Road	07/02/2019	13:51:20	13:54:38	2	Y	00:03:18	3.30	6.60
Ditton Court Road	07/02/2019	15:01:22	15:06:28	2	Y	00:05:06	5.10	10.20
Ditton Court Road	07/02/2019	16:16:30	16:18:48	1	Y	00:02:18	2.30	2.30
Ditton Court Road	07/02/2019	17:15:32	17:16:36	1	Y	00:01:04	1.07	1.07
Ditton Court Road	07/02/2019	17:21:10	17:25:26	1	Y	00:04:16	4.27	4.27
Ditton Court Road	07/02/2019	17:52:34	18:02:26	1	Y	00:09:52	9.87	9.87
Ditton Court Road	07/02/2019	18:10:30	18:14:08	1	Y	00:03:38	3.63	3.63
Ditton Court Road	07/02/2019	18:12:42	18:15:00	1	Y	00:02:18	2.30	2.30
Ditton Court Road	07/02/2019	20:28:30	20:31:24	1	Y	00:02:54	2.90	2.90
Ditton Court Road	07/02/2019	23:19:22	23:24:16	1	Y	00:04:54	4.90	4.90
Ditton Court Road	07/02/2019	23:19:30	23:25:40	1	Y	00:06:10	6.17	6.17
Ditton Court Road	07/02/2019	23:20:02	23:26:40	1	Y	00:06:38	6.63	6.63
Ditton Court Road	07/02/2019	23:20:02	23:30:24	1	Y	00:10:22	10.37	10.37
Ditton Court Road	08/02/2019	00:17:32	00:19:50	1	Y	00:02:18	2.30	2.30
Ditton Court Road	08/02/2019	22:46:43	22:53:01	1	Y	00:06:18	6.30	6.30
Ditton Court Road	09/02/2019	11:48:08	11:55:46	1	Y	00:07:38	7.63	7.63
Ditton Court Road	09/02/2019	13:54:58	13:56:06	1	Y	00:01:08	1.13	1.13
Ditton Court Road	09/02/2019	16:03:26	16:07:48	2	Y	00:04:22	4.37	8.73
Ditton Court Road	09/02/2019	16:40:46	16:46:46	1	Y	00:06:00	6.00	6.00
Ditton Court Road	09/02/2019	18:54:42	18:56:58	4	Y	00:02:16	2.27	9.07
Ditton Court Road	09/02/2019	19:11:46	19:14:44	2	Y	00:02:58	2.97	5.93
Ditton Court Road	09/02/2019	22:38:26	22:40:08	1	Y	00:01:42	1.70	1.70
Heygate Avenue	07/02/2019	12:52:13	12:54:03	1	Y	00:01:50	1.83	1.83
Heygate Avenue	07/02/2019	13:41:35	13:42:49	1	Y	00:01:14	1.23	1.23
Heygate Avenue	07/02/2019	17:36:00	17:37:44	1	Y	00:01:44	1.73	1.73
Heygate Avenue	08/02/2019	12:45:46	12:49:26	1	Y	00:03:40	3.67	3.67
Heygate Avenue	08/02/2019	12:57:08	12:59:16	1	Y	00:02:08	2.13	2.13
Heygate Avenue	08/02/2019	12:58:56	13:01:38	2	Y	00:02:42	2.70	5.40
Heygate Avenue	08/02/2019	13:01:26	13:04:00	1	Y	00:02:34	2.57	2.57
Heygate Avenue	08/02/2019	13:02:20	13:07:02	2	Y	00:04:42	4.70	9.40
Heygate Avenue	08/02/2019	16:56:31	16:57:49	1	Y	00:01:18	1.30	1.30
Heygate Avenue	08/02/2019	17:05:45	17:08:07	1	Y	00:02:22	2.37	2.37
Heygate Avenue	08/02/2019	17:19:53	17:23:35	1	Y	00:03:42	3.70	3.70
Heygate Avenue	08/02/2019	17:20:51	17:25:21	2	Y	00:04:30	4.50	9.00
Heygate Avenue	08/02/2019	17:23:41	17:29:39	4	Y	00:05:58	5.97	23.87
Heygate Avenue	08/02/2019	17:26:59	17:37:49	1	N	00:10:50	10.83	10.83
Heygate Avenue	08/02/2019	17:38:51	17:41:33	1	Y	00:02:42	2.70	2.70
Heygate Avenue	08/02/2019	18:02:59	18:07:25	1	Y	00:04:26	4.43	4.43
Heygate Avenue	08/02/2019	18:41:49	18:43:23	1	Y	00:01:34	1.57	1.57
Heygate Avenue	08/02/2019	20:09:11	20:10:29	1	N	00:01:18	1.30	1.30
Heygate Avenue	08/02/2019	22:03:27	22:08:27	2	N	00:05:00	5.00	10.00



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Heygate Avenue	08/02/2019	23:27:05	23:35:07	1	N	00:08:02	8.03	8.03
Heygate Avenue	08/02/2019	23:27:59	23:33:15	3	N	00:05:16	5.27	15.80
Heygate Avenue	08/02/2019	23:32:19	23:42:41	2	Y	00:10:22	10.37	20.73
Heygate Avenue	08/02/2019	23:58:23	00:02:15	2	Y	00:03:52	3.87	7.73
Heygate Avenue	09/02/2019	03:08:41	03:11:39	1	Y	00:02:58	2.97	2.97
Heygate Avenue	09/02/2019	03:08:41	03:13:47	2	N	00:05:06	5.10	10.20
Heygate Avenue	09/02/2019	03:14:31	03:23:59	2	Y	00:09:28	9.47	18.93
Heygate Avenue	09/02/2019	03:10:21	03:28:53	1	Y	00:18:32	18.53	18.53
Heygate Avenue	09/02/2019	08:36:11	08:37:35	1	Y	00:01:24	1.40	1.40
Heygate Avenue	09/02/2019	08:37:27	08:41:13	2	Y	00:03:46	3.77	7.53
Heygate Avenue	09/02/2019	16:54:20	16:57:08	1	Y	00:02:48	2.80	2.80
Heygate Avenue	09/02/2019	17:27:18	17:30:42	1	Y	00:03:24	3.40	3.40
Heygate Avenue	09/02/2019	17:38:40	17:40:36	2	Y	00:01:56	1.93	3.87
Heygate Avenue	09/02/2019	17:39:18	17:43:10	1	Y	00:03:52	3.87	3.87
Heygate Avenue	09/02/2019	17:54:02	18:01:12	1	Y	00:07:10	7.17	7.17
Heygate Avenue	09/02/2019	18:19:08	18:20:52	1	Y	00:01:44	1.73	1.73
Heygate Avenue	09/02/2019	22:05:26	22:07:40	1	Y	00:02:14	2.23	2.23
Heygate Avenue	09/02/2019	23:35:26	23:40:20	2	Y	00:04:54	4.90	9.80
Heygate Avenue	10/02/2019	00:52:52	01:01:24	1	N	00:08:32	8.53	8.53
Heygate Avenue	10/02/2019	01:04:24	01:12:44	1	N	00:08:20	8.33	8.33
Heygate Avenue	10/02/2019	02:09:46	02:12:48	4	Y	00:03:02	3.03	12.13
Heygate Avenue	10/02/2019	02:09:46	02:15:10	2	Y	00:05:24	5.40	10.80
Heygate Avenue	10/02/2019	02:18:38	02:22:06	2	Y	00:03:28	3.47	6.93
London Road	07/02/2019	17:23:31	17:25:39	1	Y	00:02:08	2.13	2.13
London Road	07/02/2019	17:24:15	17:27:41	1	Y	00:03:26	3.43	3.43
London Road	07/02/2019	17:05:43	17:07:31	1	Y	00:01:48	1.80	1.80
London Road	07/02/2019	17:05:43	17:08:09	1	Y	00:02:26	2.43	2.43
London Road	08/02/2019	08:35:36	08:42:56	1	N	00:07:20	7.33	7.33
London Road	08/02/2019	08:52:04	08:54:48	1	Y	00:02:44	2.73	2.73
London Road	08/02/2019	10:00:08	10:06:10	2	Y	00:06:02	6.03	12.07
London Road	08/02/2019	14:47:43	14:49:21	2	Y	00:01:38	1.63	3.27
London Road	08/02/2019	16:47:27	16:50:37	1	Y	00:03:10	3.17	3.17
London Road	08/02/2019	16:48:03	16:51:09	1	Y	00:03:06	3.10	3.10
London Road	08/02/2019	17:20:09	17:22:39	3	Y	00:02:30	2.50	7.50
London Road	08/02/2019	18:53:51	18:55:49	1	Y	00:01:58	1.97	1.97
London Road	08/02/2019	19:01:53	19:03:57	1	Y	00:02:04	2.07	2.07
London Road	08/02/2019	19:04:57	19:06:25	1	Y	00:01:28	1.47	1.47
London Road	08/02/2019	19:07:31	19:10:49	1	Y	00:03:18	3.30	3.30
London Road	08/02/2019	19:08:53	19:11:01	1	Y	00:02:08	2.13	2.13
London Road	09/02/2019	10:10:29	10:13:25	1	Y	00:02:56	2.93	2.93
London Road	09/02/2019	13:00:26	13:06:16	1	Y	00:05:50	5.83	5.83
London Road	09/02/2019	13:02:50	13:09:52	1	Y	00:07:02	7.03	7.03
London Road	09/02/2019	13:05:18	13:10:46	1	Y	00:05:28	5.47	5.47
London Road	09/02/2019	13:10:50	13:13:02	1	Y	00:02:12	2.20	2.20
London Road	09/02/2019	13:10:50	13:13:48	1	Y	00:02:58	2.97	2.97
London Road	09/02/2019	13:13:12	13:13:48	1	Y	00:00:36	0.60	0.60
London Road	09/02/2019	13:13:12	13:14:48	1	Y	00:01:36	1.60	1.60
London Road	09/02/2019	13:14:18	13:16:06	1	Y	00:01:48	1.80	1.80
London Road	09/02/2019	13:15:32	13:18:30	3	Y	00:02:58	2.97	8.90
London Road	09/02/2019	13:18:48	13:20:48	1	Y	00:02:00	2.00	2.00
London Road	09/02/2019	13:18:48	13:21:44	2	Y	00:02:56	2.93	5.87
London Road	09/02/2019	13:20:18	13:21:32	2	Y	00:01:14	1.23	2.47
London Road	09/02/2019	23:10:56	23:14:04	1	Y	00:03:08	3.13	3.13
London Road	09/02/2019	23:13:00	23:14:32	2	Y	00:01:32	1.53	3.07
London Road	10/02/2019	00:06:46	00:09:02	1	Y	00:02:16	2.27	2.27
London Road	10/02/2019	00:06:46	00:10:30	2	Y	00:03:44	3.73	7.47
London Road	10/02/2019	00:06:46	00:10:40	3	Y	00:03:54	3.90	11.70
London Road	10/02/2019	00:06:46	00:11:02	1	Y	00:04:16	4.27	4.27
London Road	10/02/2019	00:06:46	00:11:50	2	Y	00:05:04	5.07	10.13



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
London Road	10/02/2019	00:09:40	00:13:02	2	Y	00:03:22	3.37	6.73
London Road	10/02/2019	00:09:46	00:13:26	1	Y	00:03:40	3.67	3.67
London Road	10/02/2019	00:10:50	00:13:48	2	Y	00:02:58	2.97	5.93
London Road	10/02/2019	00:16:50	00:19:54	2	Y	00:03:04	3.07	6.13
London Road	10/02/2019	00:17:26	00:22:04	1	Y	00:04:38	4.63	4.63
London Road	10/02/2019	00:17:26	00:22:46	2	Y	00:05:20	5.33	10.67
London Road	10/02/2019	00:17:42	00:24:04	2	Y	00:06:22	6.37	12.73
London Road	10/02/2019	00:17:42	00:24:24	1	Y	00:06:42	6.70	6.70
London Road	10/02/2019	00:18:18	00:25:10	1	Y	00:06:52	6.87	6.87
London Road	10/02/2019	00:18:40	00:25:30	2	Y	00:06:50	6.83	13.67
London Road	10/02/2019	00:19:26	00:26:34	2	Y	00:07:08	7.13	14.27
London Road	10/02/2019	00:20:22	00:27:04	2	Y	00:06:42	6.70	13.40
London Road	10/02/2019	00:21:08	00:27:54	1	Y	00:06:46	6.77	6.77
London Road	10/02/2019	00:21:52	00:28:16	2	Y	00:06:24	6.40	12.80
London Road	10/02/2019	00:22:16	00:29:16	2	Y	00:07:00	7.00	14.00
London Road	10/02/2019	00:22:52	00:29:26	2	Y	00:06:34	6.57	13.13
London Road	10/02/2019	00:23:44	00:29:34	2	Y	00:05:50	5.83	11.67
London Road	10/02/2019	00:23:44	00:30:40	1	Y	00:06:56	6.93	6.93
London Road	10/02/2019	00:24:46	00:32:44	2	Y	00:07:58	7.97	15.93
London Road	10/02/2019	00:24:46	00:34:05	2	Y	00:09:19	9.32	18.63
London Road	10/02/2019	00:25:18	00:34:34	2	Y	00:09:16	9.27	18.53
London Road	10/02/2019	00:28:44	00:39:56	2	Y	00:11:12	11.20	22.40
London Road	10/02/2019	00:29:48	00:40:06	2	Y	00:10:18	10.30	20.60
London Road	10/02/2019	00:30:10	00:41:20	1	Y	00:11:10	11.17	11.17
London Road	10/02/2019	00:30:22	00:41:50	1	Y	00:11:28	11.47	11.47
London Road	10/02/2019	00:30:42	00:42:56	2	Y	00:12:14	12.23	24.47
London Road	10/02/2019	00:32:20	00:43:08	2	Y	00:10:48	10.80	21.60
London Road	10/02/2019	00:33:36	00:43:16	2	Y	00:09:40	9.67	19.33
London Road	10/02/2019	00:33:36	00:44:18	3	Y	00:10:42	10.70	32.10
London Road	10/02/2019	00:35:44	00:45:58	2	Y	00:10:14	10.23	20.47
London Road	10/02/2019	00:44:18	00:49:54	1	Y	00:05:36	5.60	5.60
London Road	10/02/2019	00:45:24	00:50:28	2	Y	00:05:04	5.07	10.13
London Road	10/02/2019	00:46:20	00:50:46	1	Y	00:04:26	4.43	4.43
London Road	10/02/2019	00:51:26	00:52:44	3	Y	00:01:18	1.30	3.90
London Road	10/02/2019	00:51:26	00:53:36	2	Y	00:02:10	2.17	4.33
London Road	10/02/2019	00:52:02	00:54:44	3	Y	00:02:42	2.70	8.10
London Road	10/02/2019	00:52:12	00:56:16	2	Y	00:04:04	4.07	8.13
London Road	10/02/2019	00:52:12	00:56:26	1	Y	00:04:14	4.23	4.23
London Road	10/02/2019	00:52:12	00:57:28	3	Y	00:05:16	5.27	15.80
London Road	10/02/2019	00:53:00	00:58:05	2	Y	00:05:05	5.08	10.17
London Road	10/02/2019	00:53:20	00:58:10	2	Y	00:04:50	4.83	9.67
London Road	10/02/2019	00:53:20	00:58:40	1	Y	00:05:20	5.33	5.33
London Road	10/02/2019	00:57:12	00:59:52	2	Y	00:02:40	2.67	5.33
London Road	10/02/2019	00:58:16	00:59:42	1	Y	00:01:26	1.43	1.43
London Road	10/02/2019	00:59:22	01:01:50	3	Y	00:02:28	2.47	7.40
London Road	10/02/2019	00:59:22	01:02:30	2	Y	00:03:08	3.13	6.27
London Road	10/02/2019	00:59:42	01:03:02	3	Y	00:03:20	3.33	10.00
London Road	10/02/2019	01:00:48	01:03:12	1	Y	00:02:24	2.40	2.40
London Road	10/02/2019	01:01:36	01:05:32	2	Y	00:03:56	3.93	7.87
London Road	10/02/2019	01:02:52	01:06:04	4	Y	00:03:12	3.20	12.80
London Road	10/02/2019	01:02:52	01:06:14	1	Y	00:03:22	3.37	3.37
London Road	10/02/2019	01:03:16	01:08:06	2	Y	00:04:50	4.83	9.67
London Road	10/02/2019	01:05:12	01:08:38	3	Y	00:03:26	3.43	10.30
London Road	10/02/2019	01:08:06	01:08:58	2	Y	00:00:52	0.87	1.73
London Road	10/02/2019	01:08:48	01:10:12	5	Y	00:01:24	1.40	7.00
London Road	10/02/2019	01:08:48	01:10:34	1	Y	00:01:46	1.77	1.77
London Road	10/02/2019	01:10:00	01:11:36	3	Y	00:01:36	1.60	4.80
London Road	10/02/2019	01:10:28	01:11:58	2	Y	00:01:30	1.50	3.00
London Road	10/02/2019	01:11:16	01:12:30	2	Y	00:01:14	1.23	2.47



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
London Road	10/02/2019	01:11:42	01:12:44	2	Y	00:01:02	1.03	2.07
London Road	10/02/2019	01:12:30	01:13:08	1	Y	00:00:38	0.63	0.63
London Road	10/02/2019	01:12:52	01:13:40	1	Y	00:00:48	0.80	0.80
London Road	10/02/2019	01:13:38	01:14:18	1	Y	00:00:40	0.67	0.67
London Road	10/02/2019	01:16:14	01:17:08	3	Y	00:00:54	0.90	2.70
London Road	10/02/2019	01:17:16	01:19:14	4	Y	00:01:58	1.97	7.87
London Road	10/02/2019	01:17:16	01:19:24	3	Y	00:02:08	2.13	6.40
London Road	10/02/2019	01:18:36	01:19:54	3	Y	00:01:18	1.30	3.90
London Road	10/02/2019	01:18:36	01:20:04	1	Y	00:01:28	1.47	1.47
London Road	10/02/2019	01:19:28	01:20:26	2	Y	00:00:58	0.97	1.93
London Road	10/02/2019	01:19:28	01:20:34	1	Y	00:01:06	1.10	1.10
London Road	10/02/2019	01:19:28	01:21:08	2	Y	00:01:40	1.67	3.33
London Road	10/02/2019	01:20:18	01:21:44	3	Y	00:01:26	1.43	4.30
London Road	10/02/2019	01:21:52	01:23:00	1	Y	00:01:08	1.13	1.13
London Road	10/02/2019	03:49:22	03:50:50	4	Y	00:01:28	1.47	5.87
London Road	10/02/2019	03:50:16	03:50:58	1	Y	00:00:42	0.70	0.70
London Road	10/02/2019	03:50:16	03:54:16	3	Y	00:04:00	4.00	12.00
London Road	10/02/2019	03:50:30	03:55:50	2	Y	00:05:20	5.33	10.67
London Road	10/02/2019	03:50:30	03:56:58	5	Y	00:06:28	6.47	32.33
London Road	10/02/2019	03:56:38	03:57:24	1	Y	00:00:46	0.77	0.77
London Road Leigh	09/02/2019	00:54:21	00:58:57	1	Y	00:04:36	4.60	4.60
London Road Leigh	09/02/2019	01:02:29	01:04:59	4	Y	00:02:30	2.50	10.00
London Road Leigh	09/02/2019	01:22:03	01:26:57	2	Y	00:04:54	4.90	9.80
London Road Leigh	09/02/2019	01:22:03	01:29:49	2	Y	00:07:46	7.77	15.53
Victoria Station	08/02/2019	00:20:47	00:25:39	2	Y	00:04:52	4.87	9.73
Victoria Station	08/02/2019	18:09:02	18:13:24	1	Y	00:04:22	4.37	4.37
Victoria Station	08/02/2019	19:11:02	19:17:40	2	Y	00:06:38	6.63	13.27
Victoria Station	08/02/2019	20:37:42	20:39:40	1	Y	00:01:58	1.97	1.97
Victoria Station	08/02/2019	20:38:00	20:39:54	1	Y	00:01:54	1.90	1.90
Victoria Station	08/02/2019	22:23:34	22:25:58	1	Y	00:02:24	2.40	2.40
Victoria Station	08/02/2019	22:23:34	22:27:06	1	Y	00:03:32	3.53	3.53
Victoria Station	09/02/2019	01:11:17	01:18:17	1	Y	00:07:00	7.00	7.00
Victoria Station	09/02/2019	01:11:17	01:18:29	1	Y	00:07:12	7.20	7.20
Victoria Station	09/02/2019	01:12:07	01:19:03	1	Y	00:06:56	6.93	6.93
Leigh on Sea Station	07/02/2019	10:21:52	10:23:38	2	Y	00:01:46	1.77	3.53
Leigh on Sea Station	07/02/2019	12:21:07	12:28:05	1	Y	00:06:58	6.97	6.97
Leigh on Sea Station	07/02/2019	12:22:05	12:29:43	1	Y	00:07:38	7.63	7.63
Leigh on Sea Station	07/02/2019	15:03:05	15:08:21	1	Y	00:05:16	5.27	5.27
Leigh on Sea Station	07/02/2019	15:03:45	15:08:05	1	N	00:04:20	4.33	4.33
Leigh on Sea Station	07/02/2019	16:11:37	16:18:33	1	Y	00:06:56	6.93	6.93
Leigh on Sea Station	07/02/2019	16:13:11	16:14:37	2	N	00:01:26	1.43	2.87
Leigh on Sea Station	07/02/2019	16:17:31	16:20:31	1	Y	00:03:00	3.00	3.00
Leigh on Sea Station	07/02/2019	16:20:03	16:23:11	1	Y	00:03:08	3.13	3.13
Leigh on Sea Station	07/02/2019	16:22:33	16:23:41	2	Y	00:01:08	1.13	2.27
Leigh on Sea Station	07/02/2019	16:23:15	16:26:03	2	Y	00:02:48	2.80	5.60
Leigh on Sea Station	07/02/2019	16:23:31	16:25:25	1	Y	00:01:54	1.90	1.90
Leigh on Sea Station	07/02/2019	19:02:05	19:03:41	1	Y	00:01:36	1.60	1.60
Leigh on Sea Station	07/02/2019	19:02:05	19:04:03	1	Y	00:01:58	1.97	1.97
Leigh on Sea Station	07/02/2019	19:02:05	19:04:17	1	Y	00:02:12	2.20	2.20
Leigh on Sea Station	07/02/2019	19:02:29	19:04:31	1	Y	00:02:02	2.03	2.03
Leigh on Sea Station	07/02/2019	19:02:37	19:06:27	1	Y	00:03:50	3.83	3.83
Leigh on Sea Station	07/02/2019	19:02:37	19:06:33	1	Y	00:03:56	3.93	3.93
Leigh on Sea Station	07/02/2019	19:02:57	19:06:39	1	Y	00:03:42	3.70	3.70
Leigh on Sea Station	07/02/2019	19:02:57	19:09:11	1	Y	00:06:14	6.23	6.23
Leigh on Sea Station	07/02/2019	19:03:49	19:09:29	1	Y	00:05:40	5.67	5.67
Leigh on Sea Station	07/02/2019	19:04:15	19:09:57	1	Y	00:05:42	5.70	5.70
Leigh on Sea Station	07/02/2019	19:10:47	19:11:37	1	Y	00:00:50	0.83	0.83
Leigh on Sea Station	07/02/2019	19:11:07	19:11:45	1	Y	00:00:38	0.63	0.63
Leigh on Sea Station	07/02/2019	19:17:47	19:19:23	1	Y	00:01:36	1.60	1.60



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Leigh on Sea Station	07/02/2019	19:17:47	19:19:31	1	Y	00:01:44	1.73	1.73
Leigh on Sea Station	07/02/2019	19:18:25	19:19:45	1	Y	00:01:20	1.33	1.33
Leigh on Sea Station	07/02/2019	19:31:05	19:33:31	1	Y	00:02:26	2.43	2.43
Leigh on Sea Station	07/02/2019	19:31:05	19:34:13	1	Y	00:03:08	3.13	3.13
Leigh on Sea Station	07/02/2019	19:31:05	19:34:25	1	Y	00:03:20	3.33	3.33
Leigh on Sea Station	07/02/2019	19:32:39	19:35:53	1	Y	00:03:14	3.23	3.23
Leigh on Sea Station	07/02/2019	22:12:09	22:14:41	1	Y	00:02:32	2.53	2.53
Leigh on Sea Station	07/02/2019	22:12:09	22:15:21	1	Y	00:03:12	3.20	3.20
Leigh on Sea Station	07/02/2019	22:12:15	22:15:35	1	Y	00:03:20	3.33	3.33
Leigh on Sea Station	07/02/2019	22:12:23	22:15:57	1	Y	00:03:34	3.57	3.57
Leigh on Sea Station	07/02/2019	22:12:23	22:16:05	1	Y	00:03:42	3.70	3.70
Leigh on Sea Station	07/02/2019	22:12:39	22:16:43	1	Y	00:04:04	4.07	4.07
Leigh on Sea Station	07/02/2019	22:13:19	22:17:01	2	Y	00:03:42	3.70	7.40
Leigh on Sea Station	07/02/2019	22:13:19	22:17:41	1	Y	00:04:22	4.37	4.37
Leigh on Sea Station	07/02/2019	22:14:03	22:18:05	1	Y	00:04:02	4.03	4.03
Leigh on Sea Station	07/02/2019	22:16:59	22:20:21	1	Y	00:03:22	3.37	3.37
Leigh on Sea Station	07/02/2019	23:14:37	23:15:15	1	Y	00:00:38	0.63	0.63
Leigh on Sea Station	07/02/2019	23:14:37	23:15:21	1	Y	00:00:44	0.73	0.73
Leigh on Sea Station	07/02/2019	23:14:37	23:15:35	1	Y	00:00:58	0.97	0.97
Leigh on Sea Station	07/02/2019	23:14:37	23:15:41	1	Y	00:01:04	1.07	1.07
Leigh on Sea Station	07/02/2019	23:14:37	23:15:47	1	Y	00:01:10	1.17	1.17
Leigh on Sea Station	07/02/2019	23:14:37	23:15:55	1	Y	00:01:18	1.30	1.30
Leigh on Sea Station	07/02/2019	23:14:37	23:16:09	1	Y	00:01:32	1.53	1.53
Leigh on Sea Station	07/02/2019	23:14:45	23:16:33	2	Y	00:01:48	1.80	3.60
Leigh on Sea Station	07/02/2019	23:15:05	23:17:03	2	Y	00:01:58	1.97	3.93
Leigh on Sea Station	07/02/2019	23:15:13	23:17:27	1	Y	00:02:14	2.23	2.23
Leigh on Sea Station	07/02/2019	23:15:31	23:19:51	1	Y	00:04:20	4.33	4.33
Leigh on Sea Station	07/02/2019	23:15:31	23:21:27	2	Y	00:05:56	5.93	11.87
Leigh on Sea Station	07/02/2019	23:15:31	23:21:33	1	Y	00:06:02	6.03	6.03
Leigh on Sea Station	07/02/2019	23:15:31	23:22:05	1	Y	00:06:34	6.57	6.57
Leigh on Sea Station	07/02/2019	23:16:59	23:22:11	1	Y	00:05:12	5.20	5.20
Leigh on Sea Station	07/02/2019	23:17:43	23:22:17	1	Y	00:04:34	4.57	4.57
Leigh on Sea Station	07/02/2019	23:18:37	23:22:29	1	Y	00:03:52	3.87	3.87
Leigh on Sea Station	07/02/2019	23:47:03	23:48:57	1	Y	00:01:54	1.90	1.90
Leigh on Sea Station	07/02/2019	23:47:03	23:49:49	1	Y	00:02:46	2.77	2.77
Leigh on Sea Station	07/02/2019	23:47:03	23:50:09	3	Y	00:03:06	3.10	9.30
Leigh on Sea Station	07/02/2019	23:47:03	23:51:21	1	Y	00:04:18	4.30	4.30
Leigh on Sea Station	08/02/2019	16:23:20	16:28:44	1	Y	00:05:24	5.40	5.40
Leigh on Sea Station	08/02/2019	16:23:54	16:29:18	1	Y	00:05:24	5.40	5.40
Leigh on Sea Station	08/02/2019	16:24:30	16:30:18	1	Y	00:05:48	5.80	5.80
Leigh on Sea Station	08/02/2019	16:25:02	16:32:02	1	Y	00:07:00	7.00	7.00
Leigh on Sea Station	08/02/2019	16:28:36	16:33:14	1	Y	00:04:38	4.63	4.63
Leigh on Sea Station	08/02/2019	16:36:28	16:39:02	1	Y	00:02:34	2.57	2.57
Leigh on Sea Station	08/02/2019	17:39:52	17:42:14	1	Y	00:02:22	2.37	2.37
Leigh on Sea Station	08/02/2019	17:39:52	17:42:00	1	Y	00:02:08	2.13	2.13
Leigh on Sea Station	08/02/2019	17:43:28	17:46:14	1	Y	00:02:46	2.77	2.77
Leigh on Sea Station	08/02/2019	17:43:28	17:46:28	1	Y	00:03:00	3.00	3.00
Leigh on Sea Station	08/02/2019	17:43:28	17:46:52	1	Y	00:03:24	3.40	3.40
Leigh on Sea Station	08/02/2019	17:44:14	17:48:10	1	Y	00:03:56	3.93	3.93
Leigh on Sea Station	08/02/2019	17:44:14	17:49:10	1	Y	00:04:56	4.93	4.93
Leigh on Sea Station	08/02/2019	17:44:30	17:50:04	1	Y	00:05:34	5.57	5.57
Leigh on Sea Station	08/02/2019	17:44:30	17:51:06	1	Y	00:06:36	6.60	6.60
Leigh on Sea Station	08/02/2019	17:45:48	17:51:16	1	Y	00:05:28	5.47	5.47
Leigh on Sea Station	08/02/2019	17:46:24	17:53:26	1	Y	00:07:02	7.03	7.03
Leigh on Sea Station	08/02/2019	17:47:28	17:53:54	1	Y	00:06:26	6.43	6.43
Leigh on Sea Station	08/02/2019	17:47:28	17:56:38	1	Y	00:09:10	9.17	9.17
Leigh on Sea Station	08/02/2019	17:52:28	17:57:46	1	Y	00:05:18	5.30	5.30
Leigh on Sea Station	08/02/2019	17:53:18	17:59:14	1	Y	00:05:56	5.93	5.93
Leigh on Sea Station	08/02/2019	17:53:44	18:00:14	1	Y	00:06:30	6.50	6.50



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Leigh on Sea Station	08/02/2019	17:55:44	18:00:26	1	Y	00:04:42	4.70	4.70
Leigh on Sea Station	08/02/2019	17:56:36	18:02:10	1	Y	00:05:34	5.57	5.57
Leigh on Sea Station	08/02/2019	18:01:46	18:03:02	1	Y	00:01:16	1.27	1.27
Leigh on Sea Station	08/02/2019	18:01:46	18:03:30	1	Y	00:01:44	1.73	1.73
Leigh on Sea Station	08/02/2019	18:01:46	18:04:26	1	Y	00:02:40	2.67	2.67
Leigh on Sea Station	08/02/2019	18:01:46	18:05:00	1	Y	00:03:14	3.23	3.23
Leigh on Sea Station	08/02/2019	18:03:32	18:05:24	1	Y	00:01:52	1.87	1.87
Leigh on Sea Station	08/02/2019	18:04:18	18:05:52	1	Y	00:01:34	1.57	1.57
Leigh on Sea Station	08/02/2019	18:04:48	18:06:58	1	Y	00:02:10	2.17	2.17
Leigh on Sea Station	08/02/2019	18:10:16	18:12:26	1	Y	00:02:10	2.17	2.17
Leigh on Sea Station	08/02/2019	18:10:50	18:12:36	2	Y	00:01:46	1.77	3.53
Leigh on Sea Station	08/02/2019	18:10:50	18:13:18	1	Y	00:02:28	2.47	2.47
Leigh on Sea Station	08/02/2019	18:11:44	18:13:38	1	Y	00:01:54	1.90	1.90
Leigh on Sea Station	08/02/2019	18:28:50	18:29:22	1	Y	00:00:32	0.53	0.53
Leigh on Sea Station	08/02/2019	18:28:50	18:30:22	1	Y	00:01:32	1.53	1.53
Leigh on Sea Station	08/02/2019	18:28:50	18:30:52	1	Y	00:02:02	2.03	2.03
Leigh on Sea Station	08/02/2019	18:29:14	18:31:08	1	Y	00:01:54	1.90	1.90
Leigh on Sea Station	08/02/2019	18:29:38	18:31:42	1	Y	00:02:04	2.07	2.07
Leigh on Sea Station	08/02/2019	18:29:38	18:32:02	1	Y	00:02:24	2.40	2.40
Leigh on Sea Station	08/02/2019	18:29:38	18:32:26	1	Y	00:02:48	2.80	2.80
Leigh on Sea Station	08/02/2019	18:30:30	18:36:24	1	Y	00:05:54	5.90	5.90
Leigh on Sea Station	08/02/2019	18:32:40	18:36:54	1	Y	00:04:14	4.23	4.23
Leigh on Sea Station	08/02/2019	18:32:52	18:37:12	1	Y	00:04:20	4.33	4.33
Leigh on Sea Station	08/02/2019	18:35:38	18:38:40	1	Y	00:03:02	3.03	3.03
Leigh on Sea Station	08/02/2019	18:35:46	18:38:48	1	Y	00:03:02	3.03	3.03
Leigh on Sea Station	08/02/2019	18:36:14	18:39:48	1	Y	00:03:34	3.57	3.57
Leigh on Sea Station	08/02/2019	18:36:34	18:41:34	2	Y	00:05:00	5.00	10.00
Leigh on Sea Station	08/02/2019	18:36:34	18:42:06	1	Y	00:05:32	5.53	5.53
Leigh on Sea Station	08/02/2019	18:36:58	18:43:00	2	Y	00:06:02	6.03	12.07
Leigh on Sea Station	08/02/2019	18:37:34	18:43:10	1	Y	00:05:36	5.60	5.60
Leigh on Sea Station	08/02/2019	18:37:58	18:43:40	1	Y	00:05:42	5.70	5.70
Leigh on Sea Station	08/02/2019	18:38:26	18:45:32	1	Y	00:07:06	7.10	7.10
Leigh on Sea Station	08/02/2019	18:39:12	18:46:42	1	Y	00:07:30	7.50	7.50
Leigh on Sea Station	08/02/2019	18:40:10	18:47:00	1	Y	00:06:50	6.83	6.83
Leigh on Sea Station	08/02/2019	18:40:38	18:48:10	1	Y	00:07:32	7.53	7.53
Leigh on Sea Station	08/02/2019	18:41:14	18:48:18	1	Y	00:07:04	7.07	7.07
Leigh on Sea Station	08/02/2019	18:44:04	18:48:40	1	Y	00:04:36	4.60	4.60
Leigh on Sea Station	08/02/2019	18:44:16	18:48:50	1	Y	00:04:34	4.57	4.57
Leigh on Sea Station	08/02/2019	18:45:10	18:49:12	1	Y	00:04:02	4.03	4.03
Leigh on Sea Station	08/02/2019	18:45:54	18:49:36	1	Y	00:03:42	3.70	3.70
Leigh on Sea Station	08/02/2019	18:46:20	18:49:48	1	Y	00:03:28	3.47	3.47
Leigh on Sea Station	08/02/2019	19:01:32	19:03:14	1	Y	00:01:42	1.70	1.70
Leigh on Sea Station	08/02/2019	19:01:44	19:03:26	2	Y	00:01:42	1.70	3.40
Leigh on Sea Station	08/02/2019	19:02:10	19:03:46	1	Y	00:01:36	1.60	1.60
Leigh on Sea Station	08/02/2019	19:02:10	19:04:06	1	Y	00:01:56	1.93	1.93
Leigh on Sea Station	08/02/2019	19:19:26	19:20:50	1	Y	00:01:24	1.40	1.40
Leigh on Sea Station	08/02/2019	19:20:08	19:22:00	1	Y	00:01:52	1.87	1.87
Leigh on Sea Station	08/02/2019	19:20:24	19:24:58	2	Y	00:04:34	4.57	9.13
Leigh on Sea Station	08/02/2019	19:21:16	19:22:18	1	Y	00:01:02	1.03	1.03
Leigh on Sea Station	08/02/2019	23:16:09	23:21:55	2	Y	00:05:46	5.77	11.53
Leigh on Sea Station	08/02/2019	23:16:29	23:23:15	1	Y	00:06:46	6.77	6.77
Leigh on Sea Station	08/02/2019	23:17:15	23:23:57	1	Y	00:06:42	6.70	6.70
Leigh on Sea Station	08/02/2019	23:18:21	23:24:43	1	Y	00:06:22	6.37	6.37
Leigh on Sea Station	08/02/2019	23:22:47	23:25:13	1	Y	00:02:26	2.43	2.43
Leigh on Sea Station	08/02/2019	23:36:07	23:38:41	1	Y	00:02:34	2.57	2.57
Leigh on Sea Station	08/02/2019	23:36:17	23:39:27	1	Y	00:03:10	3.17	3.17
Leigh on Sea Station	08/02/2019	23:36:17	23:40:21	1	Y	00:04:04	4.07	4.07
Leigh on Sea Station	08/02/2019	23:36:27	23:41:35	1	Y	00:05:08	5.13	5.13
Leigh on Sea Station	08/02/2019	23:36:27	23:42:33	1	Y	00:06:06	6.10	6.10



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Leigh on Sea Station	08/02/2019	23:36:53	23:43:17	1	Y	00:06:24	6.40	6.40
Leigh on Sea Station	08/02/2019	23:36:53	23:43:37	2	Y	00:06:44	6.73	13.47
Leigh on Sea Station	08/02/2019	23:37:51	23:43:47	2	Y	00:05:56	5.93	11.87
Leigh on Sea Station	08/02/2019	23:37:51	23:44:39	2	Y	00:06:48	6.80	13.60
Leigh on Sea Station	08/02/2019	23:41:13	23:46:21	2	Y	00:05:08	5.13	10.27
Leigh on Sea Station	08/02/2019	23:45:15	23:48:05	2	Y	00:02:50	2.83	5.67
Leigh on Sea Station	08/02/2019	23:45:15	23:48:19	2	Y	00:03:04	3.07	6.13
Leigh on Sea Station	09/02/2019	00:17:57	00:19:25	1	Y	00:01:28	1.47	1.47
Leigh on Sea Station	09/02/2019	00:17:57	00:19:59	1	Y	00:02:02	2.03	2.03
Leigh on Sea Station	09/02/2019	00:17:57	00:20:21	1	Y	00:02:24	2.40	2.40
Leigh on Sea Station	09/02/2019	00:17:57	00:21:41	2	Y	00:03:44	3.73	7.47
Leigh on Sea Station	09/02/2019	00:17:57	00:22:35	1	Y	00:04:38	4.63	4.63
Leigh on Sea Station	09/02/2019	00:17:57	00:22:57	1	Y	00:05:00	5.00	5.00
Leigh on Sea Station	09/02/2019	00:18:38	00:23:45	2	Y	00:05:07	5.12	10.23
Leigh on Sea Station	09/02/2019	00:18:38	00:24:45	1	Y	00:06:07	6.12	6.12
Leigh on Sea Station	09/02/2019	00:18:51	00:24:53	2	Y	00:06:02	6.03	12.07
Leigh on Sea Station	09/02/2019	00:19:37	00:25:31	1	Y	00:05:54	5.90	5.90
Leigh on Sea Station	09/02/2019	00:19:37	00:25:57	1	Y	00:06:20	6.33	6.33
Leigh on Sea Station	09/02/2019	00:19:37	00:26:31	3	Y	00:06:54	6.90	20.70
Leigh on Sea Station	09/02/2019	00:19:47	00:27:17	1	Y	00:07:30	7.50	7.50
Leigh on Sea Station	09/02/2019	00:36:45	00:37:53	1	Y	00:01:08	1.13	1.13
Leigh on Sea Station	09/02/2019	00:36:45	00:40:33	2	Y	00:03:48	3.80	7.60
Leigh on Sea Station	09/02/2019	00:36:55	00:43:49	1	Y	00:06:54	6.90	6.90
Leigh on Sea Station	09/02/2019	00:37:03	00:44:11	1	Y	00:07:08	7.13	7.13
Leigh on Sea Station	09/02/2019	00:37:17	00:44:45	1	Y	00:07:28	7.47	7.47
Leigh on Sea Station	09/02/2019	00:38:03	00:45:05	1	Y	00:07:02	7.03	7.03
Leigh on Sea Station	09/02/2019	00:44:31	00:46:55	1	Y	00:02:24	2.40	2.40
Leigh on Sea Station	09/02/2019	00:44:35	00:47:35	2	Y	00:03:00	3.00	6.00
Leigh on Sea Station	09/02/2019	01:22:47	01:24:11	1	Y	00:01:24	1.40	1.40
Leigh on Sea Station	09/02/2019	01:23:17	01:25:23	1	Y	00:02:06	2.10	2.10
Leigh on Sea Station	09/02/2019	09:21:12	09:33:00	1	N	00:11:48	11.80	11.80
Leigh on Sea Station	09/02/2019	11:40:42	11:54:24	2	Y	00:13:42	13.70	27.40
Leigh on Sea Station	09/02/2019	11:50:16	11:58:18	1	Y	00:08:02	8.03	8.03
Leigh on Sea Station	09/02/2019	12:06:06	12:14:50	1	N	00:08:44	8.73	8.73
Leigh on Sea Station	09/02/2019	12:09:54	12:21:10	2	Y	00:11:16	11.27	22.53
Leigh on Sea Station	09/02/2019	12:50:38	12:52:24	1	Y	00:01:46	1.77	1.77
Leigh on Sea Station	09/02/2019	12:51:30	12:54:56	1	Y	00:03:26	3.43	3.43
Leigh on Sea Station	09/02/2019	13:53:04	14:02:14	3	Y	00:09:10	9.17	27.50
Leigh on Sea Station	09/02/2019	14:06:44	14:10:26	1	Y	00:03:42	3.70	3.70
Leigh on Sea Station	09/02/2019	16:35:58	16:39:00	1	Y	00:03:02	3.03	3.03
Leigh on Sea Station	09/02/2019	16:37:18	16:40:28	1	Y	00:03:10	3.17	3.17
Leigh on Sea Station	09/02/2019	18:51:46	18:54:54	1	Y	00:03:08	3.13	3.13
Leigh on Sea Station	09/02/2019	18:51:46	18:55:22	1	Y	00:03:36	3.60	3.60
Leigh on Sea Station	09/02/2019	19:36:02	19:37:50	1	Y	00:01:48	1.80	1.80
Leigh on Sea Station	09/02/2019	19:36:28	19:39:08	2	Y	00:02:40	2.67	5.33
Leigh on Sea Station	09/02/2019	19:36:28	19:40:28	2	Y	00:04:00	4.00	8.00
Leigh on Sea Station	09/02/2019	19:36:28	19:40:38	1	Y	00:04:10	4.17	4.17
Leigh on Sea Station	09/02/2019	19:39:26	19:40:50	1	Y	00:01:24	1.40	1.40
Leigh on Sea Station	09/02/2019	19:50:12	19:51:48	1	Y	00:01:36	1.60	1.60
Leigh on Sea Station	09/02/2019	19:50:48	19:55:08	2	Y	00:04:20	4.33	8.67
Leigh on Sea Station	09/02/2019	19:50:48	19:56:18	2	Y	00:05:30	5.50	11.00
Leigh on Sea Station	09/02/2019	22:40:24	22:42:42	2	Y	00:02:18	2.30	4.60
Leigh on Sea Station	09/02/2019	22:40:40	22:43:30	1	Y	00:02:50	2.83	2.83
Leigh on Sea Station	09/02/2019	22:41:42	22:46:12	1	Y	00:04:30	4.50	4.50
Leigh on Sea Station	09/02/2019	23:06:04	23:08:44	1	Y	00:02:40	2.67	2.67
Leigh on Sea Station	09/02/2019	23:06:20	23:09:54	1	Y	00:03:34	3.57	3.57
Leigh on Sea Station	09/02/2019	23:37:22	23:39:04	2	Y	00:01:42	1.70	3.40
Leigh on Sea Station	09/02/2019	23:37:22	23:41:20	1	Y	00:03:58	3.97	3.97
Leigh on Sea Station	09/02/2019	23:37:22	23:42:56	2	Y	00:05:34	5.57	11.13



Rank location	Date	Time passengers started to queue (HH:MM:SS)	Time passengers stopped queuing (HH:MM:SS)	Number of passengers	Did passengers leave in a taxi Y/N	Wait time	Wait time (decimal minutes)	Aggregate wait times (Passenger minutes)
Leigh on Sea Station	09/02/2019	23:38:34	23:43:06	1	Y	00:04:32	4.53	4.53
Leigh on Sea Station	09/02/2019	23:40:04	23:44:38	2	Y	00:04:34	4.57	9.13
Leigh on Sea Station	09/02/2019	23:40:04	23:45:58	2	Y	00:05:54	5.90	11.80
Leigh on Sea Station	10/02/2019	01:01:30	01:03:46	1	Y	00:02:16	2.27	2.27
Leigh on Sea Station	10/02/2019	01:01:30	01:04:20	2	Y	00:02:50	2.83	5.67
Leigh on Sea Station	10/02/2019	01:03:56	01:05:03	3	Y	00:01:07	1.12	3.35
Leigh on Sea Station	10/02/2019	01:32:38	01:36:48	2	Y	00:04:10	4.17	8.33
Leigh on Sea Station	10/02/2019	01:32:38	01:41:22	1	Y	00:08:44	8.73	8.73
Leigh on Sea Station	10/02/2019	01:32:38	01:44:30	3	Y	00:11:52	11.87	35.60
Leigh on Sea Station	10/02/2019	01:32:38	01:45:24	1	Y	00:12:46	12.77	12.77
Leigh on Sea Station	10/02/2019	01:33:44	01:52:22	4	Y	00:18:38	18.63	74.53
Leigh on Sea Station	10/02/2019	01:49:34	01:56:16	1	Y	00:06:42	6.70	6.70



**TAXI AND PRIVATE HIRE VEHICLE LICENSING:
BEST PRACTICE GUIDANCE**

March 2010

TAXI AND PRIVATE HIRE VEHICLE LICENSING: BEST PRACTICE GUIDANCE

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INTRODUCTION

1. The Department first issued Best Practice Guidance in October 2006 to assist those local authorities in England and Wales that have responsibility for the regulation of the taxi and private hire vehicle (PHV) trades.
2. It is clear that many licensing authorities considered their licensing policies in the context of the Guidance. That is most encouraging.
3. However, in order to keep our Guidance relevant and up to date, we embarked on a revision. We took account of feedback from the initial version and we consulted stakeholders in producing this revised version.
4. The key premise remains the same - it is for individual licensing authorities to reach their own decisions both on overall policies and on individual licensing matters, in the light of their own views of the relevant considerations. This Guidance is intended to assist licensing authorities but it is only guidance and decisions on any matters remain a matter for the authority concerned.
5. We have not introduced changes simply for the sake of it. Accordingly, the bulk of the Guidance is unchanged. What we have done is focus on issues involving a new policy (for example trailing the introduction of the Safeguarding Vulnerable Groups legislation); or where we consider that the advice could be elaborated (eg enforcement); or where progress has been made since October 2006 (eg the stretched limousine guidance note has now been published).

THE ROLE OF TAXIS AND PHVs

6. Taxis (more formally known as hackney carriages) and PHVs (or minicabs as some of them are known) play an important part in local transport. In 2008, the average person made 11 trips in taxis or private hire vehicles. Taxis and PHVs are used by all social groups; low-income young women (amongst whom car ownership is low) are one of the largest groups of users.
7. Taxis and PHVs are also increasingly used in innovative ways - for example as taxi-buses - to provide innovative local transport services (see paras 92-95)

THE ROLE OF LICENSING: POLICY JUSTIFICATION

8. The aim of local authority licensing of the taxi and PHV trades is to protect the public. Local licensing authorities will also be aware that the public should have reasonable access to taxi and PHV services, because of the part they play in local transport provision. Licensing requirements which are unduly stringent will tend unreasonably to restrict the supply of taxi and PHV services, by putting up the cost of operation or otherwise restricting entry to the trade. Local licensing authorities should recognise that too restrictive an approach can work against the public interest – and can, indeed, have safety implications.

9. For example, it is clearly important that somebody using a taxi or PHV to go home alone late at night should be confident that the driver does not have a criminal record for assault and that the vehicle is safe. But on the other hand, if the supply of taxis or PHVs has been unduly constrained by onerous licensing conditions, then that person's safety might be put at risk by having to wait on late-night streets for a taxi or PHV to arrive; he or she might even be tempted to enter an unlicensed vehicle with an unlicensed driver illegally plying for hire.

10. Local licensing authorities will, therefore, want to be sure that each of their various licensing requirements is in proportion to the risk it aims to address; or, to put it another way, whether the cost of a requirement in terms of its effect on the availability of transport to the public is at least matched by the benefit to the public, for example through increased safety. This is not to propose that a detailed, quantitative, cost-benefit assessment should be made in each case; but it is to urge local licensing authorities to look carefully at the costs – financial or otherwise – imposed by each of their licensing policies. It is suggested they should ask themselves whether those costs are really commensurate with the benefits a policy is meant to achieve.

SCOPE OF THE GUIDANCE

11. This guidance deliberately does not seek to cover the whole range of possible licensing requirements. Instead it seeks to concentrate only on those issues that have caused difficulty in the past or that seem of particular significance. Nor for the most part does the guidance seek to set out the law on taxi and PHV licensing, which for England and Wales contains many complexities. Local licensing authorities will appreciate that it is for them to seek their own legal advice.

CONSULTATION AT THE LOCAL LEVEL

12. It is good practice for local authorities to consult about any significant proposed changes in licensing rules. Such consultation should include not only the taxi and PHV trades but also groups likely to be the trades' customers. Examples are groups representing disabled people, or Chambers of Commerce, organisations with a wider transport interest (eg the Campaign for Better Transport and other transport providers), womens' groups or local traders.

ACCESSIBILITY

13. The Minister of State for Transport has now announced the way forward on accessibility for taxis and PHVs. His statement can be viewed on the Department's website at: <http://www.dft.gov.uk/press/speechesstatements/statements/accesstotaxis>. The Department will be taking forward demonstration schemes in three local authority areas to research the needs of people with disabilities in order to produce guidance about the most appropriate provision. In the meantime, the Department recognises that some local licensing authorities will want to make progress on enhancing accessible taxi provision and the guidance outlined below constitutes the Department's advice on how this might be achieved in advance of the comprehensive and dedicated guidance which will arise from the demonstration schemes.

14. Different accessibility considerations apply between taxis and PHVs. Taxis can be hired on the spot, in the street or at a rank, by the customer dealing directly with a driver. PHVs can only be booked through an operator. It is important that a disabled person should be able to hire a taxi on the spot with the minimum delay or inconvenience, and having accessible taxis available helps to make that possible. For PHVs, it may be more appropriate for a local authority to license any type of saloon car, noting that some PHV operators offer accessible vehicles in their fleet. The Department has produced a leaflet on the ergonomic requirements for accessible taxis that is available from:
<http://www.dft.gov.uk/transportforyou/access/taxis/pubs/research>

15. The Department is aware that, in some cases, taxi drivers are reluctant to pick up disabled people. This may be because drivers are unsure about how to deal with disabled people, they believe it will take longer for disabled people to get in and out of the taxi and so they may lose other fares, or they are unsure about insurance arrangements if anything goes wrong. It should be remembered that this is no excuse for refusing to pick up disabled people and that the taxi industry has a duty to provide a service to disabled people in the same way as it provides a service to any other passenger. Licensing authorities should do what they can to work with operators, drivers and trade bodies in their area to improve drivers' awareness of the needs of disabled people, encourage them to overcome any reluctance or bad practice, and to improve their abilities and confidence. Local licensing authorities should also encourage their drivers to undertake disability awareness training, perhaps as part of the course mentioned in the training section of this guidance that is available through Go-Skills.

16. In relation to enforcement, licensing authorities will know that section 36 of the Disability Discrimination Act 1995 (DDA) was partially commenced by enactment of the Local Transport Act 2008. The duties contained in this section of the DDA apply only to those vehicles deemed accessible by the local authority being used on "taxibus" services. This applies to both hackney carriages and private hire vehicles.

17. Section 36 imposes certain duties on drivers of "taxibuses" to provide assistance to people in wheelchairs, to carry them in safety and not to charge extra for doing so. Failure to abide by these duties could lead to prosecution through a Magistrates' court and a maximum fine of £1,000.

18. Local authorities can take action against non-taxibus drivers who do not abide by their duties under section 36 of the DDA (see below). This could involve for example using licence conditions to implement training requirements or, ultimately, powers to suspend or revoke licences. Some local authorities use points systems and will take certain enforcement actions should drivers accumulate a certain number of points

19. There are plans to modify section 36 of the DDA. The Local Transport Act 2008 applied the duties to assist disabled passengers to drivers of taxis and PHVs whilst being used to provide local services. The Equality Bill which is currently on its passage through Parliament would extend the duties to drivers of taxis and PHVs whilst operating conventional services using wheelchair accessible vehicles. Licensing authorities will be informed if the change is enacted and Regulations will have to be made to deal with exemptions from the duties for drivers who are unable, on medical grounds to fulfil the duties.

Duties to carry assistance dogs

20. Since 31 March 2001, licensed taxi drivers in England and Wales have been under a duty (under section 37 of the DDA) to carry guide, hearing and other prescribed assistance dogs in their taxis without additional charge. Drivers who have a medical condition that is aggravated by exposure to dogs may apply to their licensing authority for an exemption from the duty on medical grounds. Any other driver who fails to comply with the duty could be prosecuted through a Magistrates' court and is liable to a fine of up to £1,000. Similar duties covering PHV operators and drivers have been in force since 31 March 2004.

21. Enforcement of this duty is the responsibility of local licensing authorities. It is therefore for authorities to decide whether breaches should be pursued through the courts or considered as part of the licensing enforcement regime, having regard to guidance issued by the Department.

<http://www.dft.gov.uk/transportforyou/access/taxis/pubs/taxis/carriageofassistancedogsinta6154?page=2>

Duties under the Part 3 of the DDA

22. The Disability Discrimination Act 2005 amended the DDA 1995 and lifted the exemption in Part 3 of that Act for operators of transport vehicles. Regulations applying Part 3 to vehicles used to provide public transport services, including taxis and PHVs, hire services and breakdown services came into force on 4 December 2006. Taxi drivers now have a duty to ensure disabled people are not discriminated against or treated less favourably. In order to meet these new duties, licensing authorities are required to review any practices, policies and procedures that make it impossible or unreasonably difficult for a disabled person to use their services.

23. The Disability Rights Commission, before it was incorporated into the Equality and Human Rights Commission, produced a Code of Practice to explain the Part 3 duties for the transport industry; this is available at http://www.equalityhumanrights.com/uploaded_files/code_of_practice_provision_and_use_of_transport_vehicles_dda.pdf. There is an expectation that Part 3 duties also now demand new skills and training; this is available through GoSkills, the sector skills council for road passenger transport. Go-Skills has also produced a DVD about assisting disabled passengers. Further details are provided in the training section of this guidance.

24. Local Authorities may wish to consider how to use available courses to reinforce the duties drivers are required to discharge under section 3 of DDA, and also to promote customer service standards for example through GoSkills.

25. In addition recognition has been made of a requirement of basic skills prior to undertaking any formal training. On-line tools are available to assess this requirement prior to undertaking formal training.

VEHICLES

Specification Of Vehicle Types That May Be Licensed

26. The legislation gives local authorities a wide range of discretion over the types of vehicle that they can license as taxis or PHVs. Some authorities specify conditions that in practice can only be met by purpose-built vehicles but the majority license a range of vehicles.

27. Normally, the best practice is for local licensing authorities to adopt the principle of specifying as many different types of vehicle as possible. Indeed, local authorities might usefully set down a range of general criteria, leaving it open to the taxi and PHV trades to put forward vehicles of their own choice which can be shown to meet those criteria. In that way there can be flexibility for new vehicle types to be readily taken into account.

28. It is suggested that local licensing authorities should give very careful consideration to a policy which automatically rules out particular types of vehicle or prescribes only one type or a small number of types of vehicle. For example, the Department believes authorities should be particularly cautious about specifying only purpose-built taxis, with the strict constraint on supply that that implies. But of course the purpose-built vehicles are amongst those which a local authority could be expected to license. Similarly, it may be too restrictive to automatically rule out considering Multi-Purpose Vehicles, or to license them for fewer passengers than their seating capacity (provided of course that the capacity of the vehicle is not more than eight passengers).

29. The owners and drivers of vehicles may want to make appropriate adaptations to their vehicles to help improve the personal security of the drivers. Licensing authorities should look favourably on such adaptations, but, as mentioned in paragraph 35 below, they may wish to ensure that modifications are present when the vehicle is tested and not made after the testing stage.

Tinted windows

30. The minimum light transmission for glass in front of, and to the side of, the driver is 70%. Vehicles may be manufactured with glass that is darker than this fitted to windows rearward of the driver, especially in estate and people carrier style vehicles. When licensing vehicles, authorities should be mindful of this as well as the large costs and inconvenience associated with changing glass that conforms to both Type Approval and Construction and Use Regulations.

Imported vehicles: type approval (see also “stretched limousines”, paras 40-44 below)

31. It may be that from time to time a local authority will be asked to license as a taxi or PHV a vehicle that has been imported independently (that is, by somebody other than the manufacturer). Such a vehicle might meet the local authority's criteria for licensing, but the local authority may nonetheless be uncertain about the wider rules for foreign vehicles being used in the UK. Such vehicles will be subject to the 'type approval' rules. For

passenger cars up to 10 years old at the time of first GB registration, this means meeting the technical standards of either:

- a European Whole Vehicle Type approval;
- a British National Type approval; or
- a Individual Vehicle Approval.

Most registration certificates issued since late 1998 should indicate the approval status of the vehicle. The technical standards applied (and the safety and environmental risks covered) under each of the above are proportionate to the number of vehicles entering service. Further information about these requirements and the procedures for licensing and registering imported vehicles can be seen at

www.businesslink.gov.uk/vehicleapprovalschemes

Vehicle Testing

32. There is considerable variation between local licensing authorities on vehicle testing, including the related question of age limits. The following can be regarded as best practice:

- **Frequency Of Tests.** The legal requirement is that all taxis should be subject to an MOT test or its equivalent once a year. For PHVs the requirement is for an annual test after the vehicle is three years old. An annual test for licensed vehicles of whatever age (that is, including vehicles that are less than three years old) seems appropriate in most cases, unless local conditions suggest that more frequent tests are necessary. However, more frequent tests may be appropriate for older vehicles (see 'age limits' below). Local licensing authorities may wish to note that a review carried out by the National Society for Cleaner Air in 2005 found that taxis were more likely than other vehicles to fail an emissions test. This finding, perhaps suggests that emissions testing should be carried out on ad hoc basis and more frequently than the full vehicle test.
- **Criteria For Tests.** Similarly, for mechanical matters it seems appropriate to apply the same criteria as those for the MOT test to taxis and PHVs*. The MOT test on vehicles first used after 31 March 1987 includes checking of all seat belts. However, taxis and PHVs provide a service to the public, so it is also appropriate to set criteria for the internal condition of the vehicle, though these should not be unreasonably onerous.

*A manual outlining the method of testing and reasons for failure of all MOT tested items can be obtained from the Stationary Office see
<http://www.tsoshop.co.uk/bookstore.asp?FO=1159966&Action=Book&From=SearchResults&ProductID=0115525726>

- **Age Limits.** It is perfectly possible for an older vehicle to be in good condition. So the setting of an age limit beyond which a local authority will not license vehicles may be arbitrary and inappropriate. But a greater frequency of testing may be appropriate for older vehicles - for example, twice-yearly tests for vehicles more than five years old.

- **Number Of Testing Stations.** There is sometimes criticism that local authorities provide only one testing centre for their area (which may be geographically extensive). So it is good practice for local authorities to consider having more than one testing station. There could be an advantage in contracting out the testing work, and to different garages. In that way the licensing authority can benefit from competition in costs. (The Vehicle Operators and Standards Agency – VOSA – may be able to assist where there are local difficulties in provision of testing stations.)

33. The Technical Officer Group of the Public Authority Transport Network has produced Best Practice Guidance which focuses on national inspection standards for taxis and PHVs. Local licensing authorities might find it helpful to refer to the testing standards set out in this guidance in carrying out their licensing responsibilities. The PATN can be accessed via the Freight Transport Association.

Personal security

34. The personal security of taxi and PHV drivers and staff needs to be considered. The Crime and Disorder Act 1998 requires local authorities and others to consider crime and disorder reduction while exercising all of their duties. Crime and Disorder Reduction Partnerships are also required to invite public transport providers and operators to participate in the partnerships. Research has shown that anti-social behaviour and crime affects taxi and PHV drivers and control centre staff. It is therefore important that the personal security of these people is considered.

35. The owners and drivers of vehicles will often want to install security measures to protect the driver. Local licensing authorities may not want to insist on such measures, on the grounds that they are best left to the judgement of the owners and drivers themselves. But it is good practice for licensing authorities to look sympathetically on - or actively to encourage - their installation. They could include a screen between driver and passengers, or CCTV. Care however should be taken that security measures within the vehicle do not impede a disabled passenger's ability to communicate with the driver. In addition, licensing authorities may wish to ensure that such modifications are present when the vehicle is tested and not made after the testing stage.

36. There is extensive information on the use of CCTV, including as part of measures to reduce crime, on the Home Office website (e.g. <http://scienceandresearch.homeoffice.gov.uk/hosdb/cctv-imaging-technology/CCTV-and-imaging-publications>) and on the Information Commission's Office website (www.ico.gov.uk). CCTV can be both a deterrent to would-be trouble makers and be a source of evidence in the case of disputes between drivers and passengers and other incidents. There is a variety of funding sources being used for the implementation of security measures for example, from community safety partnerships, local authorities and drivers themselves.

37. Other security measures include guidance, talks by the local police and conflict avoidance training. The Department has recently issued guidance for taxi and PHV drivers to help them improve their personal security. These can be accessed on the Department's website at: <http://www.dft.gov.uk/pgr/crime/taxiphv/>.

In order to emphasise the reciprocal aspect of the taxi/PHV service, licensing authorities might consider drawing up signs or notices which set out not only what passengers can expect from drivers, but also what drivers can expect from passengers who use their service. Annex B contains two samples which are included for illustrative purposes but local authorities are encouraged to formulate their own, in the light of local conditions and circumstances. Licensing authorities may want to encourage the taxi and PHV trades to build good links with the local police force, including participation in any Crime and Disorder Reduction Partnerships.

Vehicle Identification

38. Members of the public can often confuse PHVs with taxis, failing to realise that PHVs are not available for immediate hire and that a PHV driver cannot be hailed. So it is important to distinguish between the two types of vehicle. Possible approaches might be:

- a licence condition that prohibits PHVs from displaying any identification at all apart from the local authority licence plate or disc. The licence plate is a helpful indicator of licensed status and, as such, it helps identification if licence plates are displayed on the front as well as the rear of vehicles. However, requiring some additional clearer form of identification can be seen as best practice. This is for two reasons: firstly, to ensure a more positive statement that the vehicle cannot be hired immediately through the driver; and secondly because it is quite reasonable, and in the interests of the travelling public, for a PHV operator to be able to state on the vehicle the contact details for hiring;
- a licence condition which requires a sign on the vehicle in a specified form. This will often be a sign of a specified size and shape which identifies the operator (with a telephone number for bookings) and the local licensing authority, and which also has some words such as 'pre-booked only'. This approach seems the best practice; it identifies the vehicle as private hire and helps to avoid confusion with a taxi, but also gives useful information to the public wishing to make a booking. It is good practice for vehicle identification for PHVs to include the contact details of the operator.
- Another approach, possibly in conjunction with the previous option, is a requirement for a roof-mounted, permanently illuminated sign with words such as 'pre-booked only'. But it can be argued that any roof-mounted sign, however unambiguous its words, is liable to create confusion with a taxi. So roof-mounted signs on PHVs are not seen as best practice.

Environmental Considerations

39. Local licensing authorities, in discussion with those responsible for environmental health issues, will wish to consider how far their vehicle licensing policies can and should support any local environmental policies that the local authority may have adopted. This will be of particular importance in designated Air Quality Management Areas (AQMAs), Local authorities may, for example, wish to consider setting vehicle emissions standards for taxis and PHVs. However, local authorities would need to carefully and thoroughly

assess the impact of introducing such a policy; for example, the effect on the supply of taxis and PHVs in the area would be an important consideration in deciding the standards, if any, to be set. They should also bear in mind the need to ensure that the benefits of any policies outweigh the costs (in whatever form).

Stretched Limousines

40. Local licensing authorities are sometimes asked to license stretched limousines as PHVs. It is suggested that local authorities should approach such requests on the basis that these vehicles – where they have fewer than nine passenger seats - have a legitimate role to play in the private hire trade, meeting a public demand. Indeed, the Department's view is that it is not a legitimate course of action for licensing authorities to adopt policies that exclude limousines as a matter of principle and that any authorities which do adopt such practices are leaving themselves open to legal challenge. A policy of excluding limousines creates an unacceptable risk to the travelling public, as it would inevitably lead to higher levels of unlawful operation. Public safety considerations are best supported by policies that allow respectable, safe operators to obtain licences on the same basis as other private hire vehicle operators. The Department has now issued guidance on the licensing arrangements for stretched limousines. This can be accessed on the Department's web-site at <http://www.dft.gov.uk/pgr/regional/taxis/stretchlimousines.pdf>.

41. The limousine guidance makes it clear that most operations are likely to fall within the PHV licensing category and not into the small bus category. VOSA will be advising limousine owners that if they intend to provide a private hire service then they should go to the local authority for PHV licences. The Department would expect licensing authorities to assess applications on their merits; and, as necessary, to be proactive in ascertaining whether any limousine operators might already be providing an unlicensed service within their district.

42. Imported stretched limousines were historically checked for compliance with regulations under the Single Vehicle Approval (SVA) inspection regime before they were registered. This is now the Individual Vehicle Approval (IVA) scheme. The IVA test verifies that the converted vehicle is built to certain safety and environmental standards. A licensing authority might wish to confirm that an imported vehicle was indeed tested by VOSA for IVA before being registered and licensed (taxed) by DVLA. This can be done either by checking the V5C (Registration Certificate) of the vehicle, which may refer to IVA under the "Special Note" section; or by writing to VOSA, Ellipse, Padley Road, Swansea, SA1 8AN, including details of the vehicle's make and model, registration number and VIN number.

43. Stretched limousines which clearly have more than 8 passenger seats should not of course be licensed as PHVs because they are outside the licensing regime for PHVs. However, under some circumstances the SVA regime accepted vehicles with space for more than 8 passengers, particularly where the precise number of passenger seats was hard to determine. In these circumstances, if the vehicle had obtained an SVA certificate, the authority should consider the case on its merits in deciding whether to license the vehicle under the strict condition that the vehicle will not be used to carry more than 8 passengers, bearing in mind that refusal may encourage illegal private hire operation.

44. Many councils are concerned that the size of limousines prevents them being tested in conventional MoT garages. If there is not a suitable MoT testing station in the area then it would be possible to test the vehicle at the local VOSA test stations. The local enforcement office may be able to advise (contact details on <http://www.vosa.gov.uk>).

QUANTITY RESTRICTIONS OF TAXI LICENCES OUTSIDE LONDON

45. The present legal provision on quantity restrictions for taxis outside London is set out in section 16 of the Transport Act 1985. This provides that the grant of a taxi licence may be refused, for the purpose of limiting the number of licensed taxis 'if, but only if, the [local licensing authority] is satisfied that there is no significant demand for the services of hackney carriages (within the area to which the licence would apply) which is unmet'.

46. Local licensing authorities will be aware that, in the event of a challenge to a decision to refuse a licence, the local authority concerned would have to establish that it had, reasonably, been satisfied that there was no significant unmet demand.

47. Most local licensing authorities do not impose quantity restrictions; the Department regards that as best practice. Where restrictions are imposed, the Department would urge that the matter should be regularly reconsidered. The Department further urges that the issue to be addressed first in each reconsideration is whether the restrictions should continue at all. It is suggested that the matter should be approached in terms of the interests of the travelling public - that is to say, the people who use taxi services. What benefits or disadvantages arise for them as a result of the continuation of controls; and what benefits or disadvantages would result for the public if the controls were removed? Is there evidence that removal of the controls would result in a deterioration in the amount or quality of taxi service provision?

48. In most cases where quantity restrictions are imposed, vehicle licence plates command a premium, often of tens of thousands of pounds. This indicates that there are people who want to enter the taxi market and provide a service to the public, but who are being prevented from doing so by the quantity restrictions. This seems very hard to justify.

49. If a local authority does nonetheless take the view that a quantity restriction can be justified in principle, there remains the question of the level at which it should be set, bearing in mind the need to demonstrate that there is no significant unmet demand. This issue is usually addressed by means of a survey; it will be necessary for the local licensing authority to carry out a survey sufficiently frequently to be able to respond to any challenge to the satisfaction of a court. An interval of three years is commonly regarded as the maximum reasonable period between surveys.

50. As to the conduct of the survey, the Department's letter of 16 June 2004 set out a range of considerations. But key points are:

- **the length of time that would-be customers have to wait at ranks.** However, this alone is an inadequate indicator of demand; also taken into account should be...

- **waiting times for street hailings and for telephone bookings.** But waiting times at ranks or elsewhere do not in themselves satisfactorily resolve the question of unmet demand. It is also desirable to address...
- **latent demand,** for example people who have responded to long waiting times by not even trying to travel by taxi. This can be assessed by surveys of people who do not use taxis, perhaps using stated preference survey techniques.
- **peaked demand.** It is sometimes argued that delays associated only with peaks in demand (such as morning and evening rush hours, or pub closing times) are not 'significant' for the purpose of the Transport Act 1985. The Department does not share that view. Since the peaks in demand are by definition the most popular times for consumers to use taxis, it can be strongly argued that unmet demand at these times should not be ignored. Local authorities might wish to consider when the peaks occur and who is being disadvantaged through restrictions on provision of taxi services.
- **consultation.** As well as statistical surveys, assessment of quantity restrictions should include consultation with all those concerned, including user groups (which should include groups representing people with disabilities, and people such as students or women), the police, hoteliers, operators of pubs and clubs and visitor attractions, and providers of other transport modes (such as train operators, who want taxis available to take passengers to and from stations);
- **publication.** All the evidence gathered in a survey should be published, together with an explanation of what conclusions have been drawn from it and why. If quantity restrictions are to be continued, their benefits to consumers and the reason for the particular level at which the number is set should be set out.
- **financing of surveys.** It is not good practice for surveys to be paid for by the local taxi trade (except through general revenues from licence fees). To do so can call in question the impartiality and objectivity of the survey process.

51. Quite apart from the requirement of the 1985 Act, the Department's letter of 16 June 2004 asked all local licensing authorities that operate quantity restrictions to review their policy and justify it publicly by 31 March 2005 and at least every three years thereafter. The Department also expects the justification for any policy of quantity restrictions to be included in the Local Transport Plan process. A recommended list of questions for local authorities to address when considering quantity controls was attached to the Department's letter. (The questions are listed in Annex A to this Guidance.)

TAXI FARES

52. Local licensing authorities have the power to set taxi fares for journeys within their area, and most do so. (There is no power to set PHV fares.) Fare scales should be designed with a view to practicality. The Department sees it as good practice to review the fare scales at regular intervals, including any graduation of the fare scale by time of day or day of the week. Authorities may wish to consider adopting a simple formula for

deciding on fare revisions as this will increase understanding and improve the transparency of the process. The Department also suggests that in reviewing fares authorities should pay particular regard to the needs of the travelling public, with reference both to what it is reasonable to expect people to pay but also to the need to give taxi drivers sufficient incentive to provide a service when it is needed. There may well be a case for higher fares at times of higher demand.

53. Taxi fares are a maximum, and in principle are open to downward negotiation between passenger and driver. It is not good practice to encourage such negotiations at ranks, or for on-street hailings; there would be risks of confusion and security problems. But local licensing authorities can usefully make it clear that published fares are a maximum, especially in the context of telephone bookings, where the customer benefits from competition. There is more likely to be a choice of taxi operators for telephone bookings, and there is scope for differentiation of services to the customer's advantage (for example, lower fares off-peak or for pensioners).

54. There is a case for allowing any taxi operators who wish to do so to make it clear – perhaps by advertising on the vehicle – that they charge less than the maximum fare; publicity such as '5% below the metered fare' might be an example.

DRIVERS

Duration Of Licences

55. It is obviously important for safety reasons that drivers should be licensed. But it is not necessarily good practice to require licences to be renewed annually. That can impose an undue burden on drivers and licensing authorities alike. Three years is the legal maximum period and is in general the best approach. One argument against 3-year licences has been that a criminal offence may be committed, and not notified, during the duration of the licence. But this can of course also be the case during the duration of a shorter licence. In relation to this, authorities will wish to note that the Home Office in April 2006 issued revised guidance for police forces on the Notifiable Occupations Scheme. Paragraphs 62-65 below provide further information about this scheme.

56. However, an annual licence may be preferred by some drivers. That may be because they have plans to move to a different job or a different area, or because they cannot easily pay the fee for a three-year licence, if it is larger than the fee for an annual one. So it can be good practice to offer drivers the choice of an annual licence or a three-year licence.

Acceptance of driving licences from other EU member states

57. Sections 51 and 59 of the Local Government (Miscellaneous Provisions) Act 1976 as enacted stated that an applicant for a taxi or private hire vehicle (PHV) driver's licence must have held a full ordinary GB driving licence for at least 12 months in order to be granted a taxi or PHV driver's licence. This requirement has subsequently been amended since the 1976 Act was passed. The Driving Licences (Community Driving Licence) Regulations 1996 (SI 1996 No 1974) amended sections 51 and 59 of the 1976 Act to allow full driving licences issued by EEA states to count towards the qualification

requirements for the grant of taxi and PHV driver's licences. Since that time, a number of central and eastern European states have joined the EU and the EEA and the Department takes the view that drivers from the Accession States are eligible to acquire a taxi or PHV driver's licence under the 1976 Act if they have held an ordinary driving licence for 12 months which was issued by an acceding State (see section 99A(i) of the Road Traffic Act 1988). To complete the picture, the Deregulation (Taxis and Private Hire Vehicles) Order 1998 (SI 1998 No 1946) gave equal recognition to Northern Ireland driving licences for the purposes of taxi and PHV driver licensing under the 1976 Act (see section 109(i) of the Road Traffic Act 1988, as amended).

Criminal Record Checks

58. A criminal record check is an important safety measure particularly for those working closely with children and the vulnerable. Taxi and PHV drivers can be subject to a Standard Disclosure (and for those working in "Regulated Activity" to an Enhanced Disclosure) through the Criminal Records Bureau. Both levels of Disclosure include details of spent and unspent convictions, cautions reprimands and final warnings. An Enhanced Disclosure may also include any other information held in police records that is considered relevant by the police, for example, details of minor offences, non-conviction information on the Police National Computer such as Fixed Penalty Notices and, in some cases, allegations. An Enhanced Disclosure is for those working in Regulated Activity¹ and the Government has produced guidance in relation to this and the new "Vetting and Barring Scheme" which is available at www.isa.gov.org.uk/default.aspx?page=402. [*The Department will issue further advice as the new SVG scheme develops.*]

59. In considering an individual's criminal record, local licensing authorities will want to consider each case on its merits, but they should take a particularly cautious view of any offences involving violence, and especially sexual attack. In order to achieve consistency, and thus avoid the risk of successful legal challenge, local authorities will doubtless want to have a clear policy for the consideration of criminal records, for example the number of years they will require to have elapsed since the commission of particular kinds of offences before they will grant a licence.

60. Local licensing authorities will also want to have a policy on background checks for applicants from elsewhere in the EU and other overseas countries. One approach is to require a certificate of good conduct authenticated by the relevant embassy. The Criminal Records Bureau website (www.crb.gov.uk) gives information about obtaining certificates of good conduct, or similar documents, from a number of countries.

61. It would seem best practice for Criminal Records Bureau disclosures to be sought when a licence is first applied for and then every three years, even if a licence is renewed annually, provided drivers are obliged to report all new convictions and cautions to the licensing authority.

¹ "Regulated Activity" is defined in The Safeguarding Vulnerable Groups Act 2006 (Miscellaneous Provisions) Regulations 2009

Notifiable Occupations Scheme

62. Under this Scheme, when an individual comes to the notice of the police and identifies their occupation as a taxi or PHV driver, the police are requested to notify the appropriate local licensing authority of convictions and any other relevant information that indicates that a person poses a risk to public safety. Most notifications will be made once an individual is convicted however, if there is a sufficient risk, the police will notify the authority immediately.

63. In the absence of a national licensing body for taxi and PHV drivers, notifications are made to the local licensing authority identified on the licence or following interview. However, it is expected that all licensing authorities work together should they ascertain that an individual is operating under a different authority or with a fraudulent licence.

64. The police may occasionally notify licensing authorities of offences committed abroad by an individual however it may not be possible to provide full information.

65. The Notifiable Occupations Scheme is described in Home Office Circular 6/2006 which is available at <http://www.basingstoke.gov.uk/CommitteeDocs/Committees/Licensing/20070710/3%20yr%20licences-update%20on%20hants%20constab%20procedures%20re%20Home%20office%20circ%206;2006-%20Appendix%202.pdf>. Further information can also be obtained from the Criminal Records Team, Joint Public Protection Information Unit, Fifth Floor, Fry Building, 2 Marsham Street, London SW1P 4DF; e-mail Samuel.Wray@homeoffice.gsi.gov.uk.

Immigration checks

66. The Department considers it appropriate for licensing authorities to check on an applicant's right to work before granting a taxi or PHV driver's licence. It is important to note that a Criminal Records Bureau check is not a Right to Work check and any enquires about the immigration status of an individual should be addressed to the Border and Immigration Agency. Further information can be found at www.bia.homeoffice.gov.uk/employingmigrants. More generally, the Border and Immigration Agency's Employers' Helpline (0845 010 6677) can be used by licensing staff to obtain general guidance on immigration documentation, although this Helpline is not able to advise on individual cases. The authority can obtain case specific immigration status information, including whether a licensing applicant is permitted to work or details of work restrictions, from the Evidence and Enquiry Unit, Floor 12, Lunar House, Wellesley Road, Croydon CR9 2BY . Further details on the procedures involved can be obtained by contacting the Unit (020 8196 3011).

Medical fitness

67. It is clearly good practice for medical checks to be made on each driver before the initial grant of a licence and thereafter for each renewal. There is general recognition that it is appropriate for taxi/PHV drivers to have more stringent medical standards than those applicable to normal car drivers because:

- they carry members of the general public who have expectations of a safe journey;
- they are on the road for longer hours than most car drivers; and
- they may have to assist disabled passengers and handle luggage.

68. It is common for licensing authorities to apply the “Group 2” medical standards – applied by DVLA to the licensing of lorry and bus drivers – to taxi and PHV drivers. This seems best practice. The Group 2 standards preclude the licensing of drivers with insulin treated diabetes. However, exceptional arrangements do exist for drivers with insulin treated diabetes, who can meet a series of medical criteria, to obtain a licence to drive category C1 vehicles (ie 3500-7500 kgs lorries); the position is summarised at Annex C to the Guidance. It is suggested that the best practice is to apply the C1 standards to taxi and PHV drivers with insulin treated diabetes.

Age Limits

69. It does not seem necessary to set a maximum age limit for drivers provided that regular medical checks are made. Nor do minimum age limits, beyond the statutory periods for holding a full driver licence, seem appropriate. Applicants should be assessed on their merits.

Driving Proficiency

70. Many local authorities rely on the standard car driving licence as evidence of driving proficiency. Others require some further driving test to be taken. Local authorities will want to consider carefully whether this produces benefits which are commensurate with the costs involved for would-be drivers, the costs being in terms of both money and broader obstacles to entry to the trade. However, they will note that the Driving Standards Agency provides a driving assessment specifically designed for taxis.

Language proficiency

71. Authorities may also wish to consider whether an applicant would have any problems in communicating with customers because of language difficulties.

Other training

72. Whilst the Department has no plans to make training courses or qualifications mandatory, there may well be advantage in encouraging drivers to obtain one of the nationally-recognised vocational qualifications for the taxi and PHV trades. These will cover customer care, including how best to meet the needs of people with disabilities. More information about these qualifications can be obtained from *GoSkills*, the Sector Skills Council for Passenger Transport. *GoSkills* is working on a project funded by the Department to raise standards in the industry and *GoSkills* whilst not a direct training provider, can guide and support licensing authorities through its regional network of Regional Managers.

73. Some licensing authorities have already established training initiatives and others are being developed; it is seen as important to do this in consultation with the local taxi and PHV trades. Training can cover customer care, including how best to meet the needs of people with disabilities and other sections of the community, and also topics such as the relevant legislation, road safety, the use of maps and GPS, the handling of emergencies, and how to defuse difficult situations and manage conflict. Training may also be considered for applicants to enable them to reach an appropriate standard of comprehension, literacy and numeracy. Authorities may wish to note that nationally recognised qualifications and training programmes sometimes have advantages over purely local arrangements (for example, in that the qualification will be more widely recognised).

Contact details are:

GoSkills, Concorde House, Trinity Park, Solihull, Birmingham, B37 7UQ.

Tel: 0121-635-5520

Fax: 0121-635-5521

Website: www.goskills.org

e-mail: info@goskills.org

74. It is also relevant to consider driver training in the context of the 2012 Olympic and Paralympic Games which will take place at a number of venues across the country. One of the key aims of the Games is to “change the experience disabled people have when using public transport during the Games and to leave a legacy of more accessible transport”. The Games provide a unique opportunity for taxi/PHV drivers to demonstrate their disability awareness training, and to ensure all passengers experience the highest quality of service.

Topographical Knowledge

75. Taxi drivers need a good working knowledge of the area for which they are licensed, because taxis can be hired immediately, directly with the driver, at ranks or on the street. So most licensing authorities require would-be taxi-drivers to pass a test of local topographical knowledge as a pre-requisite to the first grant of a licence (though the stringency of the test should reflect the complexity or otherwise of the local geography, in accordance with the principle of ensuring that barriers to entry are not unnecessarily high).

76. However, PHVs are not legally available for immediate hiring in the same way as taxis. To hire a PHV the would-be passenger has to go through an operator, so the driver will have an opportunity to check the details of a route before starting a journey. So it may be unnecessarily burdensome to require a would-be PHV driver to pass the same ‘knowledge’ test as a taxi driver, though it may be thought appropriate to test candidates’ ability to read a map and their knowledge of key places such as main roads and railway stations. The Department is aware of circumstances where, as a result of the repeal of the PHV contract exemption, some people who drive children on school contracts are being deterred from continuing to do so on account of overly burdensome topographical

tests. Local authorities should bear this in mind when assessing applicants' suitability for PHV licences.

PHV OPERATORS

77. The objective in licensing PHV operators is, again, the safety of the public, who will be using operators' premises and vehicles and drivers arranged through them.

Criminal Record Checks

78. PHV operators (as opposed to PHV drivers) are not exceptions to the Rehabilitation of Offenders Act 1974, so Standard or Enhanced disclosures cannot be required as a condition of grant of an operator's licence. But a Basic Disclosure, which will provide details of unspent convictions only, could be seen as appropriate, after such a system has been introduced by the Criminal Records Bureau. No firm date for introduction has yet been set; however, a feasibility study has been completed; the Criminal Records Bureau is undertaking further work in this regard. Overseas applicants may be required to provide a certificate of good conduct from the relevant embassy if they have not been long in this country. Local licensing authorities may want to require a reference, covering for example the applicant's financial record, as well as the checks outlined above.

Record Keeping

79. It is good practice to require operators to keep records of each booking, including the name of the passenger, the destination, the name of the driver, the number of the vehicle and any fare quoted at the time of booking. This information will enable the passenger to be traced if this becomes necessary and should improve driver security and facilitate enforcement. It is suggested that 6 months is generally appropriate as the length of time that records should be kept.

Insurance

80. It is appropriate for a licensing authority to check that appropriate public liability insurance has been taken out for premises that are open to the public.

Licence Duration

81. A requirement for annual licence renewal does not seem necessary or appropriate for PHV operators, whose involvement with the public is less direct than a driver (who will be alone with passengers). Indeed, a licence period of five years may well be appropriate in the average case. Although the authority may wish to offer operators the option of a licence for a shorter period if requested.

Repeal of the PHV contract exemption

82. Section 53 of the Road Safety Act 2006 repealed the exemption from PHV licensing for vehicles which were used on contracts lasting not less than seven days. The change came into effect in January 2008. A similar change was introduced in respect of London in March 2008. As a result of this change, local licensing authorities are considering a range of vehicles and services in the context of PHV licensing which they had not previously licensed because of the contract exemption.

83. The Department produced a guidance note in November 2007 to assist local licensing authorities, and other stakeholders, in deciding which vehicles should be licensed in the PHV regime and which vehicles fell outside the PHV definition. The note stressed that it was a matter for local licensing authorities to make decisions in the first instance and that, ultimately, the courts were responsible for interpreting the law. However, the guidance was published as a way of assisting people who needed to consider these issues. A copy of the guidance note can be found on the Department's web-site at: <http://www.dft.gov.uk/pgr/regional/taxis/rsa06privatehirevehicles> As a result of a recent report on the impact of the repeal of the PHV contract exemption, the Department will be revising its guidance note to offer a more definite view about which vehicles should be licensed as PHVs. The report is also on the Department's web-site at: <http://www.dft.gov.uk/pgr/regional/taxis/phvcontractexemption/>.

ENFORCEMENT

84. Well-directed enforcement activity by the local licensing authority benefits not only the public but also the responsible people in the taxi and PHV trades. Indeed, it could be argued that the safety of the public depends upon licensing authorities having an effective enforcement mechanism in place. This includes actively seeking out those operators who are evading the licensing system, not just licensing those who come forward seeking the appropriate licences. The resources devoted by licensing authorities to enforcement will vary according to local circumstances, including for example any difficulties with touting by unlicensed drivers and vehicles (a problem in some urban areas). Local authorities will also wish to liaise closely with the police. Multi-agency enforcement exercises (involving, for example, the Benefits Agency) have proved beneficial in some areas.

85. Local licensing authorities often use enforcement staff to check a range of licensed activities (such as market traders) as well as the taxi and PHV trades, to make the best use of staff time. But it is desirable to ensure that taxi and PHV enforcement effort is at least partly directed to the late-night period, when problems such as touting tend most often to arise. In formulating policies to deal with taxi touts, local licensing authorities might wish to be aware that the Sentencing Guidelines Council have, for the first time, included guidance about taxi touting in their latest Guidelines for Magistrates. The Guidelines, which came into effect in August 2008, can be accessed through the SGC's web-site - www.sentencing-guidelines.gov.uk.

86. Some local licensing authorities employ taxi marshals in busy city centres where there are lots of hirings, again perhaps late at night, to help taxi drivers picking up, and would-be passengers queuing for taxis.

87. As part of enforcement, local licensing authorities will often make spot checks, which can lead to their suspending or revoking licences. They will wish to consider carefully which power should best be used for this purpose. They will note, among other things, that section 60 of the Local Government (Miscellaneous Provisions) Act 1976 provides a right of appeal for the licence-holder, whereas section 68, which is also sometimes used, does not; this can complicate any challenge by the licence-holder.

88. Section 52 of the Road Safety Act 2006 amended the Local Government (Miscellaneous Provisions) Act 1976 such that local authorities can now suspend or revoke a taxi or PHV driver's licence with immediate effect on safety grounds. It should be stressed that this power can only be used where safety is the principal reason for suspending or revoking and where the risk justifies such an approach. It is expected that in the majority of cases drivers will continue to work pending appeal and that this power will be used in one-off cases. But the key point is that the law says that the power must be used in cases which can be justified in terms of safety. The Department is not proposing to issue any specific guidance on this issue, preferring to leave it to the discretion of licensing authorities as to when the power should be used.

TAXI ZONES

89. The areas of some local licensing authorities are divided into two or more zones for taxi licensing purposes. Drivers may be licensed to ply for hire in one zone only. Zones may exist for historical reasons, perhaps because of local authority boundary changes.

90. The Department recommends the abolition of zones. That is chiefly for the benefit of the travelling public. Zoning tends to diminish the supply of taxis and the scope for customer choice - for example, if fifty taxis were licensed overall by a local authority, but with only twenty five of them entitled to ply for hire in each of two zones. It can be confusing and frustrating for people wishing to hire a taxi to find that a vehicle licensed by the relevant local authority is nonetheless unable to pick them up (unless pre-booked) because they are in the wrong part of the local authority area. Abolition of zones can also reduce costs for the local authority, for example through simpler administration and enforcement. It can also promote fuel efficiency, because taxis can pick up a passenger anywhere in the local authority area, rather than having to return empty to their licensed zone after dropping a passenger in another zone.

91. It should be noted that the Government has now made a Legislative Reform Order which removed the need for the Secretary of State to approve amalgamation resolutions made by local licensing authorities. The Legislative Reform (Local Authority Consent Requirements)(England and Wales) Order 2008 came into force in October 2008. Although these resolutions no longer require the approval of the Secretary of State, the statutory procedure for making them – in paragraph 25 of schedule 14 to the Local Government Act 1972- remains the same.

FLEXIBLE TRANSPORT SERVICES

92. It is possible for taxis and PHVs to provide flexible transport services in a number of different ways. Such services can play a valuable role in meeting a range of transport

needs, especially in rural areas – though potentially in many other places as well. In recent years there has been a significant increase in the provision of flexible services, due partly to the availability of Rural Bus Subsidy Grant and Rural Bus Challenge Support from the Department.

93. The Department encourages local licensing authorities, as a matter of best practice, to play their part in promoting flexible services, so as to increase the availability of transport to the travelling public. This can be done partly by drawing the possibilities to the attention of taxi and PHV trade. It also should be borne in mind that vehicles with a higher seating capacity than the vehicles typically licensed as taxis (for example those with 6, 7 or 8 passenger seats) may be used for flexible services and should be considered for licensing in this context.

94. The main legal provisions under which flexible services can be operated are:

- **Shared taxis and PHVs – advance bookings (section 11, Transport Act 1985)**: licensed taxis and PHVs can provide a service at separate fares for up to eight passengers sharing the vehicle. The operator takes the initiative to match up passengers who book in advance and agree to share the vehicle at separate fares (lower than for a single hiring). An example could be passengers being picked up at home to go to a shopping centre, or returning from the shops to their homes. The operator benefits through increased passenger loadings and total revenues.
- **Shared taxis – immediate hirings (section 10, Transport Act 1985)**: such a scheme is at the initiative of the local licensing authority, which can set up schemes whereby licensed taxis (not PHVs) can be hired at separate fares by up to eight people from ranks or other places that have been designated by the authority. (The authority is required to set up such a scheme if holders of 10% or more of the taxi licences in the area ask for one.) The passengers pay only part of the metered fare, for example in going home after a trip to the local town, and without pre-booking, but the driver receives more than the metered fare.
- **Taxibuses (section 12, Transport Act 1985)**: owners of licensed taxis can apply to the Traffic Commissioner for a ‘restricted public service vehicle (PSV) operator licence’. The taxi owner can then use the vehicle to run a bus service for up to eight passengers. The route must be registered with the Traffic Commissioner and must have at least one stopping place in the area of the local authority that licensed the taxi, though it can go beyond it. The bus service will be eligible for Bus Service Operators Grant (subject to certain conditions) and taxibuses can be used for local authority subsidised bus services. The travelling public have another transport opportunity opened for them, and taxi owners have another business opportunity. The Local Transport Act 2008 contains a provision which allows the owners of PHVs to acquire a special PSV operator licence and register a route with the traffic commissioner. A dedicated leaflet has been sent to licensing authorities to distribute to PHV owners in their area alerting them to this new provision.

95. The Department is very keen to encourage the use of these types of services. More details can be found in the Department’s publication ‘Flexible Transport Services’ which can be accessed at:

<http://www.dft.gov.uk/pgr/regional/buses/bol/flexibletransportservices>

LOCAL TRANSPORT PLANS

96. The Transport Act 2000 as amended by the Transport Act 2008, requires local transport authorities in England outside London to produce and maintain a Local Transport Plan (LTP), having regard to any guidance issued by the Secretary of State. The latest guidance published in July 2009 will cover the next round of LTPs from 2011. LTPs set out the authority's local transport strategies and policies for transport in their area, and an implementation programme. 82 LTPs covering all of England outside London have been produced and cover the period up to 2011. From 2011 local authorities will have greater freedom to prepare their LTPs to align with wider local objectives.

97. All modes of transport including taxi and PHV services have a valuable part to play in overall transport provision, and so local licensing authorities have an input to delivering the LTPs. The key policy themes for such services could be availability and accessibility. LTPs can cover:

- quantity controls, if any, and plans for their review;
- licensing conditions, with a view to safety but also to good supply of taxi and PHV services;
- fares;
- on-street availability, especially through provision of taxi ranks;
- vehicle accessibility for people with disabilities;
- encouragement of flexible services.

TAXI AND PRIVATE HIRE VEHICLE LICENSING: BEST PRACTICE GUIDANCE

Useful questions when assessing quantity controls of taxi licences

- Have you considered the Government's view that quantity controls should be removed unless a specific case that such controls benefit the consumer can be made?

Questions relating to the policy of controlling numbers

- Have you recently reviewed the need for your policy of quantity controls?
- What form did the review of your policy of quantity controls take?
- Who was involved in the review?
- What decision was reached about retaining or removing quantity controls?
- Are you satisfied that your policy justifies restricting entry to the trade?
- Are you satisfied that quantity controls do not:
 - reduce the availability of taxis;
 - increase waiting times for consumers;
 - reduce choice and safety for consumers?
- What special circumstances justify retention of quantity controls?
- How does your policy benefit consumers, particularly in remote rural areas?
- How does your policy benefit the trade?
- If you have a local accessibility policy, how does this fit with restricting taxi licences?

Questions relating to setting the number of taxi licences

- When last did you assess unmet demand?
- How is your taxi limit assessed?
- Have you considered latent demand, ie potential consumers who would use taxis if more were available, but currently do not?
- Are you satisfied that your limit is set at the correct level?
- How does the need for adequate taxi ranks affect your policy of quantity controls?

Questions relating to consultation and other public transport service provision

- When consulting, have you included etc
 - all those working in the market;
 - consumer and passenger (including disabled) groups;
 - groups which represent those passengers with special needs;
 - local interest groups, eg hospitals or visitor attractions;
 - the police;
 - a wide range of transport stakeholders eg rail/bus/coach providers and traffic managers?
- Do you receive representations about taxi availability?
- What is the level of service currently available to consumers (including other public transport modes)?

TAXI AND PRIVATE HIRE VEHICLE LICENSING: BEST PRACTICE GUIDANCE

Notice for taxi passengers - what you can expect from the taxi trade and what the taxi trade can expect from you

The driver will:

- ***Drive with due care and courtesy towards the passenger and other road users.***
- ***Use the meter within the licensed area, unless the passenger has agreed to hire by time.***
- ***If using the meter, not start the meter until the passenger is seated in the vehicle.***
- ***If travelling outside the licensed area, agree the fare in advance. If no fare has been negotiated in advance for a journey going beyond the licensing area then the driver must adhere to the meter.***
- ***Take the most time-efficient route, bearing in mind likely traffic problems and known diversions, and explain any diversion from the most direct route.***

The passenger will:

- ***Treat the vehicle and driver with respect and obey any notices (e.g. in relation to eating in the vehicle).***
- ***Ensure they have enough money to pay the fare before travelling. If wishing to pay by credit card or to stop on route to use a cash machine, check with the driver before setting off.***
- ***Be aware of the fare on the meter and make the driver aware if it is approaching the limit of their financial resources.***
- ***Be aware that the driver is likely to be restricted by traffic regulations in relation to where s/he can stop the vehicle.***

Notice for PHV passengers - what you can expect from the PHV trade and what the PHV trade can expect from you

The driver will:

- ***Ensure that the passenger has pre-booked and agrees the fare before setting off.***
- ***Drive with due care and courtesy towards the passenger and other road users.***
- ***Take the most time-efficient route, bearing in mind likely traffic problems and known diversions, and explain any diversion from the most direct route.***

The passenger will:

- ***Treat the vehicle and driver with respect and obey any notices (eg. in relation to eating in the vehicle).***
- ***Ensure they have enough money to pay the fare before travelling. If wishing to pay by credit card or to stop on route to use a cash machine, check with the driver before setting off.***
- ***Be aware that the driver is likely to be restricted by traffic regulations in relation to where s/he can stop the vehicle.***

TAXI AND PRIVATE HIRE VEHICLE LICENSING: BEST PRACTICE GUIDANCE

Assessing applicants for a taxi or PHV driver licence in accordance with C1 standard

Exceptional circumstances under which DVLA will consider granting licences for vehicles over 3.5 tonnes or with more than 8 passenger seats.

Insulin treated diabetes is a legal bar to driving these vehicles. The exceptional arrangements that were introduced in September 1998 were only in respect of drivers who were employed to drive small lorries between 3.5 tonnes and 7.5 tonnes (category C1). The arrangements mean that those with good diabetic control and who have no significant complications can be treated as "exceptional cases" and may have their application for a licence for category C1 considered. The criteria are

- To have been taking insulin for at least 4 weeks;
- Not to have suffered an episode of hypoglycaemia requiring the assistance of another person whilst driving in the last 12 months;
- To attend an examination by a hospital consultant specialising in the treatment of diabetes at intervals of not more than 12 months and to provide a report from such a consultant in support of the application which confirms a history of responsible diabetic control with a minimal risk of incapacity due to hypoglycaemia;
- To provide evidence of at least twice daily blood glucose monitoring at times when C1 vehicles are being driven (those that have not held C1 entitlement in the preceding 12 months may provide evidence of blood glucose monitoring while driving other vehicles);
- To have no other condition which would render the driver a danger when driving C1 vehicles; and
- To sign an undertaking to comply with the directions of the doctor(s) treating the diabetes and to report immediately to DVLA any significant change in condition.

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Southend-on-Sea Borough Council

**Report of Chief Executive, Deputy Chief Executive Place
To
Cabinet
On
16th January 2020**

**Agenda
Item No.
9**

Report prepared by: Kevin Waters and Amy Roberts

**Conservation Area Appraisals – Consideration of Hamlet Court Road for Conservation
Area Designation
Place Scrutiny Committee – Cabinet Member: Councillor Mulroney
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To brief Cabinet on the initial work, and subsequent recommendations, undertaken by independent heritage consultants, Purcell, on behalf of the Council, to review the potential of Hamlet Court Road for Conservation Area status.
- 1.2 To seek agreement from Cabinet on the proposed approach to consulting on Purcell's initial report, and boundary considerations, for this area (as set out in **Appendices A and B**), with a view to progressing to a full appraisal (which would then make firm recommendations as to the potential for a Conservation Area designation, subject to a further round of public consultation) subject to responses received during the first stage of public consultation.

2. Recommendation

- 2.1 **To note the initial report and accompanying plan (Appendices A and B) from Purcell, which sets out a potential area to consider for Conservation Area designation at Hamlet Court Road and to agree this report and plan for approval for an initial stage of public consultation.**

3. Background

- 3.1 The Borough's designated Conservation Areas have special value for the community. They are visible links with our past and offer attractive contrasts to modern environments, and so it is important to ensure the special character of these areas are protected and sympathetic enhancements encouraged. This local distinctiveness can provide a catalyst for regeneration and inspire well designed new development.
- 3.2 Section 72(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that special attention should be paid to the desirability of preserving or enhancing the character or appearance of Conservation Areas.

- 3.3 The revised National Planning Policy Framework (2019) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment and that in considering the designation of Conservation Areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 186).
- 3.4 The Council has a duty to review existing conservation area designations periodically to ensure they are up to date and relevant, and to determine if any further parts of the Borough should be designated as conservation areas. There are currently 14 Conservation Areas in Southend, some of which have adopted appraisals. Where an area warrants a conservation area designation it would normally be expected that the Council would make such a designation.
- 3.5 The Council has commissioned independent heritage consultants, Purcell, to undertake a review of all of the Borough's existing Conservation Area Appraisals and to produce appraisals for those Conservation Areas that do not currently have an appraisal in place. Purcell has also been tasked with considering potential new Conservation Area designations, and making informed recommendations to the Council as appropriate. This process has taken account of representations made during the Issues and Options stage of the Southend New Local Plan, which included comments suggesting Hamlet Court Road be considered.
- 3.6 A potential new Conservation Area has been identified as part of this work at Hamlet Court Road (**Appendices A and B**).
- 3.7 The report at **Appendix A**, presents a recommendation from independent heritage experts Purcell, that part of the Hamlet Court Road area (in particular the northern section of the street, south of the London Road, as shown in the accompanying plan at **Appendix B**, outlined in red) warrants further consideration for designation as a Conservation Area. An area of wider study, to be included within a full appraisal of the area, is outlined in blue on the plan in **Appendix B**. However, this wider area is not currently considered to warrant designation.
- 3.8 Cabinet's approval of this report and associated indicative boundary plan (**Appendices A and B**) is sought to move this work forward to an initial stage of public consultation to allow residents and local businesses to put forward their views on the potential of the area for Conservation Area status.
- 3.9 The next stage in the process would be the production of a full appraisal for the area, subject to feedback on the initial public consultation, based on the recommendations of the initial report and boundary plan (**Appendices A and B**) from Purcell. The full appraisal will provide a more detailed account of the area and make firm recommendations, its role being to set out an understanding of the significance of the area and the effect of those impacts bearing negatively on its significance.
- 3.10 As with all the Conservation Area appraisals being updated and reviewed, the full appraisal for the proposed Conservation Area, which will include boundary

proposals, will be subject to a further round of public consultation, following which the decision could be taken to recommend that the appraisal is adopted and the area formally designated as a Conservation Area. The full Conservation Area appraisal, once adopted by the Council, will form part of the evidence base to support the production of the Southend new Local Plan, helping to inform policy and development management decisions in the area. An estimated timeframe through to adoption of a conservation area, based on standard levels of engagement and the Council's approval processes, is set out below for information:

Public consultation on initial report	February/March 2020
Review of representations and draft a full Conservation Area Appraisal	April/May 2020
Cabinet Cycle	June 2020
Public Consultation on full Conservation Area Appraisal	July/August 2020
Review of representations and Appraisal	August/September 2020
Cabinet Cycle	October/November 2020
Adoption	November 2020

- 3.11 An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls. This can include: the need to apply the conserve and enhance test as part of the decision making process (as set out in legislation and discussed further in the NPPF and the Planning Practice Guidance (PPG)), control over demolition of unlisted buildings, control over works to trees, limitations on certain types of permitted development and the types of advertisements that can be displayed with deemed consent, support for the use of Article 4 directions to remove permitted development rights where avoidable damage is occurring and local planning policies which pay special attention to the desirability of preserving or enhancing the character or appearance of the area.
- 3.12 The Council's adopted Development Plan (currently comprising of policies within the Core Strategy, Development Management DPD and Southend Central AAP in relation to heritage, to be reviewed as part of the production of the Southend New Local Plan) sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 3.13 An area's status as a Conservation Area does not however prevent change from occurring, and Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is however important that proposed alterations to properties in Conservation Areas are sympathetic to their character, and stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive.
- 3.14 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and

may over time help to deter inappropriate development that erodes this character.

4. Other Options

- 4.1 That the initial report from independent heritage experts Purcell is not publically consulted on, and further work into the potential for a Conservation Area designation at Hamlet Court Road not further progressed. This would however be contrary to the recommendations of Purcell based on the initial work undertaken to date, and would not allow for initial public consultation on the proposal. By moving forward with public consultation on the initial Purcell report, it will be possible to collate the views of interested parties to best determine an appropriate way forward. Conversely proceeding to any kind of designation without this consultation would leave the Council open to a challenge that it had not engaged meaningfully with the community and local businesses and had not made a decision on a full understanding of the circumstances.

5. Reasons for Recommendation

- 5.1 To facilitate public consultation on the initial report from independent heritage experts Purcell, and to seek the views of local residents and businesses on the proposal to consider Hamlet Court Road for designation as a Conservation Area.

6. Corporate Implications

Contribution to the Southend 2050 Road Map

- 6.1 The Council's adopted Development Plan, to be reviewed as part of the production of the Southend new Local Plan, sets out the local policy approach to managing the historic environment, and these policies are also used to determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.2 Delivery of the Local Plan is included as a Southend 2050 outcome on the Opportunity and Prosperity theme. The Conservation Area Appraisals, including consideration of Hamlet Court Road for designation, form part of the evidence base to support the development of the Local Plan, and will contribute towards the fulfilment of the Council's Southend 2050 ambition protecting and enhancing the natural and built environment.

Financial Implications

- 6.3 Financial and human resource input is necessary to fulfil the requirements of all stages in the preparation and delivery of a Conservation Area Appraisal.
- 6.4 The costs associated with preparing the Conservation Area Appraisal for Hamlet Court Road will be met from existing budgets agreed with the Executive Director (Finance and Resources).

Legal Implications

- 6.5 Section 72(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 states that special attention should be paid to the desirability of preserving or enhancing the character or appearance of Conservation Areas.
- 6.6 The revised National Planning Policy Framework (2019) (NPPF) sets out the Government's policies for conserving and enhancing the historic environment and that in considering the designation of Conservation Areas, local planning authorities should make certain that an area justifies such status because of its special architectural or historic interest, ensuring that the concept of conservation is not devalued through the designation of areas that lack special interest (NPPF paragraph 186).
- 6.7 The Council has a duty to review existing conservation area designations periodically to ensure they are up to date and relevant, and to determine if any further parts of the Borough should be designated as conservation areas.

People Implications

- 6.8 Staff resources from the Strategic Planning Team will be required in order to contribute to the preparation of the Conservation Area Appraisal. Support from the Groups business support function will also be required, particularly with regards to the public consultation process.

Property Implications

- 6.9 The proposed area for further consideration for Conservation Area status includes a number of privately owned buildings, including commercial and residential premises in Hamlet Court Road.
- 6.10 Conservation Areas will over time be subject to many different pressures (both positive and negative) that could impact upon their character and appearance. It is important that proposed alterations to properties in Conservation Areas are sympathetic to their character, and stricter design controls therefore apply. This may have cost implications for property owners, and could potentially make any regeneration more expensive.
- 6.11 Any future designation of Hamlet Court Road as a Conservation Area would however provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character.

Consultation

- 6.12 The Conservation Area Appraisals will be subject to public consultation which will be in accordance with the Council's adopted Statement of Community Involvement (SCI 2013) (an update to the SCI is currently being prepared). This will include public consultation on the initial report from Purcell, followed by public consultation on a full appraisal should this be progressed.

Equalities and Diversity Implications

- 6.13 Conservation Area Appraisals will provide supporting evidence for the Southend new Local Plan. An equalities impact assessment will be produced for each iteration of the plan as part of the Integrated Impact Assessment. The public consultation on the Conservation Area Appraisal will give the opportunity for different sections of the community to input into the proposals. Should a Conservation Area be designated this would be a material planning consideration in the determination of planning applications to be weighed in the balance alongside the Council's duties under the Equalities Act.

Risk Assessment

- 6.14 An area's status as a Conservation Area is a material consideration for all planning applications and introduces some additional controls. Any future designation of Hamlet Court Road as a Conservation Area, subject to public consultation, would provide opportunity to conserve the historic character of the area, and may over time help to deter inappropriate development that erodes this character. An area's status as a Conservation Area does not prevent change from occurring, and Conservation Areas will over time be subject to many different pressures, however without Conservation Area status there is a risk that the historic character of the area could be further eroded.

Value for Money

- 6.15 The Conservation Area Appraisal work, which includes the review of the existing conservation area appraisals as well as the consideration of new areas for appraisal, is being undertaken by independent heritage experts, Purcell, who bring significant professional expertise to the work, and have been working with Officers who bring local knowledge and experience to the project.

Community Safety Implications

- 6.16 None.

Environmental Impact – Sustainability Appraisal

- 6.17 The Conservation Area Appraisals will form part of the evidence base for the Southend new Local Plan, which will set out the local policy approach to managing the historic environment, and these policies will determine planning decisions relating to development in the Borough's Conservation Areas.
- 6.18 All iterations of the Local Plan will require Sustainability Appraisal to be undertaken. The Sustainability Appraisal is an assessment of the potential significant social, environmental and economic impacts of development. It forms an integral part of the plan making process. It ensures that all policies and proposals are prepared with a view to contributing to the achievement of sustainable development. The Sustainability Appraisal will be used to assist decision making and identification of the most sustainable policies to take forward.

7. Background Papers

- 7.1 Planning (Listed Buildings and Conservation Areas) Act 1990
<http://www.legislation.gov.uk/ukpga/1990/9/contents>
- 7.2 National Planning Policy Framework (2019)
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>
- 7.3 Planning Practice Guidance
<https://www.gov.uk/government/collections/planning-practice-guidance>
- 7.4 Southend Local Planning Framework
https://www.southend.gov.uk/info/200160/local_planning_framework
- 7.5 Southend new Local Plan – Issues and Options
<https://localplan.southend.gov.uk/>
- 7.5 Southend Statement of Community Involvement (2013)
<https://localplan.southend.gov.uk/sites/localplan.southend/files/2019-02/Southend%20Statement%20of%20Community%20Involvement.pdf>
- 7.6 Southend 2050
<https://www.southend.gov.uk/southend2050/>

8. Appendices

Appendix A: Review of Hamlet Court Road for Conservation Area Designation

Appendix B: Indicative Boundary Plan for Hamlet Court Road

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PURCELL

**REVIEW OF HAMLET COURT ROAD FOR POTENTIAL
CONSERVATION AREA DESIGNATION**

October 2019

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I INTRODUCTION AND OVERVIEW OF THE AREA

Hamlet Court Road is a busy retail street located in the Westcliff-on-Sea area of Southend. It runs north-south from Westcliff Station up to London Road where the retail uses cease and the road continues northwards as a predominately residential street. Flanking Hamlet Court Road are residential streets, with larger houses on Ditton Court Road, Preston Road and Cossington Road, and more moderately sized houses on streets beyond these.

The street first evolved in the late nineteenth century, after the opening of Westcliff station in 1895 and as part of the rapid expansion of Southend at this time. The street was a fashionable retail area with a number of decorative buildings constructed. There is one listed building on the street: Havens, a Grade II listed department store from c.1935. Three locally listed buildings are also in the area: the station, No.65 Hamlet Court Road (former Capital and Counties Bank) and Sunray House on Canewdon Road. Seven frontages, all on Hamlet Court Road itself, have been designated as Frontages of Townscape Merit:

- 103
- 127-151 (odd)
- 153-155 (odd)
- 159-185 (odd)
- 128-140 (even)
- 148-150 (even)
- 152-168 (even)

However, in the late twentieth century the area declined due to changing shopping patterns, such as the move to out-of-town shopping centres, and the condition of the buildings suffered, particularly through the insertion of inappropriate shop fronts, roller shutters, loss of original windows to upper floors and unsympathetic conversion of retail units to residential use.

Southend-on-Sea Borough Council have commissioned this initial review of the area in order to assess whether it has architectural and historic interest sufficient to warrant designation as a Conservation Area. This assessment has included a number of site visits to the area, initial research in the Essex Records Office, a meeting with and background information supplied by Andy Atkinson, Chairman of the Hamlet Court Conservation Forum, as well as desk-based research using online and both published and unpublished documentary sources.

The report provides an overview of the history of the area, followed by a character assessment which identifies the positive elements of the area and any threats which it faces. Lastly, conclusions are made as to the potential for designation, any other recommendations regarding heritage and, as designation is proposed, the potential boundary is plotted using GIS software. The review has been prepared by Purcell, specialist heritage consultants experienced in the review and appraisal of Conservation Areas. The report concludes that there is a case for the designation of the northern portion of Hamlet Court Road as a Conservation Area.

2 HISTORY

Before the development of Hamlet Court Road, the area was relatively rural, situated west of the parish of Milton. The road, which was known at its northern end as Sallendines Lane,¹ is shown on Chapman and Andres' Map of 1777 with only two larger properties on the west side of the road and a small one on the east side. Much the same situation is shown on the 1874 OS map, which shows the area surrounded by fields and the two large houses named as Hamlet House and Hamlet Lodge, a small dwelling complex opposite Hamlet House and a further house, Hamlet Cottage, to the north. One or all these buildings would lend their name to the road itself. The poet Robert Buchanan lived at Hamlet House from 1884 for two or three years.² By the 1874 OS map, the Barking-Pitsea section of the London, Tilbury and Southend Railway had been built at the south end of the street but no station existed yet.



Chapman and Andre's 1777 map with Hamlet Court Road circled in red, with the kink half-way along its length

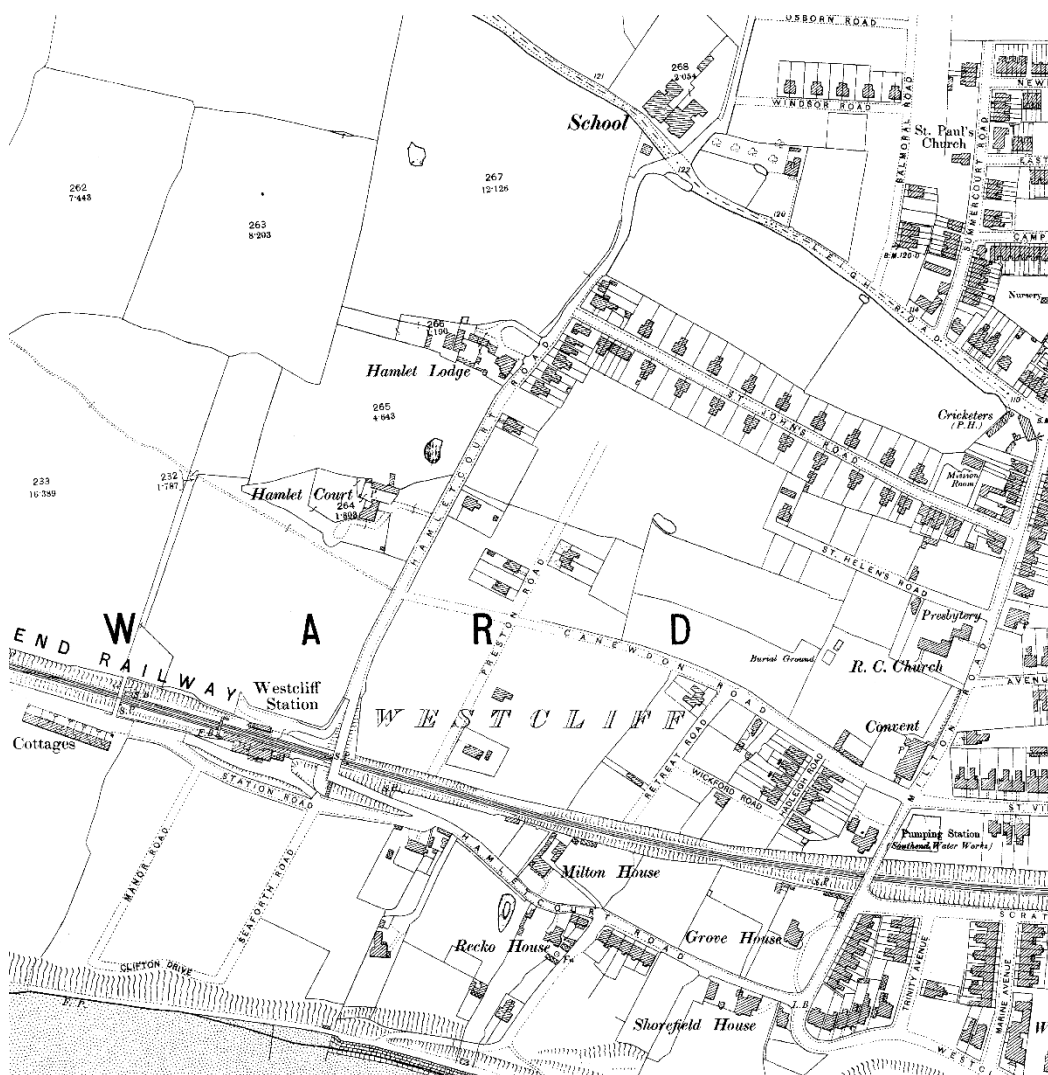
¹ Edwards, 2018, p.3

² Burrows, 1909, p.241



1874 OS Map showing Hamlet Lodge and Hamlet House, as well as the railway to the south (1:2,500) (© Crown copyright and database rights 2019 Ordnance Survey 100019680)

The Westcliff-on-Sea Station was opened in 1895 and this prompted the rapid growth of the area into an affluent retail and residential suburb of Southend, which was also experiencing a massive expansion of its own. The 1897 OS map shows the station and the beginnings of residential development in the area. Semi-detached houses are laid out on St. John's Road, with some spilling on to the east side of Hamlet Court Road itself. Hamlet Court Road has been straightened to lose the prominent kink seen in the previous maps. The dotted lines of Preston Road and Canewdon Road show that these were in the process of being laid out. Hamlet House (by this time called Hamlet Court) and Hamlet Lodge still survive as large houses in their own grounds on the west side of the street.



1897 OS map showing residential development creeping towards Hamlet Court Road (1:2,500) (© Crown copyright and database rights 2019 Ordnance Survey 100019680)

Over the next 30 years development occurred rapidly, with shops being built at the northern half of Hamlet Court Road and the southern end originally being predominantly residential. Fashionable Edwardian housing was built on the emerging roads either side of Hamlet Court Road and the area established itself as an up-market second 'high street' of Southend and the retail heart of Westcliff. As a fashionable shopping street, Hamlet Court Road is thought to have been known as the 'Bond Street' of Southend (one sources also claims that the name Kensington-on-Sea was considered for Westcliff Station, indicating another aspiration to reflect the Capital³). Elaborate buildings, such as the Capital and Counties Bank 1901-02 by Greenhalgh and Brockbank (now Pavarotti's restaurant), were constructed. Greenhalgh and Brockbank designed a number of buildings locally, including Southend Bournemouth Park School. Thompson and Greenhalgh designed the Queen's Hotel (on Hamlet Court Road itself, now demolished) among others. Photographs from the day show Hamlet Court Road as a neat, tree-lined street, with canopied shop fronts and grand upper floors.

³ <https://www.southendtimeline.com/1895.htm>, accessed 25/09/2019



Postcard from the early twentieth century showing Hamlet Court Road, looking south, with three storey shops at the northern end and smaller scale buildings, originally residential, further away in the view



The northern end of Hamlet Court Road in its heyday, showing several three storey buildings and now missing cupolas to No. 155 and 152

The rapid expansion of Westcliff is shown on the 1922 OS map, which is vastly different from the map produced just 30 years earlier. The whole area has been covered with streets of housing, centred around Hamlet Court Road. Hamlet Court is still in existence in its large garden but this would not be for long. It was demolished in 1929 and the site redeveloped for shops. The Queen's Hotel can be seen at the bottom end of the street. This was a large and elaborate mock-Tudor building, constructed in the final years of the nineteenth century. It remained a hotel until the 1980s when it became derelict and was damaged by fire before being demolished in 1989 and replaced with apartment blocks.

On the adjacent residential streets, which were planted with trees and on Ditton Court Road lined with borders of shrubs surrounded with low chain fences, some houses were by named architects. These include No.34 Ditton Court Road, c.1902 by H. Leon Cabuche (but now replaced with two modern houses), and No.35 Preston Road by H. Fuller Clark, also c.1902. Pevsner noted that these streets contain several “interesting houses” combining elements of Arts and Crafts, Voysey and Mackintosh, as well as noting Sunray House, 1934 by O.H. Cockrill.⁴ The former Capital and Counties Bank is another building that he highlighted, with its “Flamboyant commercial architecture with gables and, on the corner, prominent entrance rising through a turret to a cupola.”⁵



1922 OS map showing the rapid development of the area which had taken place since 1897 (1:2,500) (© Crown copyright and database rights 2019 Ordnance Survey 100019680)

⁴ Pevsner, 2018, p.716

⁵ Ibid.

The street continued to flourish in the early twentieth century, with large department stores such as Havens and Smerdons (now the rebuilt Courtway House) constructed in the 1930s. Many of the residential buildings at the southern end of the street were also converted into shops, with deep shop fronts added to the ground floors. For example, sales particulars dating from 1923 for No.103 Hamlet Court Road (designated as a Frontage of Townscape Merit) describe an eight bedroom house called 'Sudbury' on the site, though also point out that "this exceedingly fine Property is eminently adapted and immediately available for erection of several imposing shops and the residence could be converted into High-Class Residential Flats for both of which there is an ever increasing demand at lucrative rentals"⁶, showing how the emphasis of the street was shifting. This building was converted into T.J. Johnson's Ladies and Gentlemen's Outfitters (now vacant), with its distinctive clock above the shop front, though the building behind the shop could well comprise the original dwelling sold in 1923. Behind current detrimental roller shutters survives two elegant and original shop fronts. The building is currently being converted into a hotel.



T.J. Johnson's, No. 103 Hamlet Court Road, today



One of the two original shop fronts at No. 103, preserved behind roller shutters

Towards the end of the twentieth century and into the twenty-first, Hamlet Court Road declined. Changing shopping patterns, such as the move to out-of-town shopping and growth of internet-based sales, had an impact on town and district centres nationally, including Hamlet Court Road. Many historic shop fronts were lost, inappropriate alterations have been made and the condition of buildings has deteriorated (see section 3 for more detail). However, there are some signs of improvement. Havens closed in 2018 but has recently been granted permission for conversion into a community hub, with Haven's online business continuing to be run from the upper floors of the building, supported by a grant from the Architectural Heritage Fund.⁷ Smerdons, burnt down in 2011 but was reconstructed as flats, with a ground floor retail unit, in a design which reflects the original. Townscape improvements were made in the last 15 years.

⁶ ERO, D/F 36/9/2, Sale catalogue of detached house called Sudbury, no.103 HAMLET COURT ROAD, Westcliff, 1923

⁷ <http://ahfund.org.uk/news-source/2017/11/22/havens-department-store-southend-on-sea>, accessed 13.06.19

3 CHARACTER APPRAISAL

3.1 STREET-BY-STREET ASSESSMENT

The following section sets out the architectural characteristics of the Hamlet Court Road and the surrounding streets, followed by information about specific threats which have eroded that character.

3.1.1 HAMLET COURT ROAD

Hamlet Court Road is characterised by its commercial uses, with almost all buildings having shops or commercial units on the ground floor, with upper levels above in uses typically ancillary to the shop below or as flats.

The street has a wide aspect, sweeping down to the south as it grows wider. This allows views up and down the street, and out to the estuary, though the bridge does truncate sea views somewhat. The curve of the street and narrower road at its northern end gives a sense of enclosure and reveals views gradually as the viewer walks along the street. The three-storey nature of many of the buildings, particularly at the top (north) end of the street, also helps to define a sense of both enclosure and grandeur, as well as defining the views. Most buildings in the wider setting are two-storey so this is an unusual characteristic in the locality and helps to define the original shopping area of the street. The two storey scale of most of the buildings in the southern end of the street, with their formerly domestic upper levels and added ground floor shop fronts, contrasts with the three storey purpose designed shops at the top end of the street. Most of these do not have the same grand presence or decorative detail as the buildings at the top end of the street.



The curve of the three-storey buildings at the north end of Hamlet Court Road, revealing views down the street as viewers move along



The wide southern half of the street, with views towards the estuary

Several of the buildings, especially at the northern end of the street, have very decorative upper storeys. The best of these have been designated as Frontages of Townscape Merit and are in a cluster between the junctions with St. Helen's Road and Burdett Avenue, with just one exception of No. 103 further south of this group. These typically utilise Edwardian, Arts and Crafts, and Art Deco styles. Swags, moulded cornices and decorative barge boards are common. Corner turrets and dormer windows add interest (though some turrets have been lost), and the latter combined with regular window placement, creates a sense of rhythm along the street. The materials palette is consistent along the street, with red brick and stone or stucco dressings being

common. Two key exceptions are Havens, with its faience cladding, and Courtway House (rebuilt after a fire), which is stone with mock bronze panels above and below the windows.

Very few of the upper levels of buildings have been replaced, except in relation to their windows which are mostly uPVC replacements (see section 3.2 for more details). On the ground floors, however, there are only a very few shop fronts which have survived, such as No. 103 (T.J. Johnson's), No. 197 (Westcliff Wools) or No. 50 (Fujifilm), or which have been rebuilt in a more appropriate traditional style, such as No. 186 'Fish and Chips'. Havens is an impressive example of a post-Victorian shop front. In other places architectural details, particularly corbels flanking fascias. Most shop fronts have been replaced with unsympathetic modern versions utilising large areas of glazing and large flat fascias in often garish colours.



No. 155 Hamlet Court Road, showing decorative upper levels and intrusive replacement shop front to the ground floor



No. 186 'Fish and Chips', a traditional style, though not original, shop front on Hamlet Court Road



No. 197, Westcliffe Wools, with a good original shop front



No. 50, Fujifilm, with a good original shop front

Examples of inappropriate shop fronts



Some historic street signage survives, formed on ceramic tiles to the first floors of buildings on streets leading off Hamlet Court Road. On No. 150 on the corner of St. John's Road traces of historic painted adverts also survive. Public realm works have taken place in the last 15 years, with repaving taking place, new bollards, bicycle hoops and benches, and trees planted on both sides of the street along the southern half, which does provide a good landscaping for the street, though is looking tired in places.



Example of a ceramic street sign



Historic painted advertisements on the corner of St. John's Road

The station demonstrates typical late Victorian railway architecture but also suffers from later accretions of signage, fittings and fixtures which clutter its appearance.

3.1.2 LONDON ROAD

London Road continues the retail use of Hamlet Court Road both eastwards and westwards. The shop fronts have suffered in a similar way to those on Hamlet Court Road. Upper levels survive, though here too are many uPVC replacement windows. However, the buildings here are two-storey rather than the three storey buildings on Hamlet Court Road, and none have the same level of architectural detailing. There are some details, such as pilasters around bay windows or decorative barge boards. However, the buildings do not have the same presence as those on Hamlet Court Road and are more 'run-of-the-mill' in design.



London Road lined with two storey shops

3.1.3 RESIDENTIAL STREETS: DITTON COURT ROAD, PRESTON ROAD, COSSINGTON ROAD

These three roads, as well as Canewdon Road which intersects them from east to west, are characterised by large detached or semi-detached houses built in the Edwardian period. The houses have a range of designs but typical details include bay windows, sash windows, stained glass detailing, gables, balconies (often forming porches over front doors) and mock timber framing. The palette of materials includes red brick, smooth or rough cast render, painted stone or stucco details, and red or brown roof tiles. Sunray House, which is locally listed, is an atypical example of a residential building in the Art Deco style. It is a four story block of flats, with curved windows and a coloured ceramic sunray panel above the main door. The fourth floor is a later addition which has not been entirely successful. There are a few other notable houses which have more decorative elements or have survived unaltered to a greater degree than other properties, such as the unusual No.1 Canewdon Road (on the junction with Preston Road) with its first floor balcony supported on a lion column. No. 27 Ditton Court Road is also an unusual example of a later property from the interwar period and is located on the former grounds for Hamlet Court.



Sunray House on Canewdon Road in the Art Deco style



No.1 Canewdon Road



No.27 Ditton Court Road

More often, however, the houses are reasonably typical of the period and of other buildings of this age seen elsewhere in Southend. Many have been inappropriately altered, such as the replacement of timber windows with uPVC and the loss of front gardens and boundaries through conversion to driveways. There are also several modern infill houses and in places there is less coherence than is found elsewhere in Southend. Cossington Road has fewer examples of more interesting houses and a greater erosion of character than Ditton Court Road and Preston Road.



Variety of designs and inappropriate alterations on Cossington Road



Houses of standard early twentieth century design on Ditton Court Road, with later uPVC windows



Example of a modern infill property on Ditton Court Road



Example of trees lining Preston Road

The streets, particularly Ditton Court Road, are fairly wide and are planted with trees. Ditton Court Road has the addition of hedges lining the pavements. Greenery in front gardens also adds to the character of the streets, though many front gardens have been converted to driveways which erodes this character. On plan it is evident that these houses are markedly bigger and in more generous garden plots than the houses on streets surrounding them.

3.1.4 STREETS FURTHER OUT

Streets further out from the ones in section 3.1.3, such as Argyll Road, Anerley Road, and St. John's Road, have some good quality housing, either semi detached or terraces. These are generally smaller than those on the streets in 3.1.3 They have some decorative details, such as bay windows with pilasters between windows, though these are generally fewer and less elaborate than the streets nearer Hamlet Court Road. There is a greater level of change to items such as windows and boundary walls. Though some streets are lined with trees, the public realm is generally more basic and the streets are narrower.



Typical houses in the wider area. These are on Anerley Road

3.2 THREATS

3.2.1 CONDITION

There is an overall feeling of Hamlet Court Road being down-at-heel, with the condition of some buildings deteriorating or in need of redecoration. For example, a number of window frames are in poor condition, with several windows smashed and boarded. Nos. 131-151 and Nos. 159-169 are particular examples where paintwork on the decorative mouldings is flaking, barge boards are rotting or have been replaced with plain versions, window frames are rotting or have been replaced with uPVC, and some window panes are boarded. Historical photographs show that Nos. 155 and 152 have lost their original corner cupolas.

Nos. 131-151, 155 and 159-169 all appear to have been built to a similar design, with the upper levels all part of one composition. Since being built, however, their differing ownerships have meant that the colour of paintwork, level of care taken to maintain the buildings and level of retention of architectural features differs above each individual shop. This dilutes the overall effect of the original architecture and accentuates areas where condition is poor.



Poor condition of upper levels of some buildings



A number of inappropriate features, such as roller shutters, uPVC windows, satellite dishes and plastic downpipes, as well as an example of graffiti



Poor decorative condition of houses on Ditton Court Road, together with inappropriate alterations such as uPVC windows



Recently Refurbished No. 150

There are a few exceptions of well-kept buildings, such as the shop front to 'Fish and Chips' shop referred to above and No. 150, which, though vacant, appears to have been recently redecorated on the upper levels. Courtway House, being recently built, is also in good condition.

A few shop fronts have missing fascias or boarded windows, e.g. No. 155 or Nos. 356-362 on London Road (former Blockbuster Video). Graffiti was noted in a few places.

On the surrounding streets there are a number of buildings where the exteriors are in poor decorative condition.

3.2.2 SHOP FRONTS AND SIGNAGE

The replacement of shop fronts is the biggest threat on Hamlet Court Road, with almost no historic shop fronts remaining and the modern replacement shop fronts often being out of scale, low-quality, garish, with extensive glazing, and not responsive to the historic character of the buildings in which they sit.

Roller shutters to shop fronts are unattractive and create a poor impression of the quality of the area, as well as being targets for graffiti.



Example of poor shop fronts



Poor shop fronts and modern infill

3.2.3 OTHER INAPPROPRIATE DEVELOPMENT

uPVC windows have replaced timber frames in many places. These differ in design and usually do not reflect the original form of the windows (e.g. top or side hung instead of sashes) so are incongruous to the historic buildings they are in. They can also aggravate issues with damp due to their lack of breathability. This has occurred both on Hamlet Court Road itself and on the residential streets surrounding it.



Inappropriate uPVC windows and an unattractive driveway on Preston Road



Inappropriate uPVC windows



Buildings rendered and painted, with uPVC window replacements, at the southern end of Hamlet Court Road



Poor quality modern infill at the southern end of Preston Road

Many other shops and houses have been rendered or painted, with the loss of their original brick finish.

The bridge at the south end has a utilitarian appearance which partially blocks views of the estuary.

On the surrounding streets, the conversion of front gardens to driveways, with the loss of greenery and boundary hedges or walls, and an increase in hardstanding, is a key issue. This erodes the pleasant green, leafy character of the streets.

Modern fittings, such as satellite dishes, wiring, burglar alarms and aerials, placed on the fronts of buildings detract from their appearance, both to shops and residential properties.

The station buildings are good quality Victorian architecture, displaying typical features of the building type such as decorative cast iron brackets. However, there is a modern extension to the east which is not in keeping with the character of the station as it is of a basic, utilitarian design.

There are a number of bulky rear extensions to some properties, seen during the initial site surveys from the mews behind the east side of the southern portion of Hamlet Court Road. Modern infill development on the residential streets is either uninspiring or bulky and out-of-character.

3.2.4 STREETScape

There have been improvements to the streetscape in recent years, with new stainless-steel bollards, seating, signage and bicycle hoops, as well as new paving and planting. However, there are still some fairly institutional railings, bins and bollards, with a general feeling of clutter in the streetscape.

Trees on all the streets add to their character, though some have been lost since originally planted. The hedges along Ditton Court Road are also a pleasant feature but have degraded over time from their original planting scheme.

3.2.5 VACANCY

There are signs that many of the upper floors above shops are in use, due to open windows or the presence of furniture. However, vacancy above shops or the use of these spaces merely as storage for the shops below can be an issue on high streets and given the condition of some of the upper floors there may be some buildings that are vacant. Vacancy means issues with condition are usually not spotted quickly, which can result in problems escalating to cause considerable damage. It also means that good quality buildings are not being used to their fullest potential.

3.2.6 CAR PARKING

Car parking along all the roads is visually intrusive, although provides visitors with convenient access to shops and services. Yellow lines in the central reservation are dominant feature.

4 RECOMMENDATIONS AND POTENTIAL BOUNDARY

Hamlet Court Road has significance as the retail heart of Westcliff since its creation and the centre of its rapid expansion in the late nineteenth and early twentieth centuries. The line of the street has earlier origins, shown on maps of the eighteenth century, and the original dwellings were the influence for its current name. It was home to locally famous independent shops (especially Havens and Smerdons) for many years and was once considered an up-market suburb of Southend. The impression of the historic high street still remains, particularly in the upper floor levels to the northern end of the street, and the retail use of the street has remained for over 100 years. The three-storey nature of the shops to the northern extent of Hamlet Court Road sets them apart from other buildings in the area. Facades are often very decorative and reflect Edwardian, Arts and Crafts, and Art Deco styles, though the common use of brick with stone dressings or plaster decorative details, gables, bays and dormers brings consistency. Much of the historic character of the buildings is intact.

However, the street has changed quite dramatically in the last few decades, with the loss of many historic shop fronts and inappropriate development, as well as some issues with condition, all of which have left it with a run-down appearance. There is a contrast between the upper portion of the street, which contains purpose built shops predominantly of three storeys and many with highly decorative frontages (as recognised by their designation as Frontages of Townscape Merit) and the southern end which was originally mainly residential with later conversions to shop fronts. While there are a few buildings of merit towards the southern end of the street, these are less densely concentrated. They are typically smaller in scale, do not have the same architectural presence as the buildings to the north and have a high level of alteration.

The houses on the adjacent streets also reflect Edwardian and Arts and Crafts styles, with a consistency of features such as balconies, mock timber framing and stained glass. The residential streets immediately around Hamlet Court Road are larger and set in bigger plots than is typical for streets further away, as well as having a greater level of planting and trees, reflecting the original status of the shopping street adjacent. Again, while there are some fine examples of buildings surviving with few alterations, these are interspersed with houses of a more ordinary design or with a greater level of alteration. Also interspersed are some examples of poor modern infill. The streetscapes of these residential streets have suffered from erosion of trees and planting, as well as conversion of front gardens to driveways and the loss of boundaries.

After initial assessment, it is therefore clear that there is a case for the designation of the northern portion of Hamlet Court Road as a Conservation Area due to the quality of the buildings, the survival of their historic character, their role as original purpose-built shops for the area and the historic and continuing commercial use. A draft proposed boundary is included in Appendix B.

A more detailed character appraisal should be conducted in line with other Conservation Area Appraisals adopted and being updated for Southend. Design codes for shopfront replacement should be embedded in any appraisal to ensure clear guidance for businesses and building owners. The appraisal area for the survey should include research on the southern portion of Hamlet Court Road and the surrounding residential streets to provide the historic context for the proposed Conservation Area boundary. The recommended appraisal area (as distinct from the proposed designation area) is shown on the map in Appendix B. As noted above, there

are several notable buildings within this appraisal area, some of which could be considered for local listing, such as (but not necessarily limited to):

- No.1 Canewdon Road; and
- No.27 Ditton Court Road.

Further research into the history of Hamlet Court Road and the surrounding streets would also be helpful, in terms of its architecture and streetscape planning. There are vast numbers of documents in the Essex Record Office related to the street and the catalogue needs to be assessed to pinpoint those archives most relevant to the study. Southend Museum holds historical guidebooks including an “*Excellent Guide to Westcliff (1909) good for Hamlet Court Road.*”⁸ The Southend Central Library and Westcliff Library may hold some useful local history information. One gap in knowledge is where the claim that Hamlet Court Road was the ‘Bond Street’ of Southend originally came from.

Article 4 Directions could be considered for the area to assist in controlling inappropriate development.

Grants and regeneration schemes focused on high streets could also be considered to assist with funding for the improvement of the area, such as:

- High Street Heritage Action Zones <https://historicengland.org.uk/services-skills/heritage-action-zones/regenerating-historic-high-streets/>
- Future High Streets Fund: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/783531/Future_High_Streets_Fund_prospectus.pdf

A grant from the Architectural Heritage Fund has already successfully assisted in plans to regenerate Havens.

Encouraging building owners to work together when redecorating upper floors of buildings designed as one ‘set piece’ would remove the ad-hoc appearance of these buildings and return them to something closer to their original appearance.

8

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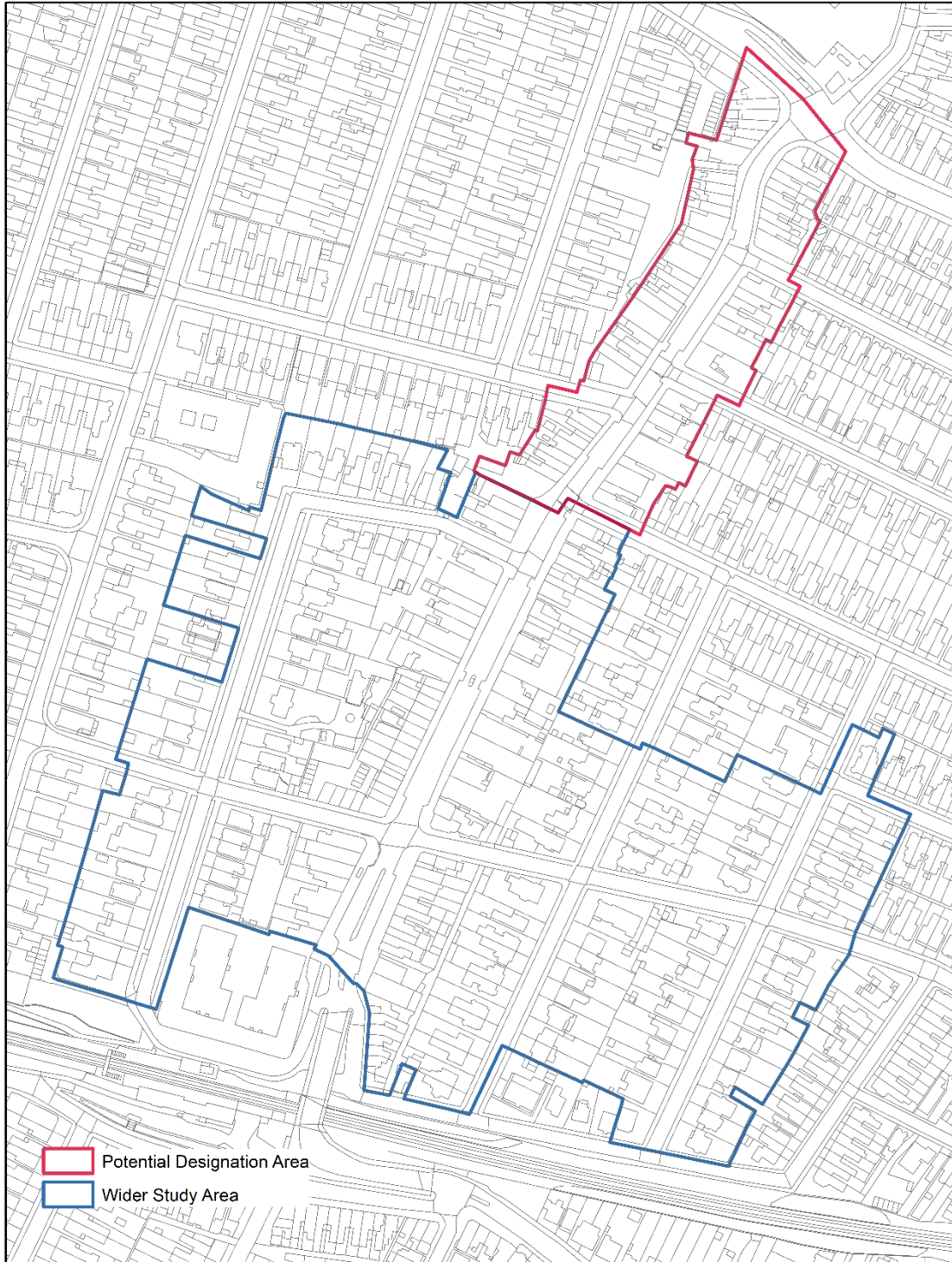
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D/BC 1/4/10/19/21, Photograph of Hamlet Court Road, Westcliff, 2 Nov. 1907

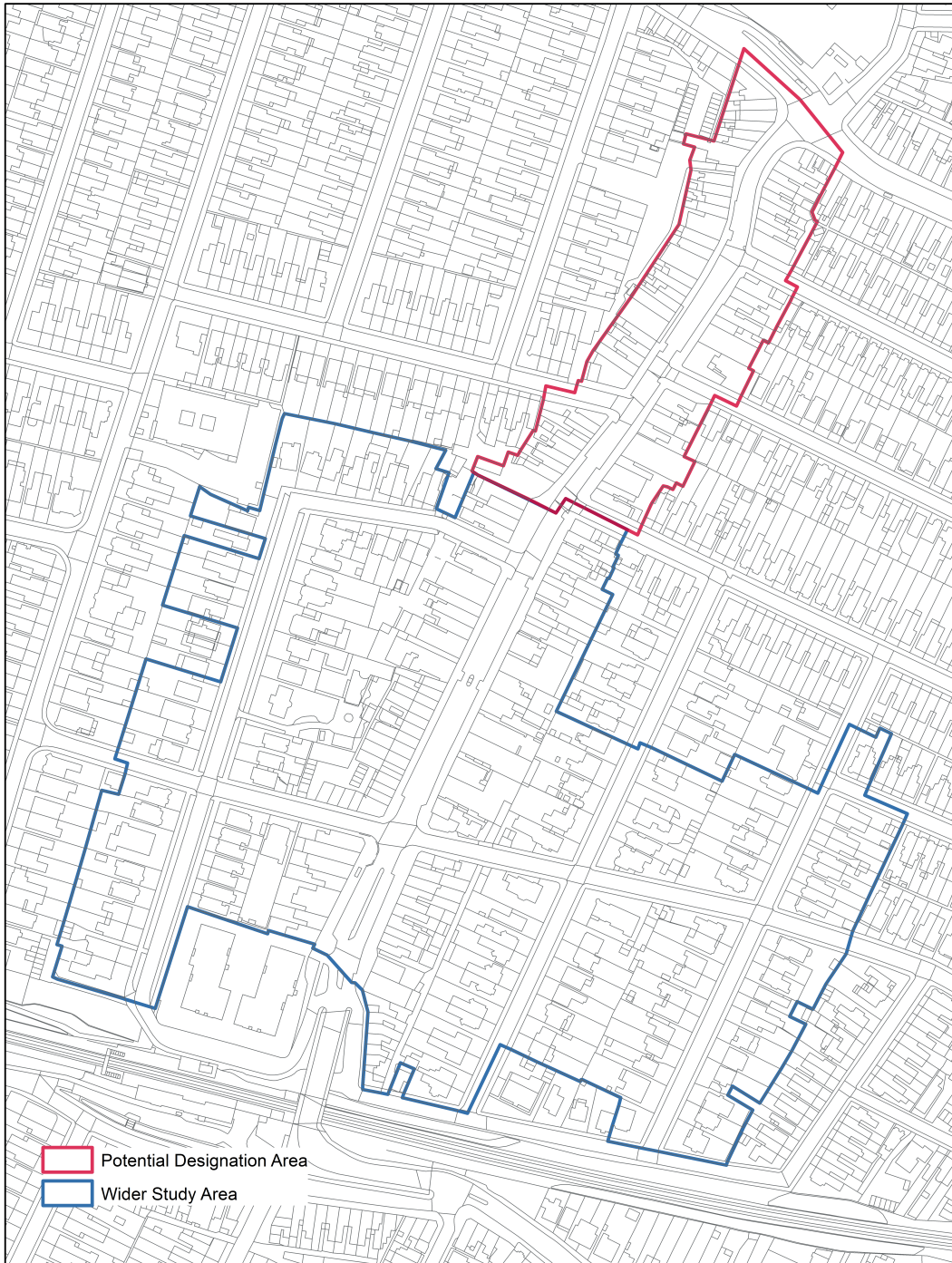
D/BC 1/4/10/19/42, Photograph of Hamlet Court Road, Westcliff, 7 Dec. 1907

D/BC 1/4/10/19/85, Photograph of Hamlet Court Road, Westcliff, looking north from London Road, 5 May 1908

APPENDIX B: PROPOSED CONSERVATION AREA BOUNDARY



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Southend-on-Sea Borough Council

Report of Deputy Chief Executive & Executive Director
(Growth and Housing)

To

Cabinet

On

16th January 2019

Report prepared by: Mark Sheppard

Agenda
Item No.

10

Southend New Local Plan Update

Place Scrutiny Committee

Cabinet Member: Councillor Carole Mulroney

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To seek Member endorsement for a new approach to preparing the Southend New Local Plan (SNLP).
- 1.2 The preparation of evidence-based documents to support the emerging SNLP have illustrated a number of cross-boundary strategic issues that cannot be effectively addressed in isolation and entirely within Southend's administrative area, and under the Duty to Co-operate with adjoining local authorities, need to be resolved in a co-ordinated manner.
- 1.3 To facilitate this and to expedite the SNLP in a timely and efficient manner it is proposed that Southend Borough Council (SBC) and Rochford District Council (RDC) agree to prepare their respective local plans in two distinct parts:
 - Part 1 – a common strategic section to be prepared jointly to cover cross-boundary growth and management issues;
 - Part 2 – to comprise of detailed plans for Southend and Rochford respectively.
- 1.4 In effect two distinct local plans will continue to be prepared (one for each Authority) with a common Joint Part 1 section covering strategic cross boundary issues with a separate Part 2 to address local issues for each respective administrative area
- 1.5 To facilitate the preparation of a common Joint Part 1 section with Rochford District Council, Member agreement is sought to a:
 - Memorandum of Understanding;
 - Statement of Common Ground; and
 - revised Local Development Scheme.

1.6 As part of achieving a joined-up approach to plan making across South Essex, work on preparing the joint strategic plan (the South Essex Plan (SEP)) in liaison with South Essex local authority partners (ASELA) and Essex County Council (ECC) will continue. The SEP will provide the strategic framework for guiding the preparation of local plans.

2. Recommendations

2.1 In order to take forward the Southend New Local Plan in a timely, coordinated and efficient manner that Members agree to:

- **the preparation of a common Joint Part 1 section with Rochford District Council covering cross-boundary strategic issues;**
- **the preparation of a Part 2 section covering detailed planning policy matters for Southend (Option B – see paragraph 3.16 below).**

2.2 That as part of the preparation of a common Joint Part 1 Local Plan Members agree:

- **the Memorandum of Understanding (Appendix 1);**
- **the Rochford and Southend Statement of Common Ground (Appendix 2);**
- **the revised Local Development Scheme (Appendix 3).**

2.3 Members note that the joint South Essex Plan (SEP) will continue to be prepared in partnership with the Association of South Essex Local Authorities (ASELA).

2.4 That Members agree to delegate authority to the Deputy Chief Executive and Executive Director Growth and Housing, in consultation with the Cabinet Member for Environment and Planning, to liaise and agree with Rochford District Council on the most efficient use of staff and related resources to prepare the Joint Part 1 Local Plan in an efficient and cost-effective manner.

2.5 That Members agree to delegate authority to the Deputy Chief Executive and Executive Director Growth and Housing, in consultation with the Cabinet Member for Environment and Planning, in conjunction with the Environment and Planning Working Party, to agree and consult on preparatory drafts of the New Local Plan, including the common Joint Part 1 and associated documentation.

2.6 That Members agree to delegate authority to the Deputy Chief Executive and Executive Director Growth and Housing, in consultation with the Cabinet Member for Environment and Planning, to agree updates to the Statement of Common Ground (Appendix 2) and Local Development Scheme (Appendix 3).

3. Background

- 3.1 In February last year an 'Issues and Options' document was published for consultation purposes as part of the first stage in the preparation of the SNLP. A feedback report was published in October and will inform preparation of the next stage of the local plan. Once adopted the SNLP will promote and guide development in the Borough to 2038. It will replace the suite of documents that currently comprise the Southend Local Development Plan, including the Southend Core Strategy, Development Management Document and Southend Central Area Action Plan.
- 3.2 Neighbouring Rochford District Council has reached a similar stage in the preparation of its own Local Plan, having undertaken an Issues and Options consultation from December 2017 to March 2018. Similar to Southend, once adopted, the Rochford New Local Plan will replace the suite of documents that currently comprise the Rochford District Local Development Plan.
- 3.3 Both authorities' Local Plan evidence bases and respective 'Issues and Options' consultations have identified a number of cross-boundary issues that cannot be effectively addressed in isolation, and under the Duty to Co-operate should be resolved in a co-ordinated manner. These include how best to meet the challenge of local housing and economic needs alongside delivering meaningful and transformational infrastructure improvements. Both authorities will also need to plan responsibly for the future of London Southend Airport, building on the strong history of collaborative working that underpinned the London Southend Airport and Environs Joint Area Action Plan (JAAP) adopted in 2015.
- 3.4 Both authorities are now looking to progress the next stage of plan preparation. The timely adoption of new local plans is critical with current adopted Local Plans for Southend and Rochford only covering the period to 2021 and 2025 respectively. In addition, supporting evidence is increasingly outdated and not reflecting current Government policy initiatives, particularly the drive to deliver greater numbers of new housing to meet local needs or take into account recent changing economic, environmental and social circumstances. Proposed changes to national planning policy also seek to introduce a number of significant changes to development plan preparation.
- 3.5 The timely adoption of a new Local Plan is important as it will enable the Council, as a Local Planning Authority, to positively influence development, ensure it is located in right place, is of the right type and quality, is supported by necessary infrastructure and facilitates sustainable development.
- 3.6 Both authorities recognise the role of ECC as the strategic upper tier authority covering Rochford within the county of Essex and a neighbouring authority to Southend and partner within ASELA. Any planned growth is likely to have either an indirect or direct impact on ECC infrastructure and service provision and therefore SBC and RDC wish to work with ECC to explore ways to plan for growth to create new sustainable communities supported by appropriate infrastructure.
- 3.7 Planning for minerals and waste in Southend and Rochford is the responsibility of SBC and ECC respectively. Minerals and Waste planning is managed

through a separate local planning process. The Essex and Southend Waste Local Plan adopted in 2017 provides the waste planning framework for both areas, however the Essex Minerals Local Plan adopted in 2014 covers the upper tier area of Essex only. This Plan is now under review and will continue to cover the upper tier area of Essex only. The SNLP will incorporate mineral related planning matters in accordance with national policy. A separate Statement of Common Ground will be prepared to help manage the strategic minerals and waste planning matters.

Association of South Essex Local Authorities (ASELA) and the joint South Essex Plan (SEP)

- 3.8 In 2017, in response to a wider need for a strategic and co-ordinated approach to development in South Essex, all six-constituent South Essex local authorities¹ and ECC committed to the establishment of the ASELA. ASELA was formed in response to the need for greater cross-boundary working on strategic infrastructure planning and growth across South Essex, to provide place leadership for South Essex and promote healthy growth for our communities.
- 3.9 Through ASELA, the Council has committed to the preparation of a '2050 Ambition' and the SEP, the latter to provide the strategic planning framework to inform the preparation of more detailed Local Plans by the six Local Authorities.
- 3.10 The establishment of an agreed sub-regional framework for growth and investment in South Essex is important to ensure that the six Local Plans being prepared across the area provide for an effective 'joined-up' planning approach across the sub-region.
- 3.11 The SEP is expected to provide a high-level framework for the distribution and identification of broad locations for growth across South Essex. It is, however, unlikely to provide the site-level detail and technical policies, such as making alterations to Green Belt boundaries, needed to deliver the growth envisaged. This site-level detail and technical policy needs to be delivered through a more detailed development plan document, such as a Local Plan(s). By taking a co-ordinated approach at the local level, both SBC and RDC, with ECC, could more effectively implement the SEP insofar as it relates to important cross-boundary matters at the local-level, including but not limited to the future of London Southend Airport, seeking to meet development needs, combating climate change, the Greater Anglia rail line, the A127, and the development of integrated and sustainable transport networks.
- 3.12 It is therefore vitally important that the preparation of the respective Southend and Rochford Local Plans continue to be progressed alongside the SEP.

The Need for a Collaborative Approach

- 3.13 RDC and SBC, together with ECC have a strong foundation for cooperation, having jointly prepared and adopted a number of planning policy and evidence-based documents, including the London Southend Airport and Environs Joint Area Action Plan and the Essex and Southend Waste Local Plan.

¹¹ Basildon, Brentwood, Castle Point, Rochford, Southend and Thurrock Councils

3.14 The Localism Act 2011 places a “Duty to Cooperate” on Local Planning Authorities and County Councils (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. The Neighbourhood Planning Act 2017 and national policy requires Local Planning Authorities to identify the strategic priorities for the development and use of land in the authorities’ area and set out policies to address those priorities.

3.15 Whilst the SEP is expected to provide a strategic framework for the preparation of individual Local Plans across South Essex, there are number of key cross-boundary matters between Southend, Rochford and ECC that could benefit from a collaborative approach at a more local level, including:

- **Ensuring High Quality Outcomes** – strategic collaboration provides the opportunity for greater ambition in planning and delivering high quality sustainable development; particularly, for example, through garden community principles. More generally, new development must be sustainable, functional and viable, but also reflect high standards of design. Major new developments will be planned carefully with the use of masterplans and design codes where appropriate;
- **Providing Sufficient Homes** – housing need is high across the area and a large amount of land is being promoted for development either side of the Rochford/Southend administrative boundary. There is a need to ensure that preparation of a spatial strategy, site assessment and selection is consistent across both authority areas;
- **Providing for Employment** – to strengthen local economies to provide more employable and skilled workers; more employment opportunities for residents, and higher productivity firms; to achieve a better balance between the location of jobs and housing, which will reduce the need to travel and promote sustainable growth;
- **Transport Infrastructure and connectivity** - Developing appropriate integrated and sustainable transport networks to support the efficient movement of people and goods, including strategic transport corridors (including A127, A13 and A130) recognising the requirements of both Essex and Southend local transport plans, including modal shift, sustainable travel, new technology, rail franchisee investment plans, footpath and cycle networks, and any access mitigation to enable strategic scale development across administrative boundaries, and future proofed internet access to all new development;
- **London Southend Airport** – the existing planning framework for London Southend Airport will need to be reviewed and rolled forward having regard to national policy, the economic potential of the area and environmental constraints;
- **Collaboration to accelerate delivery and Infrastructure Planning** - including for example education, health, flood and water management and how provision will be funded/ delivered and governance structures to maximise developer contributions including alignment of infrastructure requirements and provision between ECC and SBC and other providers;

- **Environment and Climate change** – reducing greenhouse emissions, minimising vulnerability and improving resilience, encouraging reuse of existing resources and supporting renewable and low carbon energy. Protection of designated sites for wildlife, biodiversity net gain, blue and green infrastructure and built heritage;
- **Approach to Minerals and Waste** – ensuring SBC and ECC planning response to minerals and waste is appropriately addressed; and
- **Resource efficiency** - the ability to more effectively align resources and reducing duplication of work to support the timely preparation of Local Plans.

3.16 It is recognised that minerals and waste planning is a strategic cross boundary matter which falls to ECC and SBC. A separate Statement of Common Ground will be prepared to manage these planning matters.

3.17 To embrace these challenges, there is a need to consider possible options which can deliver Local Plans in a timely fashion and which do not compromise the preparation of the SEP but rather add value to it at the local level.

3.18 A number of possible options have been identified for the next stage of local plan preparation that seeks to address the challenges which are unique to Southend and Rochford. Each option summarised below has associated risks and opportunities.

- **Option A: Joint Local Plan**

This would be one document covering both the Southend and Rochford administrative areas, covering detailed local matters as well as strategic issues. The scope of the Local Plan would be broad ranging raising issues of complexity and impact on timescales, ranging from aligning joint approaches to handling non-strategic matters.

- **Option B: Separate Local Plans with a Joint Part 1 (Cross Boundary Policies) – Preferred Approach**

This would consist of separate Local Plans with an common Part 1 covering strategic issues such as Vision and Strategy (combined for both authority areas), and strategic growth locations (including cross boundary) but separate Part 2 sections with distinct local policies and development management policies for each area. This would enable effective alignment and management of Local Plan timetables, with aligned approaches on strategic matters and local approaches to respective detailed matters.

- **Option C: Separate Local Plans with Shared Policies**

Each Council prepares their own Local Plan (strategy and vision, strategic sites policies) but with aligned policies covering cross boundary allocations/matters. Provides opportunities to progress shared and local matters, however, more difficult to commit and align Local Plan timetables.

- **Option D Separate Local Plans with separate Policies (current situation)**

Each Council continues to separately prepare their own Local Plan. This significantly constrains the ability to effectively address and align the cross-boundary matters

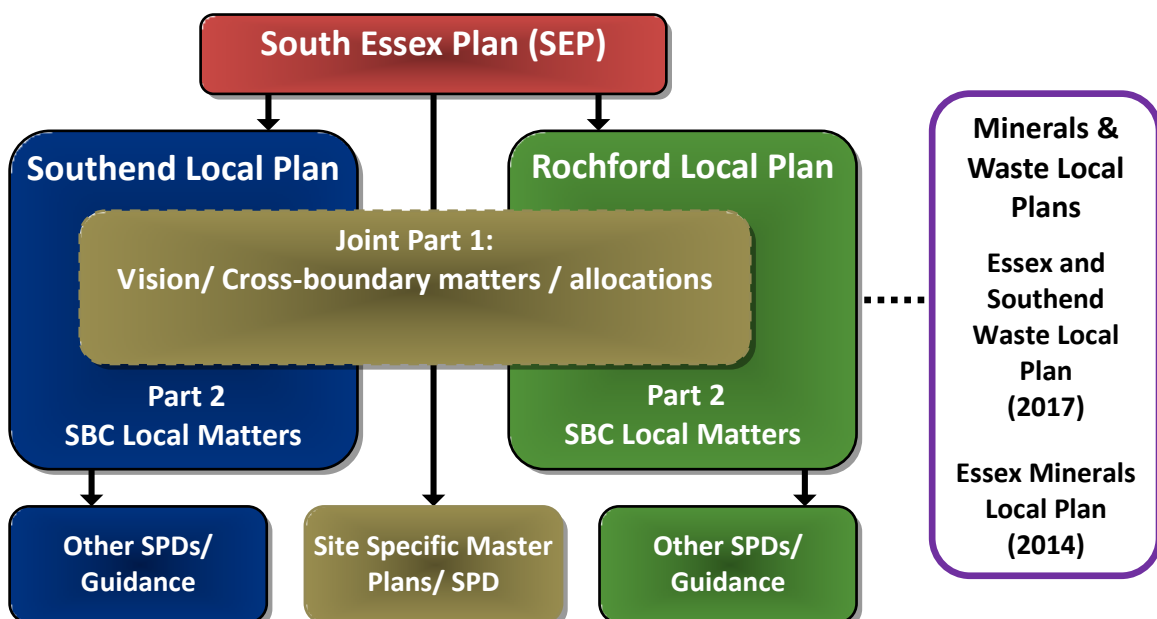
- **Option E: Area Action Plan (AAP) for new cross boundary growth locations, which may include Garden Settlements and the Airport**

A focussed Area Action Plan could create additional complexity, as both Councils still need to prepare respective Local Plans for the rest of their areas as well as undertaking this piece of work.

3.19 **Option B is considered to be the most appropriate option** for taking forward a collaborative approach between both authorities. Under this arrangement, both authorities would continue to develop separate Local Plans but these plans would have a jointly prepared shared ‘cross-boundary policy section’ (the ‘Part 1’) which may include a joint vision, spatial strategy and policies responding to the cross-boundary issues outlined above for delivering growth and regeneration. The separate ‘Part 2’ document would comprise of two documents, one for Southend prepared by SBC and one for Rochford prepared by RDC. These would address local issues and policies within each authority’s area, including local objectives and development management policies. The Part 2 would still be expected to comprise the majority of the content and policies within each Local Plan.

3.20 Figure 1 below depicts the structure of development plans under the proposed approach, Local Plans being progressed alongside the preparation of the SEP. The need for more detailed Supplementary Guidance and Masterplans would be kept under review.

Figure 1: Preferred Option – Option B Separate Local Plans with a Joint Part 1



3.21 The responsibilities for preparation of the plans under Option B would be as follows:

Plan	Responsible Local Planning Authority	Key Infrastructure Provider (Council)
South Essex Plan	ASELA (Basildon, Brentwood, Castle Point, Rochford, Southend and Thurrock)	SBC, ECC and Thurrock Borough Council
Joint Part 1 Southend/Rochford Local Plan	SBC and RDC	SBC and ECC
Site Specific Masterplan/SPD		
Part 2 Southend Local Plan	SBC	SBC
Other SPD guidance for Southend		
Part 2 Rochford Local Plan	RDC	ECC
Other SPD guidance for Rochford		
Essex Minerals Local Plan Review	ECC	ECC
Essex and Southend on Sea Waste Local Plan Review	SBC and ECC	SBC & ECC

Memorandum of Understanding

3.22 A Memorandum of Understanding (MoU) has been jointly prepared between SBC, RDC and ECC to formally agree a commitment to bringing forward Local Plans under this approach.

3.23 The MoU is underpinned by several core principles, through which SBC and RDC agree to:

- engage constructively, actively and on an on-going basis in relation to cross-boundary planning matters under the Duty to Cooperate;
- be open and communicate about concerns, issues and opportunities in respect of collaboration and joint working;
- act in a timely manner, recognising the time critical nature of consultations, technical projects and plan preparation;
- adhere to statutory requirements, comply with applicable laws and standards, data protection and freedom of information requirements;
- encourage, develop and share best practice in cross-boundary planning matters;
- ensure adequate resources and staffing is in place to undertake effective collaboration and joint working (a separate resource paper will be prepared and agreed); and
- collaborate to increase certainty and accelerate delivery.

- 3.24 The MoU highlights the following as key deliverables of this collaborative approach:
- continue to prepare the SEP in partnership with ASELA;
 - prepare two distinct Local Plans – the ‘Rochford New Local Plan’ and ‘Southend New Local Plan’ which would comprise:
 - a Joint Part 1, which may include a joint vision and spatial strategy for the whole of the area, strategic allocations, such as for large scale development opportunities (housing, economic, infrastructure, environmental) and the management of London Southend Airport;
 - a separate Part 2 which addresses local matters for Southend and Rochford respectively which may include local objectives, allocations and development management policies;
 - RDC and SBC will be responsible for expediting preparation of Part 2 policies of their Local Plans as required to support delivery and examination of the Joint Part 1;
 - a detailed Evidence Base will be developed in support of these documents including a series of reports and independent assessments of proposals;
 - a Statement of Common Ground will be prepared, setting out the process and timetable for the plan, governance and working arrangements. The statement will be reviewed on an ongoing basis and updated as and when needed; and
 - a joint Communications Strategy will be developed drawing on the Statements of Community Involvement (SCI) for each Authority, describing how existing systems and processes in each Authority will be used when consulting on the local plans.
- 3.25 The MoU identifies the need for an effective governance structure to take forward various aspects of any collaborative working. This is expected to comprise an Officer group overseen by a Member group. This governance structure would not impact on the Council’s existing governance arrangements and any formal decisions with respect to either Council’s Local Plan would still require an appropriate decision to be made by that Council. This would include authorisation to consult on the draft plan.
- 3.26 The MoU is not legally binding and does not take precedence over the Council’s statutory responsibilities. Instead it forms a voluntary agreement between the three parties to work together towards shared objectives.
- 3.27 Signing this MoU is without prejudice to any future decisions on the content and scope of any Local Plan including any Joint Part 1.
- 3.28 The MoU is set out in **Appendix 1**.

Statement of Common Ground (SOCG)

- 3.29 The Government's National Planning Framework requires that 'in order to demonstrate effective and on-going joint working, strategic policymaking authorities should prepare and maintain one or more SOCGs documenting the cross-boundary matters being addressed and progress in cooperating to address these' (paragraph 27).
- 3.30 A SOCG has therefore been prepared jointly by SBC, RDC and ECC setting out the process and timetable for the separate Local Plans with a Joint Part 1, governance and working arrangements, and the key evidence needed to support the plans. The statement will be reviewed on an ongoing basis and updated as and when needed.
- 3.31 The SOCG is set out in **Appendix 2**.

Local Development Scheme

- 3.32 The Local Development Scheme (LDS) sets out a timetable for preparing and reviewing the Southend Development Plan to provide:
- an up-to-date statutory basis for determining planning applications (unless material considerations indicate otherwise); and
 - a long-term spatial planning framework for the Borough's development, within which the Council, other agencies and key stakeholders can coordinate their investment programmes.
- 3.33 In the light of the proposed changes to the preparation of the SNLP and RNLP revisions will be required to the two Councils respective LDSs.
- 3.34 **Appendix 3** sets a new Southend LDS to facilitate the preparation of a common Joint Part 1 Local Plan with RDC and a Part 2 for the Plan setting out detailed planning policies for Southend.

4. Other Options

- 4.1 A failure to undertake the preparation of a new local plan for Southend would result in the Council becoming increasingly unable to positively influence the scale, nature and location of change. This would lead to the potential increase in the risk of "planning by appeal" with the responsibility for decision making in effect being passed from the Council and the local community to both the Planning Inspectorate and the Secretary of State. It would also be likely that the Council would incur increasing costs in attempting to defend refusals of planning permission based on increasingly outdated development plans and related evidence base.
- 4.2 The consideration of a number of different plan making options is set out in section 3 above. The preparation of a common Joint Part 1 Local Plan with RDC, and associated documents, provides the most effective option that would allow for the proper consideration of a range of cross-boundary strategic growth issues to identify land to meet future housing, employment land and associated infrastructure requirements.

5. Reasons for Recommendations

- 5.1 To ensure the expeditious production of a new local plan for Southend and associated evidence base to manage and guide future growth and development in Southend and its hinterland in a positive and timely manner, where the Council has control of decision making in the public interest as representatives of the local community.

6. Corporate Implications

Contribution to the Southend 2050 Road Map

- 6.1 The successful delivery of the SNLP will contribute to the fulfilment of a number of elements of the Council's Southend 2050 ambition including meeting local housing needs, improving transport provision and infrastructure, improving economic prosperity, and protecting and enhancing the natural and built environment.
- 6.2 Delivery of the SNLP is included as a Southend 2050 outcome on the Opportunity and Prosperity theme.

Financial Implications

- 6.3 Financial and human resource input is necessary to fulfil the requirements of all statutory stages in the preparation and delivery of the SNLP. It should be noted that taking a development plan document through to adoption does have significant financial implications owing to the statutory process which has to be adhered to.
- 6.4 The costs associated with preparing the SNLP will be met from existing agreed budgets with the Director of Finance and Resources. This will be monitored to determine if any additional resource is required to deliver a Joint Part 1, on equal terms with RDC.

Legal Implications

- 6.5 To meet objectively assessed housing need each local authority must engage with adjoining local authorities under the Duty to Co-operate provisions set out in the Localism Act. It places a legal duty on Local Planning Authorities to engage constructively, actively and on an on-going basis to maximise the effectiveness of development plan preparation in the context of strategic cross boundary matters.
- 6.6 Local Planning Authorities should make every effort to secure the necessary cooperation on strategic cross boundary matters before they submit their Local Plans for examination. Local Planning Authorities must demonstrate how they have complied with the duty at the independent examination of their local plans. If a Local Planning Authority cannot demonstrate that it has complied with the duty then the local plan will not be able to proceed further in examination.
- 6.7 Local Planning Authorities will need to satisfy themselves about whether they have complied with the duty. As part of their consideration, Local Planning

Authorities will need to bear in mind that the cooperation should produce effective and deliverable policies on strategic cross boundary matters.

- 6.8 The status of a Local Plan is prescribed in Section 38(6) of the Planning and Compulsory Purchase Act 2004, which gives primacy to the development plan. It states: “if regard is to be had to the development plan for the purpose of any determination to be made under the planning Acts the determination must be made in accordance with the plan unless material considerations indicate otherwise.” As such, having an up to date Local Plan in place allows the local authority to plan positively and direct development to those sites and locations that are in accordance with the Council’s Strategy for regeneration and growth. It will provide the authority with the framework to robustly defend planning decisions at appeal.

People Implications

- 6.9 Significant staff resources from the Strategic Planning Team will be required in order to contribute to the preparation of the SNLP. Support from the Department of Place Business Support Unit will be required, particularly with regards to the public consultation process.
- 6.10 As the SNLP is cross-cutting in its coverage inputs from a number of other Council departments will be required particularly in relation to transport, housing, employment, tourism, recreation, health and well-being, nature conservation and corporate strategy and communication.

Property Implications

- 6.11 The SNLP will provide allocations and planning policy for all land in the Borough, including Council owned assets.

Consultation

- 6.12 One of the key elements of the local planning system is the recognition of the need for the earliest and fullest community involvement in the preparation of new planning documents. The SNLP will be subject to statutory consultation under the 2012 Regulations. In addition, they will be subject to an examination in public held by an independent government appointed planning inspector to consider whether the plan is ‘sound’ and may be put forward for adoption.
- 6.13 The SNLP public consultation process will be in accordance with the Council’s adopted Statement of Community Involvement.

Equalities and Diversity Implications

- 6.14 An equalities impact assessment will be produced for the SNLP. The public consultation will give the opportunity for different sections of the community to input into the plan making process.

Risk Assessment

- 6.15 The plan preparation timetable for the SNLP is challenging. Significant staff resources within the Strategic Planning Team will be required in order to take forward the plan through its various statutory stages including the examination stages at inquiry before an independent inspector.
- 6.16 If the local plan were not to be published and taken forward to adoption, the absence of the planning policies may result in inappropriate development taking place within the local authority area to the detriment of the local environment and supporting infrastructure. In addition, there would be no policy to manage the development of key sites and infrastructure, as well as having adopted planning policy to help secure Government funding particularly in relation to securing significant improvements to infrastructure provision.

Value for Money

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

Community Safety Implications

- 6.18 The SNLP will seek to improve the natural and built environment (including designing out crime in development and the public realm) thereby contributing towards improving community safety.

Environmental Impact - Sustainability Appraisal

- 6.19 All iterations of the SNLP will require a Sustainability Appraisal (SA) to be undertaken. The SA is an assessment of the potential significant social, environmental and economic impacts of development. It forms an integral part of the plan making process. It ensures that all policies and proposals are prepared with a view to contributing to the achievement of sustainable development. The appraisals will be used to assist decision-making and identification of the most sustainable policies to take forward

Environmental Impact - Habitats' Regulations Screening Report

- 6.20 Southend-on-Sea and the surrounding districts are home to a number of important designated sites for nature conservation. Habitats screening is an assessment of the potential significant effects of a policy on European Sites designated for their nature conservation importance. These include Special Areas of Conservation, Special Protection Areas, and international Ramsar sites. As part of the preparation of the SNLP each policy included in the plans will need to be assessed for any significant impacts on sites designated of nature conservation value. Policy should only be approved after determining that it will not adversely affect the integrity of such sites.

7. Background Papers

- 7.1 Southend Cabinet Report 19 June 2018 - Southend Development Plan Review: Comprising South Essex Joint Strategic Plan and Southend New Local Plan
- 7.2 The Town and Country Planning (Local Development) (England) Regulations 2012.
- 7.3 Planning and Compulsory Purchase Act 2004.
- 7.4 National Planning Policy Framework (NPPF, 2018).
- 7.5 Southend Local Development Scheme (2018).
- 7.6 Rochford Local Development Scheme (2019).
- 7.7 Southend New Local Plan Issues and Options Consultation (February 2019).
- 7.8 Rochford New Local Plan Issues and Options Consultation (January 2018).
- 7.9 London Southend Airport and Environs Joint Area Action Plan (JAAP 2015).
- 7.10 South East Essex Strategic Growth Locations Assessment (2018).
- 7.11 South Essex Statement of Common Ground (2018).
- 7.12 Essex and Southend on Sea Waste Local Plan (2017)
- 7.13 Essex Minerals Local Plan (2014)
- 7.14 Department for Transport - Aviation Policy Framework (2013)
- 7.15 Department for Transport - Aviation NPS
- 7.16 Draft Aviation Strategy 2050 (2018)
- 7.17 Department for Transport - Beyond the Horizon – The Future of UK Aviation – Making Best Use of Existing Runways (2018)

8. Appendices

Appendix 1: Memorandum of Understanding

Appendix 2: Statement of Common Ground

Appendix 3: Revised Southend Local Development Scheme

Co-ordinated Plan Making – Preparation of Joint Cross-Boundary Local Plan Policies

Memorandum of Understanding

Between

Rochford District Council

Southend Borough Council

Essex County Council

Introduction

This Memorandum of Understanding (MoU) between Rochford District Council (RDC), Southend Borough Council (SBC) and Essex County Council (ECC) (collectively ‘the Authorities’) sets out how cooperation will be managed in respect to strategic cross-boundary planning issues across the administrative areas of Rochford and Southend. It sets out a range of common issues and opportunities arising from economic and demographic growth pressures which cut across administrative boundaries and how they will be addressed.

The Authorities have a strong foundation for cooperation, having jointly prepared and adopted a number of planning policy and evidence based documents, including the London Southend Airport and Environs Joint Area Action Plan (RDC & SBC) and Essex and Southend Waste Local Plan (ECC & SBC).

The Localism Act 2011 places a Duty to Cooperate on local planning authorities and county councils¹ (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. The Neighbourhood Planning Act 2017² and national policy requires local planning authorities to identify the strategic priorities for the development and use of land in the authorities’ area and set out policies to address those priorities in the development plan documents, taken as a whole.

This MoU seeks to meet this purpose and to go further in setting out a range of common challenges and opportunities across the area and how these will be addressed.

The Authorities have agreed to come together because of their shared desire to continue to promote sustainable growth; and the particular need to articulate the strategic priorities within the wider area and how these will be addressed. Central to this is the effective delivery of planned strategic growth, particularly housing and employment development, with the necessary supporting infrastructure. The Authorities will continue to engage with the Association of South Essex Local Authorities (ASELA) and the South East Local Enterprise Partnership in developing their growth priorities.

Background

The ‘development plan’ for an area can comprise a number of different adopted planning policy documents ranging from Joint Strategic Plans, Local Plans through to neighbourhood plans. Planning

¹ Section 110.

² Section 8

law requires that decisions on planning applications need to be taken in accordance with the 'development plan' unless material considerations indicate otherwise³.

RDC and SBC have commenced a review of their respective Development Plans, which includes the preparation of a joint South Essex Plan⁴ (SEP) and respective separate Local Plans.

The SEP is expected to provide a high-level framework for the distribution and identification of broad locations for growth across South Essex but is unlikely to provide the site-level detail and technical policies needed to deliver and manage the growth effectively. This site-level detail and technical policy needs to be delivered through a more localised development plan document, such as a Local Plan(s).

The timely adoption of an updated development plan is critical so that RDC and SBC, as Local Planning Authorities, can continue to positively influence development, ensure it is located in right place, is of the right type and quality, is supported by necessary infrastructure and facilitates sustainable development. The first stage of consultation on the SEP is due in 2020 and RDC and SBC are at a similar stage of preparing their respective local plans, both having recently completed the first stage of public consultation, the 'Issues and Options' stage.

Objectives

Against this background, the main aims of this MoU are to:

- provide a high level statement of intent under the Duty to Co-operate to collaborate on strategic issues;
- identify the key strategic issues that will have a bearing across the wider geographic area;
- articulate the process for and outcomes from this collaboration, principally through the statutory planning process; and
- ensure appropriate integration and alignment of strategic investment priorities in support of sustainable growth, and to use this to make the case collectively for the necessary funding.

Key Strategic Cross-Boundary Issues

There are number of key cross-boundary matters between RDC, SBC and ECC (where appropriate) that require a consistent localised response, including:

- **Ensuring High Quality Outcomes** – strategic collaboration provides the opportunity for greater ambition in planning and delivering high quality sustainable development; particularly, for example, through garden community principles⁵. More generally, new development must be sustainable, functional and viable, but also reflect high standards of design. Major new developments will be planned carefully with the use of masterplans and design codes where appropriate;
- **Providing Sufficient Homes** – housing need is high across the area and a large amount of land is being promoted for development either side of the Rochford/Southend administrative boundary. There is a need to ensure that preparation of a spatial strategy, site assessment and selection is consistent across both authority areas;
- **Providing for Employment** – to strengthen local economies to provide more employable and skilled workers; more employment opportunities for residents, and higher productivity firms; to achieve a better balance between the location of jobs and housing, which will reduce the need to travel and promote sustainable growth;

³ Section 70(2) of the Town and Country Planning Act 1990 and section 38(6) of the Planning and Compulsory Purchase Act 2004

⁴ Being prepared through ASELA, comprising: Basildon, Brentwood, Castle Point, Rochford, Southend, Thurrock Councils and Essex County Council. See ASELA and SEP MoU's and SEP Statement of Common Ground - [here](#)

⁵ www.tcpa.org.uk/garden-city-principles

- **Transport Infrastructure and connectivity** - Developing appropriate integrated and sustainable transport networks to support the efficient movement of people and goods, including strategic transport corridors (including A127, A13 and A130) recognising the requirements of both Essex and Southend local transport plans, including modal shift, sustainable travel, new technology, rail franchisee investment plans, footpath and cycle networks, and any access mitigation to enable strategic scale development across administrative boundaries, and future proofed internet access to all new development;
- **London Southend Airport** – the existing planning framework for London Southend Airport will need to be reviewed and rolled forward having regard to national policy, the economic potential of the area and environmental constraints;
- **Collaboration to accelerate delivery and Infrastructure Planning** - including for example education, health, flood and water management and how provision will be funded/ delivered and governance structures to maximise developer contributions including alignment of infrastructure requirements and provision between ECC and SBC and other providers;
- **Environment and Climate change** – reducing greenhouse emissions, minimising vulnerability and improving resilience, encouraging reuse of existing resources and supporting renewable and low carbon energy. Protection of designated sites for wildlife, biodiversity net gain, blue and green infrastructure and built heritage;
- **Approach to Minerals and Waste** – ensuring SBC and ECC planning response to minerals and waste is appropriately addressed; and
- **Resource efficiency** - the ability to more effectively align resources and reducing duplication of work to support the timely preparation of Local Plans.

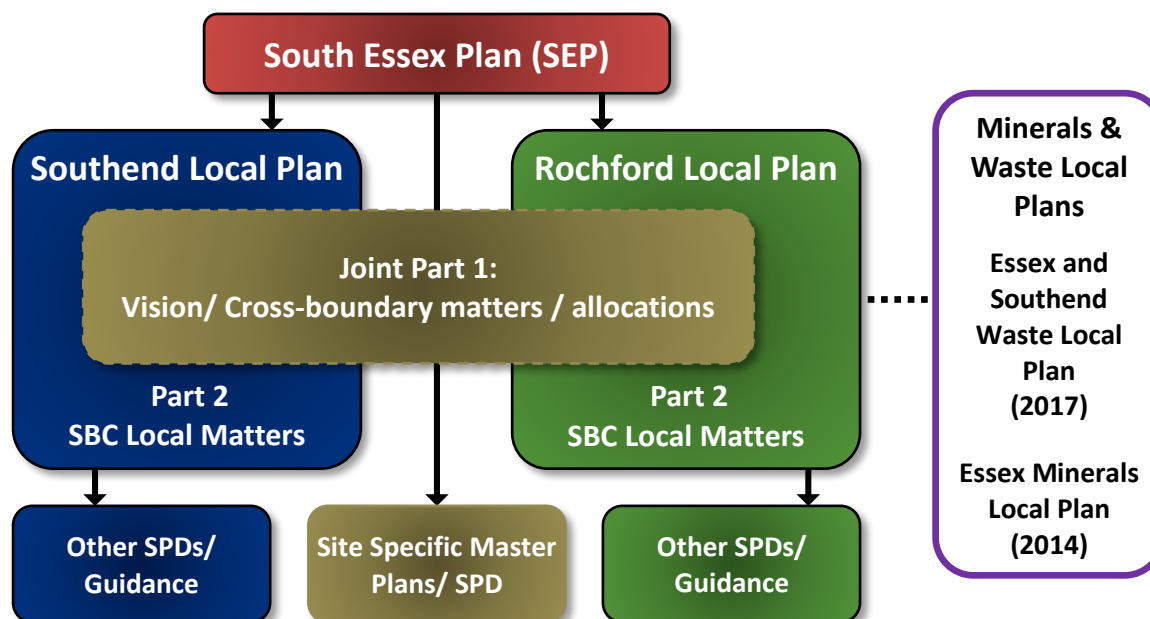
It is recognised that minerals and waste planning is a strategic cross boundary matter which falls to ECC and SBC. A separate Statement of Common Ground will be prepared to manage these planning matters.

Collaborative approach and outcomes

To ensure that strategic cross-boundary issues are planned for and addressed consistently RDC and SBC agree to prepare, in collaboration with ECC, a common strategic section for the current reviews of each of their Local Plans. This Joint Part 1 of their Plans will provide the evidence to support their cross-boundary approach, and may include a joint vision, spatial strategy and policies responding to the issues outlined above. The separate Part 2 for each plan will then address local issues and policies within each authorities' area.

Both Local Plans will be progressed alongside the preparation of the SEP. The need for more detailed Supplementary Guidance and Masterplans will be kept under review.

Figure 1: Planning Policy Hierarchy and relationship with SEP and other local planning documents



Key Deliverables

- Continue to prepare the **SEP** in partnership with ASELA⁶
- Prepare **two local plans** – ‘Rochford New Local Plan’ and ‘Southend New Local Plan’ to comprise:
 - a **Joint Part 1**, which may include a joint vision and spatial strategy for the whole of the area, strategic allocations, such as for large scale development opportunities (housing, economic, infrastructure, environmental) and the management of London Southend Airport;
 - separate **Part 2** to address local matters for Southend and Rochford respectively - e.g. development management policies, local allocations and in SBC related mineral matters.
- RDC and SBC will be responsible for expediting preparation of Part 2 policies of their Local Plans as required to support delivery and examination of the Joint Part 1.
- A detailed **Evidence Base** will be developed in support of these documents including a series of reports and independent assessments of proposals.
- A **Statement of Common Ground** will be prepared, setting out the process and timetable for the plan, governance and working arrangements. The statement will be reviewed on an ongoing basis and updated as and when needed.
- A joint **Communications Strategy** will be developed drawing on the Statements of Community Involvement (SCI) for each Authority, describing how existing systems and processes in each Authority will be used when consulting on the local plans.

Core Principles

In preparing two local plans with a Joint Part 1, RDC and SBC, in collaboration with ECC, agree to:

⁶ Association of South Essex Local Authorities Memorandum of Understanding; Strategic Planning in South Essex Memorandum of Understanding.

- engage constructively, actively and on an on-going basis in relation to cross-boundary planning matters under the Duty to Cooperate;
- be open and communicate about concerns, issues and opportunities in respect of collaboration and joint working;
- act in a timely manner, recognising the time critical nature of consultations, technical projects and plan preparation;
- adhere to statutory requirements, comply with applicable laws and standards, data protection and freedom of information requirements;
- encourage, develop and share best practice in cross-boundary planning matters;
- ensure adequate resources and staffing is in place to undertake effective collaboration and joint working (a separate resource paper will be prepared and agreed); and
- collaborate to increase certainty and accelerate delivery.

Area Covered

For the purposes of this MoU the geographic area applies to the administrative areas of RDC and SBC. SBC is a unitary authority, whilst RDC is a two-tiered authority with ECC responsible for education infrastructure, transport, minerals and waste planning amongst other areas.

Planning for minerals and waste is the responsibility of ECC and SBC. This is managed through separate planning processes and will therefore not be part of this MoU, separate MOU's and SCG's will be prepared to manage these matters.

The Essex and Southend Waste Local Plan adopted in 2017 provides the waste planning framework for both areas, however the Essex Minerals Local Plan adopted in 2014 covers the upper tier area of Essex only. This Plan is now under review and will continue to cover the upper tier area of Essex only. The SNLP Part 2 will incorporate mineral related planning matters in accordance with national policy.

Governance, Roles and Responsibilities

The work required to deliver the necessary outcomes from this strategic collaboration will be overseen by an advisory member Joint Briefing Panel (JBP) with representation from each of the participating authorities. This will be supported by a Joint Officer Group, which will report to the JBP. Terms of Reference for these Groups will be developed and agreed. Other sub-regional groupings and partners will be engaged as necessary as work progresses.

Formal decisions on key stages of the local plans (to be set out in respective Local Development Schemes) will be taken by individual Local Planning Authorities on the advice of the JBP. The aim will be to get concurrent agreement at both Councils within the constraints of the various meeting schedules.

Timing

This MoU has immediate effect and will remain in place until adoption of both Local Plans, unless this version is reviewed and replaced before this. It will be reviewed as and when indicated through a Statement of Common Ground.

Status

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

This MoU is not a development plan, nor a legally binding document, but will be used in the consideration of how the Authorities have jointly approached cross-boundary planning issues and

legal compliance with the Duty to Co-operate. This MoU may be supported by other documentation, and other subject specific MoUs, which set out in more detail how the parties will work together to tackle more detailed matters with respect to cross-boundary planning in Rochford and Southend.

It is accepted that an individual party that is a signatory to this MoU may also be a signatory to other MoUs between itself, or with other parties in respect of the Duty to Co-operate.

Signed by

Signature	Role	Authority
		Rochford District Council
		Southend Borough Council
		Essex County Council

Rochford and Southend Joint Part 1 Local Plan

Statement of Common Ground

November 2019

1. Introduction

- 1.1 The Localism Act 2011 places a Duty to Co-operate on local planning authorities and county councils¹ (amongst other public sector organisations), requiring them to engage constructively, actively and on an on-going basis in the preparation of plans where this involves strategic matters. Local planning authorities are required by law² to prepare one or more Statements of Common Ground (SOCG) to help manage strategic planning matters across local authority areas and strengthen the Duty to Cooperate. Details of this requirement are set out in the National Planning Policy Framework (NPPF)³ and National Planning Policy Guidance (NPPG)⁴.
- 1.2 Rochford District Council (RDC) and Southend Borough Council (SBC), together with Essex County Council (ECC)⁵, have agreed to prepare two distinct local plans with a new identical Joint Part 1 section for the combined local authority areas of Rochford and Southend. This SOCG sets out the reasons for the three authorities to work together, the scope of joint work and the project management and governance arrangements for the preparation of the plan.
- 1.3 The primary purposes of this SOCG are to:
- co-operate and seek agreement on strategic cross-boundary issues, including planning for the wider area's housing, economic, infrastructure and environmental needs;
 - increase certainty and transparency in plan making, including on where effective co-operation is and is not happening, and specifically identifying any issues where agreement cannot be reached; and
 - provide clear evidence of the co-operation on plan-making to date in the process of preparing the Joint Part 1 Plan
- 1.4 The three authorities are also partners in the Association of South Essex Local Authorities (ASELA) together with Brentwood Borough Council, Basildon District

¹ Section 110

² Planning and Compulsory Purchase Act 2004 and Neighbourhood Planning Act 2017

³ <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

⁴ <https://www.gov.uk/government/collections/planning-practice-guidance>

⁵ Essex County Council is the strategic upper tier local authority for Rochford District Council with responsibility for highways, education including early years and childcare, minerals and waste, lead local flood authority, lead advisor on public health and delivery of social care services for adults and children.

Council, Castle Point Borough Council and Thurrock Borough Council. ASELA is currently engaged in preparing a number of strategic documents to guide and promote growth in south Essex including the preparation of a South Essex Plan (SEP). The SEP will provide the overarching strategic framework to guide the preparation of the six Local Plans in South Essex. A separate SOCG has been prepared for ASELA⁶.

- 1.5 The potential of South Essex to achieve substantial growth and prosperity has recently been recognised by the Thames Estuary Growth Commission and in the Government's response to their report⁷.

2. Parties to the Statement of Common Ground

- 2.1 The parties to the SOCG are:

- ❖ Rochford District Council;
- ❖ Southend Borough Council;
- ❖ Essex County Council.

- 2.2 In preparing RDC and SBC new respective local plans, containing a common Part 1, both authorities will consult in accordance with the RDC and SBC respective adopted Statements of Community Involvement (SCI), including, but not limited to, the following key stakeholders:

- Local Communities – residents, workers, visitors
- Landowners and developers
- Castle Point Borough Council (as part of SHMA and neighbouring local authority)
- Other South Essex authorities (as part of ASELA)
- Any other neighbouring local authorities
- Essex County Council
- London Southend Airport – airport development and surface access
- Network Rail
- Highways England
- Office of Rail and Road (independent regulator of Network Rail and Highways England)
- Greater Anglia –(operator of rail passenger services until October 2025)
- Trenitalia C2C Ltd –(operator of rail passenger services until November 2029)
- Arriva and First Bus – bus service operators
- Anglian Water – waste water
- Essex and Suffolk Water – water supply
- Environment Agency – flood risk management
- Natural England – natural environment

⁶ [Statement of Common Ground for ASELA \(June 2018\)](#)

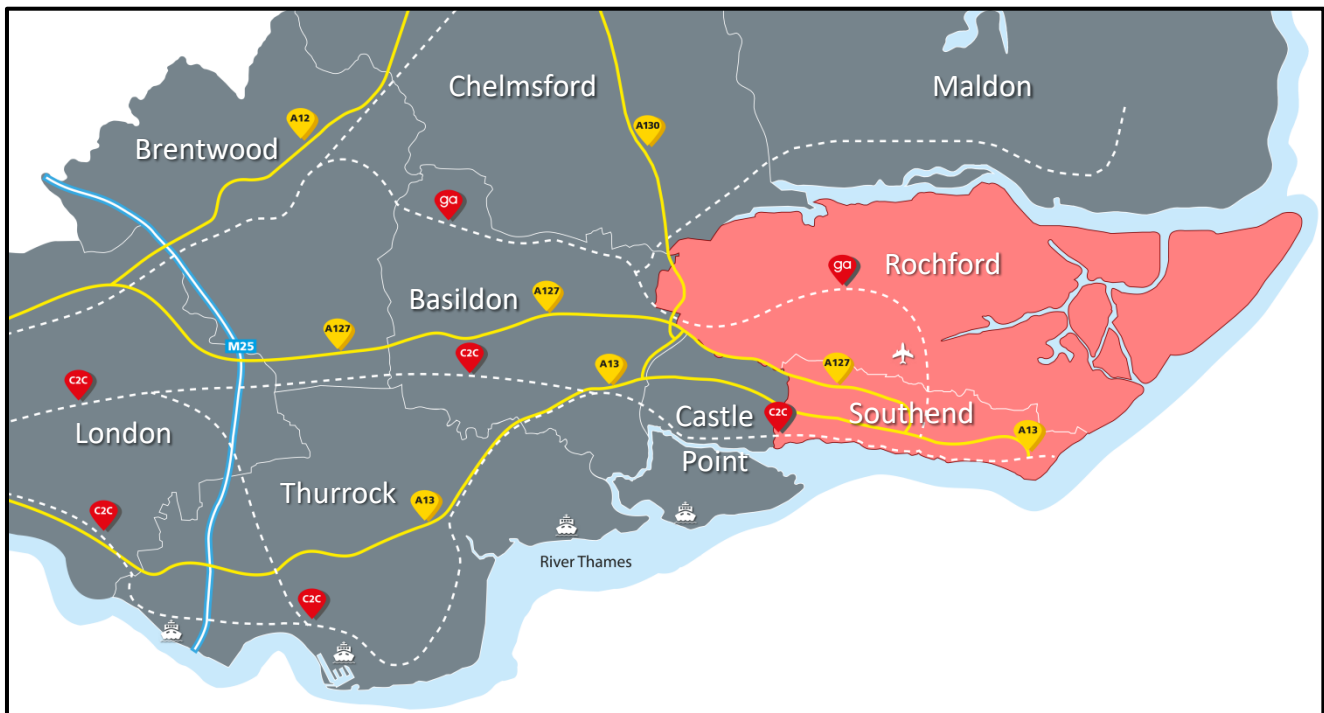
⁷ <https://www.gov.uk/government/publications/thames-estuary-2050-growth-commission-report>
<https://www.gov.uk/government/publications/thames-estuary-2050-growth-government-response-to-commission>

- Marine Management Organisation – marine matters
- Local Nature Partnership – biodiversity
- Historic England - heritage matters
- Clinical Commissioning Groups and NHS – health infrastructure matters
- South East Local Enterprise Partnership, Southend Business Partnership, Business Improvement District/Chamber of Commerce, BEST Growth Hub and Invest Essex – employment and skills

3. Strategic Geography

- 3.1 For the purposes of this SOCG the geographic area applies to the administrative areas of RDC and SBC. SBC is a unitary authority, whilst RDC is a two-tiered authority with ECC. Rochford district and Southend borough are located within the South East Essex peninsula, bounded to the north by the River Crouch, the North Sea to the east and Thames Estuary to the south. The two authorities share an extensive administrative boundary running east-west.
- 3.2 Due to the geography of the area, it is dependent on an east-west transport corridor served by the strategic highway routes of the A127 and A13 linking to the M25 and London and two rail routes from Southend to London Liverpool Street and London Fenchurch Street respectively. Challenges remain in terms of road and rail capacity providing adequate connectivity both east to west and north to south. The regenerated London Southend Airport straddles the administrative boundaries of Rochford and Southend and has ambitions to grow its passenger numbers significantly over the next 20 years.
- 3.3 The Borough of Southend is urban in character with the existing built up area closely abutting the administrative boundary. In contrast, Rochford district to the north is predominantly rural in character with extensive areas of high-grade agricultural land. Much of the undeveloped land in the Rochford district and Southend borough forms part of the Metropolitan Green Belt (MGB) extending across South Essex to London.

Map 1: Strategic Geography – Rochford and Southend Joint Part 1 Local Plan Area



Rochford district

3.4 Rochford is a district rich in heritage and natural beauty, covering 16,800 hectares. The majority of the district’s 87,000 residents are located to the west within the towns of Rayleigh, Hockley and Rochford. Smaller villages and hamlets are dispersed across the eastern parts of the district. Development opportunities within the existing urban areas to provide local jobs and homes are limited by a lack of suitable brownfield sites. Outside the urban areas, over 12,400 hectares is designated as MGB. Considerable parts of the district are also subject to other environmental constraints, including estuarine habitats sites and areas at risk of flooding, indicative of its coastal nature.

3.5 Rochford’s economic strengths lie primarily in its entrepreneurial character, with an abundance of successful small and medium sized businesses, coupled with the presence of London Southend Airport, a regionally important asset, which has led to the development of a new high-quality business park in the district.

Essex County Council

3.6 ECC is the strategic upper tier authority covering RDC within the county of Essex, a neighbouring authority to SBC and partner within ASELA. ECC’s statutory functions and responsibilities apply to Rochford (but not Southend), and include as a highway authority (and the delivery of the Essex Local Transport Plan); local education

authority; Minerals and Waste Planning Authority; Lead Local Flood Authority; Public Health advisor; as well as the ECC role as a major provider and commissioner of a wide range of local government services throughout the county of Essex, many of which are accessed by those adjoining Essex. Any planned growth is likely to have either an indirect or direct impact on the provision and delivery of ECC infrastructure and services and therefore SBC and RDC wish to work with ECC to explore ways to plan for growth to create new sustainable communities supported by the right infrastructure at the right scale in the right location.

Southend borough

- 3.7 Southend-on-Sea is a Unitary Authority responsible for planning (including minerals and waste), highways, social care and educational matters. With a population of 182,500 in an area of approximately 4,100 hectares, Southend has one of the highest urban densities in England, outside London.
- 3.8 It is a sub-regional centre for employment and retail provision in South Essex as well as a major tourist resort and leisure destination centred on its seven miles of foreshore fronting the Thames Estuary. Over seven million-day visitors a year come to Southend along with a quarter of a million staying guests.
- 3.9 The predominant land use in Southend is residential interspersed with mature parks and gardens. The area has a number of key business parks, such as at Progress Road as well as district commercial centres at Leigh and Westcliff supplemented by a number of local centres.
- 3.10 With limited land resources, Southend faces significant challenges in seeking to meet development needs and to maximise its potential for economic and tourism growth in a sustainable manner.

Reasons for Joint Plan Making

- 3.11 The current strategic planning policy framework for the Rochford district and Southend borough is set out in:
 - the Rochford District Core Strategy adopted in 2011 covering the period to 2025;
 - the Southend Core Strategy adopted 2007 covering the period to 2021;
 - London Southend Airport and Environs Joint Area Action Plan adopted in 2014 covering the period to 2031;
 - Essex and Southend on Sea Waste Local Plan adopted in 2017 covering the period to 2032; and
 - Essex Minerals Local Plan adopted in 2014 covering the period to 2029.

It is recognised that Minerals and waste planning is a strategic cross boundary matter which falls to ECC and SBC. A separate Statement of Common Ground will be prepared to manage these planning matters.

Both Councils (RDC and SBC) have been successful in delivering policy provisions for employment and housing delivery.

- 3.12 However, the Government's recently introduced standard methodology for calculating housing need (Objectively Assessed Needs – OAN) presents a significant challenge to both Councils on the number of houses that need to be built over the next 20 years. This growth and the need for complimentary employment and infrastructure provision presents the Councils with difficult decisions in formulating their new local plans.
- 3.13 The Government's standard methodology for calculating housing need⁸ shows there is a need to provide around 1,600 homes per annum and approximately 650 new jobs per annum across both Council areas over the plan period. Of these needs, a significant majority (1,200 homes and 550 jobs pa) result from Southend Borough's identified needs. The Councils' respective evidence bases show that there is limited land available within existing urban areas to accommodate these needs⁹, and the Councils are therefore having to look critically at the capacity of land outside their urban areas, including within the Metropolitan Green Belt, to meet their growth needs.
- 3.14 Both Councils have commenced work on preparing new Local Plans to guide development decisions in the area over the next twenty years. Both have consulted on respective Regulation 18 'Issues and Options' Documents. In light of the duty to co-operate and the strong relationship between the two authority areas, and being at similar stages in the plan preparation process, the Councils have agreed to prepare a Joint Part 1 for their respective Local Plans covering their entire local authority areas. This would allow the authorities to more effectively address more localised strategic issues and growth pressures and respond positively to cross-boundary opportunities and challenges, including around London Southend Airport.
- 3.15 The joint planning arrangement between the Councils will sit within a broader planning and investment framework being prepared across South Essex through ASELA and the preparation of the SEP.
- 3.16 The SEP is expected to sit alongside each authorities' respective Local Plans, providing an overarching framework for South Essex and considering strategic issues such as the broad spatial distribution of new growth across the sub-region. The

⁸ <https://www.gov.uk/guidance/housing-and-economic-development-needs-assessments>

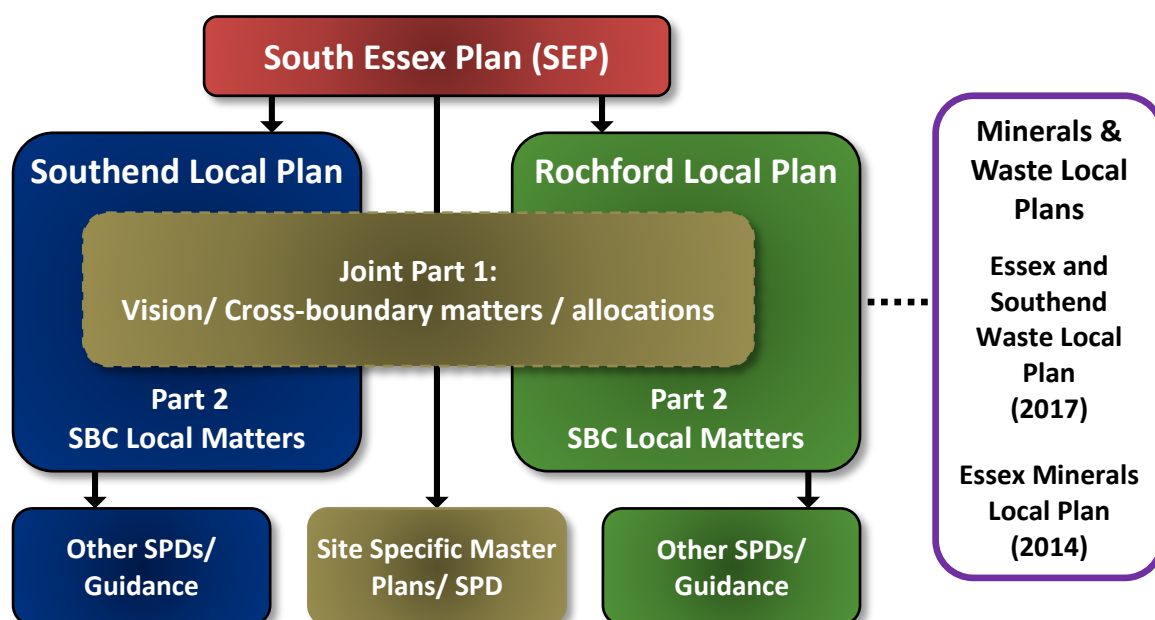
⁹ Southend Housing and Economic Land Availability Assessment 2018 and Rochford Strategic Housing and Economic Land Availability Assessment (SHELAA) 2017

common Joint Part 1 for the respective local plans will provide more detailed analysis and evidence needed to support the delivery of the SEP and address more technical matters such as the allocation of land, infrastructure, delivery and the MGB.

- 3.17 The commitment from RDC, SBC and ECC to work together to prepare common Joint Part 1 for respective local plans is set out in the Co-ordinated Plan Making MOU (Annex 1).

Planning Policy Hierarchy in South East Essex

Figure 1 - Planning Policy Hierarchy and relationship with SEP and other local planning documents



4. Strategic Matters

- 4.1 There are number of key cross-boundary matters between RDC and SBC that require a consistent localised response that need to be developed with ECC.
- 4.2 **Ensuring High Quality Outcomes** – strategic collaboration provides the opportunity for greater ambition in planning and delivering high quality sustainable development; particularly, for example, through garden community principles¹⁰. More generally, new development must be sustainable, functional and viable, but also reflect high standards of design. Major new developments will be planned carefully with the use of masterplans and design codes where appropriate;

¹⁰ www.tcpa.org.uk/garden-city-principles

- 4.3 **Providing Sufficient Homes** – housing need is high across the area and a large amount of land is being promoted for development either side of the Rochford/Southend administrative boundary. There is a need to ensure that preparation of a spatial strategy, site assessment and selection is consistent across both authority areas;
- 4.4 **Providing for Employment** – to strengthen local economies to provide more employable and skilled workers; more employment opportunities for residents, and higher productivity firms; to achieve a better balance between the location of jobs and housing, which will reduce the need to travel and promote sustainable growth;
- 4.5 **Transport Infrastructure and connectivity** - Developing appropriate integrated and sustainable transport networks to support the efficient movement of people and goods, including strategic transport corridors (including A127, A13 and A130) recognising the requirements of both Essex and Southend local transport plans, including modal shift, sustainable travel, new technology, rail franchisee investment plans, footpath and cycle networks, and any access mitigation to enable strategic scale development across administrative boundaries, and future proofed internet access to all new development;
- 4.6 **London Southend Airport** – the existing planning framework for London Southend Airport will need to be reviewed and rolled forward having regard to national policy, the economic potential of the area and environmental constraints;
- 4.7 **Collaboration to accelerate delivery and Infrastructure Planning** - including for example education, health, flood and water management and how provision will be funded/ delivered and governance structures to maximise developer contributions including alignment of infrastructure requirements and provision between ECC and SBC and other providers;
- 4.8 **Environment and Climate change** – reducing greenhouse emissions, minimising vulnerability and improving resilience, encouraging reuse of existing resources and supporting renewable and low carbon energy. Protection of designated sites for wildlife, biodiversity net gain, blue and green infrastructure and built heritage;
- 4.9 **Approach to Minerals and Waste** – ensuring SBC and ECC planning response to minerals and waste is appropriately addressed; and
- 4.10 **Resource efficiency** - the ability to more effectively align resources and reducing duplication of work to support the timely preparation of Local Plans.

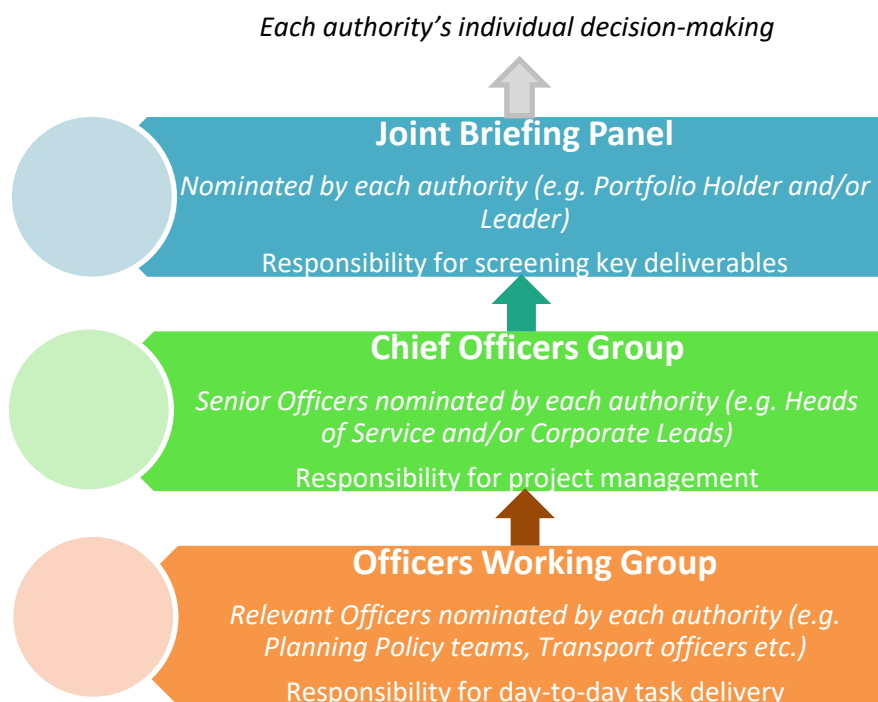
5. Governance Arrangements

- 5.1 RDC, SBC and ECC have a strong and proven history of collaborative working, including in the preparation of the London Southend Airport and Environs Joint Area Action Plan (JAAP) and the Essex and Southend Waste Plan.
- 5.2 The development of these previous plans was underpinned by effective cross-authority governance arrangements which allowed for different interests to be represented and synthesised, and which ensured that outputs could be delivered in a timely and organised manner. We also work jointly as part of ASELA.
- 5.3 The establishment of similar formalised governance arrangements is important in ensuring the timely and organised delivery of the new joint planning arrangements. A three-tiered governance structure has been established, comprising the following levels and as shown in Figure 1 below:
- **A Joint Briefing Panel**, comprising relevant Members from each Authority, e.g. Portfolio Holders and Leaders, supported by relevant Senior Officers
 - **A Chief Officer Group**, comprising relevant Senior Officers from each Authority, e.g. Heads of Service and/or Corporate Leads
 - **An Officer Working Group**, comprising officers from relevant teams within each Authority
- 5.4 The **Officer Working Group** is responsible for fulfilling the day-to-day tasks necessary for the delivery of the project outputs, including the preparation and commissioning of technical evidence, the preparation and consultation on draft Plan documents and engagement responsibilities with prescribed bodies under the Duty to Co-operate.
- 5.5 The **Chief Officer Group** holds responsibility for overseeing the key deliverables of the project. This includes providing the corporate lead for the project, resourcing, providing initial screening to the content of technical evidence and draft Plan documents and dealing with any issues impacting on progress. The Chief Officer Group will meet as and when required and comprise Senior Officers appointed by each authority. Other individuals may be invited to attend the Chief Officers Group.
- 5.6 The **Joint Briefing Panel (JBP)** will comprise:
- Elected relevant members from each Authority (e.g. Portfolio Holder, Leader)
 - Supported by representatives from the Chief Officer Group from each authority
 - Supported by representatives from the Joint Officer Group as required
- 5.7 The JBP will review all documents produced by the Joint Officer Group before they are submitted for formal approval or published to ensure there is joint agreement. In

the event that the JBP cannot agree on a joint way forward the Portfolio Holders will determine a resolution.

- 5.8 The JBP forms an advisory role and will not have decision making or approval powers; existing approval and decision making mechanisms in each Authority will be used and the Portfolio Holders will be responsible for gaining the necessary approvals within their Authority. The aim will be to get concurrent agreement at both Councils (Rochford and Southend) within the constraints of the various meeting schedules. In the event that one or other Authority rejects a document, it will be returned to the JBP for reconsideration accompanied by written commentary on the relevant issues to be resolved.
- 5.9 The JBP is also expected to provide an opportunity for the Chief Officers Group to inform Members of progress on the project's key deliverables and other key decisions and to invite Member input into those decisions. The Joint Briefing Panel will meet as and when required by the Chief Officers Group. It will comprise elected Members appointed by each authority. Other individuals may be invited to attend the Joint Briefing Panel.
- 5.10 Cross party oversight of the project will be administered through the SBC Environment and Planning Working Party, RDC Planning Policy Sub-Committee, and ECC Cabinet Member for Economic Development. The need for joint meetings between the groups will be kept under review and be at the discretion of the JBP.

Figure 1: Diagram of Proposed Governance Structure



6. Timetable for review and ongoing cooperation

- 6.1 The Rochford and Southend Local Development Framework and timetable for review is set out in **Figure 2**. The timetable for preparing the Joint Part 1 of the new local plans in accordance with this framework for Rochford and Southend is detailed in **Figure 3**.
- 6.2 The development of cross-boundary strategic issues is an iterative process and depends on a wide range of factors and bodies, not just the local authorities. The risks associated with this will be managed and monitored through the governance process as detailed in section 5 above.
- 6.3 There are a number of risks specifically linked to preparing the Joint Part 1 of the respective local plans, some of which are political risks, others are technical risks. A high-level risk assessment and project plan will therefore be prepared alongside the Joint Part 1. This will be monitored by the Joint Briefing Panel, and the need to review the timetable for preparing the joint plan will be kept under review.
- 6.4 Preparation of the SOCG itself is also an iterative process and it will be reviewed prior to the key stages of plan preparation set out in Figure 4.

Figure 2: Rochford and Southend’s Local Planning Framework (currently under review)

(Q refers to the quarter of that calendar year)

LPA	Present Plan Adoption	Proposed Plan Review Date	Reg 18 date	Target Reg 19 Date	Target Submission Date
Rochford	Core Strategy Allocations Plan DM Plan Hockley AAP Rayleigh AAP Rochford AAP Airport JAAP	Jan 2018	Jan 2018	2022 Q2	2022 Q4
Southend	Core Strategy 2007 DM DPD 2015 JAAP for London Southend Airport 2014 Essex and Southend Waste Plan 2017 SCAAP 2018	Feb 2019	Feb – April 2019	2022 Q2	2022 Q4
Essex	Essex Minerals Local Plan Review	Nov 2018	2020 Q2	2020 Q4	2021 Q1

Figure 3: Timetable for preparing common Joint Part 1 for Rochford and Southend Local Plans

JOINT PART 1 PLAN STAGE	TARGET DATE FOR COMMENCEMENT
Evidence base preparation	On-going
Issues and Options	2020 Q3
Preferred Approach Document public consultation	2021 Q3
Publication of Proposed Submission Document public consultation	2022 Q2
Submission to Secretary of State for independent examination followed by subsequent Examination and Adoption*	2022 Q4

* As an approximation, the period from submission to adoption may range from 9 to 12 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.

7. Signatories to the Statement of Common Ground

SIGNATURE	ROLE	AUTHORITY
		Rochford District Council
		Southend Borough Council
		Essex County Council

ANNEX 1

Please see Appendix 1 of the Southend-on-Sea Cabinet Report Southend New Local Plan Update (16/01/2020)

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Local Development Scheme 2019

Contents

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Existing Adopted Planning Framework

Emerging Planning Policy

Other Associated Planning Documents

Local Development Scheme

Appendix 1 – Live Timetable

Introduction

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

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

It will replace the current LDS which was adopted in 2018.

Existing Adopted Planning Policy

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

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

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

Emerging Planning Policy

A new Development Plan for Southend

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

South Essex Joint Strategic Plan

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

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

Southend New Local Plan

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

In January 2019 an 'Issues and Options' document was published for consultation purposes as part of the first stage in the preparation of the SNLP. A Feedback report was published in October 2019. Once adopted the SNLP will promote and guide development in the Borough to 2038.

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

Recent Local Plan evidence bases and consultation responses on the 'Issues and Options' consultation have identified a number of cross-boundary issues that cannot be effectively addressed in isolation, and under the Duty to Co-operate should be resolved in a co-ordinated manner. These include how best to meet the challenge of local housing and economic needs alongside delivering meaningful and transformational infrastructure improvements.

To facilitate effective collaborative cross-boundary planning the Southend and adjoining Rochford District Council (RDC) have agreed to prepare the next stages of their Local Plans in partnership . Under this arrangement, both authorities would continue to develop separate Local Plans but these plans would have a jointly prepared shared 'cross-boundary policy section' (the Joint Part 1) which may include a joint vision, spatial strategy and policies responding to the cross-boundary issues for delivering growth and regeneration. The separate Part 2 document would comprise of two documents, one for Southend prepared by Southend Council and one for Rochford prepared by Rochford District Council. These would address local issues and policies within each authority's area, including local objectives and development management policies and minerals planning matters for SBC.

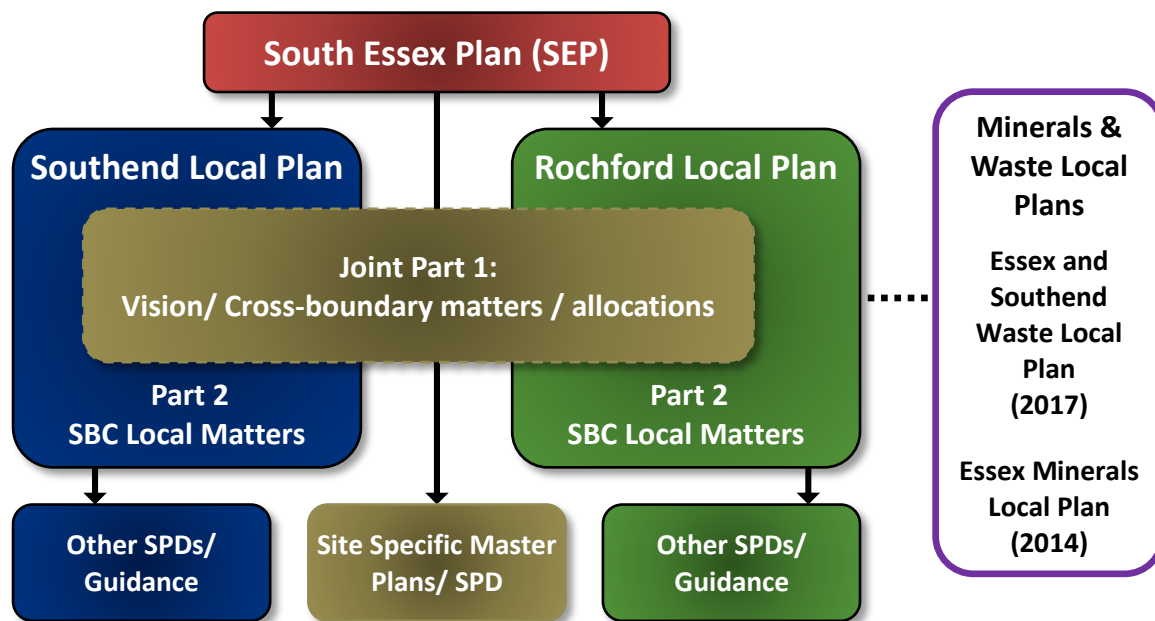
The need for additional development plan documents to supplement the SNLP will be kept under review. For instance, additional plans can be used to set out more detailed policies for specific areas or types of development where appropriate.

The current adopted joint area action plan for London Southend Airport and its Environs (JAAP 2015), prepared jointly with RDC, may need to be updated and reviewed as a separate document as the land straddles the authorities administrative boundaries. This will be considered as part of the preparation of the Joint Part 1 of the new Local Plan.

The recently adopted Essex and Southend Joint Waste Local Plan (2017) will also be subject to its own separate review and will form part of the Southend wider development plan.

The emerging policy framework is depicted in diagram 1.

Diagram1: The Emerging Policy Framework



Other Associated Planning Documents

The following documents together with the planning policy documents outlined above make up the family of plans comprising the Southend Local Planning Framework¹, namely:

- Statement of Community Involvement (SCI) – The Southend SCI 2018 outlines the Council’s approach to community involvement and consultation in regard to planning policy documents and planning applications. A separate Joint SCI 2018 sets out the approach for consultation on the emerging SEP;
- Annual Monitoring Report (AMR) – reports on and reviews progress in preparing the Local Plan, including individual DPDs, and on the implementation and effectiveness of the Council’s planning policies;
- Supplementary Planning Documents (SPDs) - provide additional guidance on Local Plan policies and proposals. The Council has adopted three SPDs: the Design and Townscape Guide SPD (2009) that provides guidance on design related issues for all development in Southend; the ‘Planning Obligations’ SPD (2015), which sets out the Council’s approach towards Section 106 agreements and developer contributions; and the ‘Streetscape Manual’ SPD (2015), which provides guidance for the design and management of the Borough’s streets, including street furniture and surfacing. The need for more detailed Supplementary Guidance and Masterplans would be kept under review, particularly the need for any Masterplan to guide major development proposals.

¹ Previously known as *Local Development Framework (LDF)*

- Community Infrastructure Levy (CIL) - This document expands upon the infrastructure requirements identified in relevant planning policy documents and details a schedule of charges to be paid by developers to contribute towards the implementation of requisite infrastructure. The document states how the CIL legislation will be applied locally.

Local Development Scheme

The purpose of this LDS is to:

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

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

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

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

The key milestones in the production of DPDs are set out below²:

1. Information gathering/ document preparation –

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

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

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

the community involvement and consultation at this stage will be used to develop the next iteration of the DPD.

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

4. Publication of proposed submission consultation –

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

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

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

Table 1 - existing adopted planning policy and community infrastructure levy

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

Table 2 – emerging planning policy

Document	Status	Description	Geographical Coverage	Chain of Conformity	Submission date
South Essex Joint Strategic Plan (JSP)	DPD	<p>To establish a joint framework to guide local development plan documents, including the Southend New Local Plan.</p> <p>Will include an overall spatial strategy and amount of housing, employment and supporting infrastructure to be provided.</p>	South Essex (comprising Basildon Borough, Brentwood Borough, Castle Point Borough, Rochford District, Southend Borough and Thurrock Borough Councils)	National Policy	2022 Q1
Southend New Local Plan (SNLP)	DPD	<p>To facilitate effective collaborative cross-boundary planning the Southend and adjoining Rochford District Council have agreed to prepare the next stages of their local plans in partnership. Under this arrangement, both authorities would continue to develop separate Local Plans but these plans would have a jointly prepared shared 'cross-boundary policy section' (the 'Part 1') which may include a joint vision, spatial strategy and policies responding to the cross-boundary issues for delivering growth and regeneration. 'Part 2' of the local plan will address local issues and policies within each authority's area, including local objectives and development management policies and minerals planning matters for SBC.</p> <p>The new Local Plan will include a review of the Core Strategy, DMD, SCAAP and remaining Saved Borough Local Plan Policies. Once adopted the SNLP will replace these planning documents.</p> <p>The Community Infrastructure Levy (Charging Schedule) will also be reviewed in light of the new Local Plan and its associated infrastructure requirements.</p>	Southend Borough Wide	Joint Strategic Plan	2022 Q4

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Appendix 1

LOCAL DEVELOPMENT SCHEME – PROJECT TIMETABLES

These are live time tables that are subject to monitoring and will be updated as appropriate. (*Q refers to the quarter of that calendar year*)

South Essex Plan

STAGE	TARGET DATE FOR COMMENCEMENT
Evidence base preparation	On-going
Issues Document public consultation	2020 Q3
Preferred Approach and Options Document public consultation	2021 Q1
Publication of Proposed Submission Document public consultation	2021 Q3
Submission to Secretary of State for independent examination followed by subsequent Examination and Adoption*	2022 Q1

Southend New Local Plan

STAGE	TARGET DATE FOR COMMENCEMENT
Evidence base preparation	On-going
Call for Sites	On-going
Issues (and Options) Document public consultation	Q1 2019
Issues and Options (stage 2)	2020 Q3
Preferred Approach Document public consultation	2021 Q3
Publication of Proposed Submission Document public consultation	2022 Q2
Submission to Secretary of State for independent examination followed by subsequent Examination and Adoption*	2022 Q4

**As an approximation, the period from submission to adoption may range from 6 to 12 months dependent on the content and scope of the plan, issues arising during examination and scheduling of meetings.*

Southend-on-Sea Borough Council

Report of The Executive Director of Neighbourhoods and
the Environment

To

Cabinet

On

16th January 2020

Report prepared by: Adam Penn,
Regulatory Services Manager

Agenda
Item No.

11

Motion to encourage the use of ‘quieter’ fireworks.

**Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor C Mulroney
Part 1 (Public Agenda Item)**

1. Purpose of Report

- 1.1 To respond to the Notice of Motion submitted to Council on 17th December 2019.

2. Recommendations

- 2.1 That Cabinet notes the motion submitted to Council on 17th December 2019.

2.2 That Cabinet resolves:

- (i) to encourage where possible that organisers of all public firework displays within the borough advertise them in advance of the event, allowing residents to take precautions for their animals and vulnerable people;
- (ii) to support public awareness about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks;
- (iii) to write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90 decibels for those sold to the public for private displays; and
- (iv) to encourage local suppliers of fireworks to stock ‘quieter’ fireworks for public display

3. Background

- 3.1 A Notice of Motion was presented to Council on 17th December 2019 with the following proposals followed by the individual responses to them.

- 3.1.1 Require all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people.

Organisers of large public fireworks display events on Council owned land, such as the Big Beach Bang that annually takes place in Shoebury, have Event Management Plans in place that include liaison with the local community. These large public displays are already advertised well in advance to encourage attendance. The Southend Safety Advisory Group (SAG) also has an input to these large events, where all safety matters are considered with the organisers.

There is no formal requirement for organisations holding public fireworks displays on their private land to register or inform the local authority, so it would be very difficult for the Council to know of these and require them to advertise the event in advance, unless it was specifically brought to their attention. However, these events would normally be advertised in advance to attract attendance.

Where the Council is aware of such events in advance or where there are regular events involving fireworks, officers will remind organisers of the issues ahead of any event where possible.

The Council's web site includes advice and a link to the HSE web site to provide advice and guidance on organising and holding a public fireworks display, as well as advice and guidance and links to RoSPA web sites, on fireworks safety.

- 3.1.2 To actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks.

The Council will include advice and guidance linked to the advice provided by the RSPCA on the Council's web site through the Animal Welfare pages.

Officers will investigate what advice and information is available for vulnerable people and look to provide this on the Council's web site through the Fireworks – Noise Pollution pages.

The Council's web site already contains pages of information and links to the RoSPA web site for advice and guidance in respect of fireworks.

We will commit to making yearly safety information publicly available in the lead up to Hallowe'en; Guy Fawkes Night, New Year's Eve and Christmas as well as public celebrations such as VE Day 2020 and as part of the publicity around the BID annual fireworks displays on the central seafront.

Information, including relevant leaflets, will be circulated to Vets / Animal Grooming Parlours / Kennels / Catteries and to Doctors / Clinics / Hospitals / The Royal British Legion and other places to which vulnerable people may go

The Fireworks Regulations 2004 also places restrictions on the times that fireworks can be set off – up to 11pm generally, apart from specific exemptions around Guy Fawkes Night / New Year's Eve etc.

- 3.1.3 To write to the UK Government urging them to introduce legislation to limit the maximum noise level of fireworks to 90dB for those sold to the public for private displays.

The Cabinet Member for the Environment & Planning is happy that a lower level should be sought.

The noise from fireworks is currently restricted to 120dB and this is checked by our Trading Standard officers through the manufacturers. Many manufactures set them at 110dB for fear of 'accidently' exceeding the 120dB level

- 3.1.4 To encourage local suppliers of fireworks to stock 'quieter' fireworks for public display.

Southend currently has 16 retailers with a licence to sell fireworks. Officers will promote this on visits / inspections. These are generally undertaken in the run up to events where fireworks are used, such as Hallowe'en, Guy Fawkes Night and Christmas / New Year's Eve.

4. Other Options

- 4.1 The other option is to do nothing thereby maintaining the current situation.

5. Reasons for Recommendations

To support the Notice of Motion submitted to Council on 17th December 2019.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map

The proposals within the motion are supportive of the Safe and Well theme and the outcomes therein. In particular:

4. People in all parts of the borough feel safe and secure at all times.
5. We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

- 6.2 Financial Implications

None - The work described in this report is already resourced and funded through the current Council budgets

- 6.3 Legal Implications

None.

6.4 People Implications

None.

6.5 Property Implications

Where firework displays are held on Council land, there will be a formal requirement to publicly advertise them.

6.6 Consultation

There is no requirement for a formal consultation.

6.7 Equalities and Diversity Implications

A separate equalities assessment has been prepared.

6.8 Risk Assessment

The motion submitted seeks to increase the protection of vulnerable people and animals. The risk is that doing nothing will maintain the 'status quo' for these groups.

6.9 Value for Money

The work described in this report is already resourced and funded through the current Council budgets.

6.10 Community Safety Implications

The motion submitted seeks to increase the protection of vulnerable people and animals.

6.11 Environmental Impact

The motion submitted seeks to decrease the noise omitted by fireworks.

7. **Background Papers**

The Fireworks Regulations 2004.

8. **Appendices**

None.

Southend-on-Sea Borough Council
Report of Executive Director for Neighbourhoods and Environment
To
Cabinet
On
16th January 2020

**Agenda
Item No.**

12

Report prepared by: Jeremy Martin, Energy and Sustainability
Manager

Notice of Motion: National Community Energy Campaign

Relevant Scrutiny Committee(s): Place Scrutiny

Cabinet Member: Councillor C Mulroney

1. Purpose of Report

- 1.1. To present the Notice of Motion: National Community Energy Campaign which was referred to Cabinet from the Council meeting in December.

2. Recommendation

- 2.1 **That in taking forward the Motion, Cabinet should support the Local Electricity Bill.**
- 2.2 **That in taking forward the Motion, Cabinet should advise the press, local MPs and the promoters of the Bill as proposed.**
- 2.3 **That in taking forward the Motion, Cabinet should note that maximising the financial and infrastructure benefits that may arise from this initiative will require investment in local renewable generation in future years.**

3. Notice of Motion

- 3.1. A Notice of Motion was presented to Council in December 2019 with the proposal that the Council:
- i. acknowledges the efforts that this Council has made to reduce greenhouse gas emissions and promote renewable energy;
 - ii. recognises that councils can play a central role in creating sustainable communities particularly through the provision of locally generated renewable electricity;
 - iii. further recognises:

- that very large financial setup and running costs involved in selling locally generated renewable energy to local customers result in it being impossible for local renewable electricity generators to do so,
 - that making these financial costs proportional to the scale of a renewable electricity supplier's operation would create significant opportunities for councils to be providers of locally generated renewable electricity to local people, businesses and organisations, and
 - that revenues received by councils that became local renewable electricity providers could be used to help fund local greenhouse gas emissions reduction measures and to help improve local services and facilities;
- iv. accordingly, resolves to support the Local Electricity Bill, currently supported by a cross-party group of 115 MPs and which, if made law, would make the setup and running costs of selling renewable electricity to local people proportionate by establishing a Right to Local Supply, and
- v. further resolves to
- inform the local media of this decision,
 - write to local MPs asking them to support the Bill, and
 - write to the organisers of the Bill, Power for People (at 8 Delancey Passage, Camden, London, NW1 7NN or info@powerforpeople.org.uk) expressing its support.

4. Background

- 4.1 The Local Electricity Bill was originally drafted by a not-for-profit campaigning company Power for People and was subsequently submitted as a Private Members Bill, sponsored by Jeremy Lefroy. The Bill received its First Reading on 6 September 2018 but failed to complete its passage through Parliament.
- 4.2 The Bill is now being promoted with a view to receiving enough support from MPs to make the Government adopt it.
- 4.3 The Bill seeks to place an obligation onto the Gas and Electricity Markets Authority (Ofgem) to set conditions for and grant a supply licence to any person that meets the conditions at a cost that is proportionate to the size of the applicant's business.
- 4.4 The purpose of this Bill is to facilitate the market for Community Energy groups and others to be able to sell electricity generated locally to local people rather than selling to the wholesale markets.
- 4.5 There are many technical, safety and consumer protection reasons why the markets are heavily regulated and this facility is not readily available. By making this an obligation on Ofgem, the promoters of the Bill are seeking to accelerate the process through which these obstacles are tackled. Nevertheless, the facility sought by the Bill is already available within the current regulations in defined circumstances, albeit through exceptions, and the Council is working to make this facility available to local people through its work on smart local energy markets.

- 4.6 The electricity grid in Southend is very heavily constrained and local generation would allow for increased capacity to relieve the current constraints on supply and growth. For sites that can use all of the electricity generated, renewable electricity is a good potential investment but the additional revenue available through exporting to the grid is low even when it is possible. Allowing generators to be able to access near retail electricity rates makes these investments more viable and widening the market through extensions to the current exemptions in the regulations or new regulations will substantially assist this market for Community Energy Groups or other investors such as the Council.

5. Other Options

- 4.1. To note the Notice of Motion but not to actively support it

5. Reasons for Recommendation

- 5.1. Major reductions in emissions are required across the world to mitigate against climate change and hold global warming to less than 2°C, preferably 1.5°C.
- 5.2. Local generation will assist with emissions reduction but will also provide for resilience against the current grid constraints.

6. Corporate Implications

6.1. Contribution to the Southend 2050 Road Map

The primary 2050 outcome that Local Electricity Generation will affect will be *Safe and Well: We act as a green city with outstanding examples of energy efficient and carbon neutral buildings, green open spaces, streets, transport and recycling.*

Local generation will assist with emissions reduction but will also help to increase available electricity supply and lower the current grid constraints.

6.2 Financial Implications

There are no immediate financial implications but to maximise the benefits that may accrue from the Local Electricity Bill would require capital investment in future years. Work is currently ongoing to provide for local generation on Council buildings and where possible through existing exemptions in the current regulations. Some of this work may lead to increased opportunities through extended regulation.

Any proposals for additional investment and/or disinvestment will need to be considered as relevant as parts of outcome delivery plans and our outcome based budgeting approach, as part of Council budget setting and in year financial management.

6.3 Legal Implications

None at this time. In delivering individual delivery actions the legal implications of each action would be considered.

6.4 People Implications

None at this time

6.5 Property Implications

None at this time.

6.6 Consultation

The Notice of Motion was presented to Council in December and consultation has been restricted to the Technical Advisors working with the Council on regulation in the electricity market

6.7 Equalities and Diversity Implications

An Equalities Assessment has not been undertaken on the totality of the project report and individual assessments would need to be undertaken for new projects and policy changes as part of their development.

6.8 Risk Assessment

A risk assessment has not been undertaken on the project report as, where appropriate, risk assessments would be undertaken in relation into the various interventions.

6.9 Community Safety Implications

Community Safety will need to be reviewed as part of each intervention considered.

6.11 Environmental Impact

Local renewable electricity generation would have positive environmental impacts that would be assessed as part of any proposed investment.

7. Background Papers

None.

8. Appendices

Draft Local Electricity Bill.

Local Electricity Bill

CONTENTS

- 1 Purpose
- 2 Local electricity suppliers
- 3 Amendment of the Electricity Act 1989
- 4 Short title, commencement and extent

A
B I L L

TO

Enable electricity generators to become local electricity suppliers; and for connected purposes.

BE IT ENACTED by the Queen’s most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

1 Purpose

The purpose of this Act is to encourage and enable the local supply of electricity.

2 Local electricity suppliers

- (1) An electricity generator may be a local electricity supplier. 5
- (2) In this section “electricity generator” has the same meaning as in section 6 of the Electricity Act 1989.
- (3) A local electricity supplier must—
 - (a) hold a local electricity supply licence, and
 - (b) adhere to the conditions of that local electricity supply licence. 10

3 Amendment of the Electricity Act 1989

- (1) The Electricity Act 1989 is amended as follows.
- (2) In section 6 (licences authorising supply, etc.), after subsection (1)(d), insert—

“(da) a licence authorising a person to supply electricity to premises within a designated local area (“a local electricity supply licence”);” 15

- (3) After section 6 insert—

“6ZA Local electricity supply licences

- (1) Subject to it exercising its other functions under this Act the Gas and Electricity Markets Authority (“the Authority”) may grant a local 20

- electricity supply licence to a person who meets local electricity supply licence conditions.
- (2) The Authority must set local electricity supply licence conditions.
- (3) The Authority must specify the designated local area for each local electricity supply licence. 5
- (4) Before making any specification under subsection (3) the Authority must consult –
- (a) any relevant local authority;
 - (b) any existing local electricity suppliers;
 - (c) any persons who have, to the knowledge of the Authority, expressed an interest in becoming local electricity suppliers; 10
 - (d) any other person who, in its opinion, has an interest in that matter.
- (5) The Authority may specify different designated local areas and different local electricity supply licence conditions for different local supply licences. 15
- (6) It is a duty of the Authority to ensure that –
- (a) any fees or other costs of an application for a local electricity supply licence are in its view proportionate to the size of the applicant’s business, and 20
 - (b) the conditions of the local supply licence are as simple and straightforward as is consistent with the Authority fulfilling its principal objective and general duties under section 3A.”
- 4 Short title, commencement and extent**
- (1) This Act may be cited as the Local Electricity Act 2018. 25
- (2) This Act (other than this section) comes into force on such day as the Secretary of State may by regulations appoint.
- (3) The power to make regulations under this section is exercisable by statutory instrument.
- (4) The Secretary of State may not make regulations under this section which apply to Scotland without first consulting the Scottish Ministers. 30
- (5) The Secretary of State may not make regulations under this section which apply to Wales without first consulting the Welsh Government.
- (6) This Act extends to England and Wales, and Scotland.

Local Electricity Bill

A

B I L L

To enable electricity generators to become local electricity suppliers; and for connected purposes.

*Presented by Jeremy Lefroy
supported by Peter Aldous, Alan Brown,
Jonathan Edwards, James Heapey,
Peter Kyle, Sir Oliver Letwin
Caroline Lucas, Layla Moran
Antoinette Sandbach, Alex Sobel and
Catherine West.*

*Ordered, by The House of Commons,
to be Printed, 6 September 2018.*

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Southend-on-Sea Borough Council

Report of The Executive Director of Neighbourhoods and
the Environment

To

Cabinet

On

16th January 2020

Report prepared by: Neil Hoskins, Group Manager, Major
Projects & Strategic Transport Policy

Agenda
Item No.

13

Notice of Motion for Safer Passage Signage.

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor R Woodley
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To respond to the Notice of Motion by Cllr Nelson as detailed in 3.1 below.

2. Recommendations

- 2.1 That cabinet agree to continue to support for the SEAT project and any successor DfT funded project; Encouraging and championing sustainable transport within all appropriate engineering project designs, following the principles set out in the Highway Code:
- a. Rule 163 states, *“give motorcyclists, cyclists and horse riders at least as much room as you would when overtaking a car”*
 - b. Rules 59 and 60 place an onus on cyclists to wear appropriate light and reflective clothing and to use lights at night. Both these messages are conveyed by the Forward Motion and Road Safety teams as well as advising cyclists how to position themselves on the road
- 2.2 That cabinet agree to the use of variable message signs to regularly remind all road users of the Highway Code obligation to be aware of each other's presence and share the road responsibly

3. Background

- 3.1 Motion By Cllr Nelson: Safer Passing signage requested the following
- 3.1.1 Southend Borough Council declared a Climate Emergency in 2019 and agreed that it must take action to tackle carbon emissions emitted in the borough. Although the Council recognises that the use of the car is important to the economy of the Borough we also recognise that we should encourage other means of transport to reduce carbon emission, including cycling.

3.1.2 One of the main reasons residents do not choose to cycle around the borough is a fear of being harmed whilst riding on the road. One notable concern are cars passing too closely when overtaking.

3.1.3 The motion requested that the Council:

- Install signage encouraging a safe passing distance of 1.5 meters on all signs as they are replaced or newly installed
- Use the borough's electronic signage systems to encourage a safe passing distance of 1.5 metres:
- Review the use of mats on the road surface to encourage a safe passing distance of 1.5 metres:

4. Other Options

4.1 To agree the request as set out in the notice of motion (3.1.3). This is not recommended as the recommendations set out in 2.2 cover the use of the electronic signage system to encourage safe driving by all vehicles, but it is not recommended to install additional signage as this can often be distracting or confusing for drivers, putting cyclists at additional risks.

5. Reasons for Recommendations

Continuation of national and local policies and codes of best practice

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

Connected & Smart:

1. *It is easier for residents, visitors and people who work here to get around the borough.*
2. *People have a wide choice of transport options.*
3. *We are leading the way in making public and private travel smart, clean and green.*

6.2 Financial Implications

Use of LTP and Access Fund grants to continue the above

6.3 Legal Implications

None

6.4 People Implications

None

6.5 Property Implications

None

6.6 Consultation

As required by each project

6.7 Equalities and Diversity Implications

Via scheme specific equality analysis reports.

6.8 Risk Assessment

Via scheme specific Designers' Risk Assessments

6.9 Value for Money

Via scheme specific business cases

6.10 Community Safety Implications

Each project to undergo a Road Safety Audit

6.11 Environmental Impact

Continuing designing facilities for and the encouraging the use of, via the behavioural change project, sustainable transport will positively impact the air quality and assist in tackling health inequalities by increasing walking and cycling

7. Background Papers

None

8. Appendices

None

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Southend-on-Sea Borough Council

Report of Executive Director (Neighbourhoods and Environment)

to

Cabinet

On

16 January 2020

Agenda
Item No.

14

Report prepared by: Paul Jenkinson Head of Parks and Open Spaces

Notice of Motion of Doubling Tree Cover in Southend-on-Sea

Relevant Scrutiny Committee(s): Place Scrutiny

Cabinet Member: Cllr C Mulroney

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To advise Councillors of the draft results of the canopy cover assessment for the Borough.
- 1.2 To advise Councillors of the challenges associated with increasing the canopy cover in the Borough.
- 1.3 To confirm that tree canopy cover of the Borough will form part of the updated Tree and Woodland Policy.
- 1.4 To advise Councillors of the works being undertaken to educate and inform residents, businesses and charity and community groups about tree management in the borough and ways in which they can help.

2. Recommendations

- 2.1 **Note the motion to double the tree cover of the Borough.**
- 2.2 **Agree to the management of the towns tree cover as an urban forest.**
- 2.3 **Acknowledge that tree canopy cover and an approach to planting will form part of the upcoming Tree and Woodland Policy.**
- 2.4 **Acknowledge the benefit that a mosaic of habitats and variety of green infrastructure can have on the environment and the health and wellbeing of residents and visitors.**

- 2.5 Agree that the future of tree planting and the canopy cover within the Borough will be based on an approach to be outlined in the upcoming Tree and Woodland Policy.**
- 2.6 Acknowledge the ongoing work to help educate and inform residents about tree management in the Borough.**

3. Background

- 3.1 A Motion has been put forward to double the tree cover of the Borough, the detail of this motion are that:
- 3.2 Trees have a crucial role to play in tackling the climate emergency as part of an ambitious local Climate Action Plan, by drawing down carbon and locking it up in their wood.
- 3.3 Doubling tree cover across the UK could draw down 50 million tonnes of carbon dioxide annually, which is around 10% of current UK emissions.
- 3.4 Trees also provide additional benefits beyond their critical importance in reaching net-zero greenhouse gas emissions: trees create more space for nature, supporting hundreds of species of insects, birds and mammals. Trees are also great for public health, helping clean the air and providing access to nature that's important for
- 3.5 This Notice of Motion asks that Council to:
- 3.6 Double tree cover in Southend by 2045.
- 3.7 Double tree cover on council-owned land, by growing/planting more trees in public parks, council-owned land and green belt land within the Borough.
- 3.8 Update all Council strategies and local plans to incorporate this target.
- 3.9 Southend-on-Sea Borough Council is updating its Tree and Woodland Policy to set out its ongoing approach to the management and maintenance of its tree stock. The new policy will be based on current best practice and a canopy assessment that has been undertaken for the Borough.
- 3.10 Tree canopy cover, which is often also referred to as canopy cover and urban canopy cover, can be defined as the area of leaves, branches, and stems of trees covering the ground when viewed from above.
- 3.11 Canopy cover is a two-dimensional assessment, indicating the spread of tree cover across an area. Quantifying the spatial extent of the urban forest is one of the first steps in managing this important resource and helps to answer the fundamental questions: 'What canopy cover have we got?' and 'Where is it?'

- 3.12 Measuring canopy cover help decision makers and communities to see trees and forests in a new way, focusing attention on green infrastructure as a key component of community planning, sustainability and resilience. It is an easy-to-understand concept that is useful in communicating messages about our urban forests.
- 3.13 The tree canopy assessment for Southend-on Sea, which is currently being reviewed, advises that the current canopy cover for the town is 12%.
- 3.14 Once evaluation of the report is complete a target for future canopy cover within the Borough will form part of the new Tree and Woodland Policy.
- 3.15 The target for future canopy cover for the Borough that will be set out within the Tree Policy will be based on the evidence within the canopy study and the opportunities for planting within council managed sites whilst still maintaining a mix of habitats and recreational opportunities.
- 3.16 When considering future canopy cover for a town or other locations it is best practice to base this on factual information and not on an arbitrary figure.
- 3.17 The Southend 2050 vision includes a number of outcomes in which green space and trees play a part.
- 3.18 The continuation of tree planting projects and the committing to and funding the planting of an additional 1,000 standards trees over three years not only reaffirms the council's commitment to maintaining tree canopy cover across the Borough but also delivers on 2050 outcomes in Pride and Joy and Safe and Well.
- 3.19 The Council is committed to informing and educating residents, business and charity and community groups about tree management in the borough and the role they can play in increasing canopy cover. An area of the council website is now dedicated to providing information on tree management, www.southend.gov.uk/welovetrees. This will continue to be developed alongside a campaign using a variety of media approaches.
- 3.20 As part of the campaign people will be encouraged to plant trees on land which they own, this will help enhance and maintain canopy cover across the Borough.
- 3.21 Trees are an important part of the Borough's green infrastructure. However, it is important that the Borough has a mosaic of habitats and grassland, shrubs and other planting have a role to play in a balanced and healthy environment. To help raise awareness of a mixed approach to green infrastructure the media campaign will also highlight the benefits of shrub planting and different approaches to land management.

4. Other Options

- 4.1 **To double the tree canopy as outlined in the motion.** This is not recommended as this approach is not based on a tree canopy assessment or other Borough specific study. A tree canopy cover of this level is likely to be unachievable and result in the loss of other important habitats and recreational opportunities.

5. Reasons for Recommendations

- 5.1 **Not agree the motion to double the tree cover of the Borough.** This will allow for a target to be set as part of the new Tree Policy, based on the canopy assessment and with consideration of available space, important habitats and recreational space.
- 5.2 **Agree to the management of the towns tree cover as an urban forest.** This will allow for the benefits of the towns tree population to be considered in a borough wide context.
- 5.3 **Acknowledge that a tree canopy cover and approach to planting will form part of the upcoming Tree and Woodland Policy.** This will allow for the benefits of the towns tree population to be considered in a borough wide context.
- 5.4 **Acknowledge the benefit that a mosaic of habitats and variety of green infrastructure can have on the environment and the health and wellbeing of residents and visitors.** This will allow the ongoing protection of important habitats and the maintenance of existing or the creation of new green infrastructure in appropriate locations.
- 5.5 **Agree that the future of tree planting and the canopy cover within the Borough will be based on an approach to be outlined in the upcoming Tree and Woodland Policy.** This will allow the work on the Tree and Woodland Policy to be completed and an aspiration for tree canopy cover to be set with due consideration to the findings of the canopy assessment and the boroughs green infrastructure.

6. Corporate Implications

- 6.1 Pride and Joy. "Our Streets and Public Spaces are clean and inviting."
- 6.2 Safe and Well. "Green City - We act as a green city with outstanding examples of energy-efficient and carbon-neutral buildings, streets, transport and recycling".

7. Financial Implications

- 7.1 A commitment to fund the planting of 1,000 trees over three planting seasons has already been agreed. The investment across revenue and capital is shown in the table below:

Description of works		No. of trees	19/20	20/21	21/22	22/23	23/24	23/24
			£(000)	£(000)	£(000)	£(000)	£(000)	£(000)
Purchase of standard trees	Capital	400	40					
		300		30	30			
Planting of standard trees		400	26					
		300		19.5	19.5			
Root barrier. Selected locations		*	9	7	7			
Total Capital - £188,000			75	56.5	56.5			
Watering		Revenue	300					16
	400			22				
	600					32		
	700				38			
Maintenance	300							2
	400			3				
	600						4	
	700				5			
	1,000				7			
Total Revenue - £129,000				25	43	39	20	2

- 7.2 Additional tree planting beyond that set out above will require additional funding.

8. Legal Implications

- 8.1 The Council has no obligation to plant trees. However, it has a duty of care to inspect and maintain trees under its control.
- 8.2 Not managing the Council's tree stock effectively could result in action being taken against the Council.

9. People Implications

- 9.1 No People implications have been identified at this time.

10. Property Implications

10.1 Not managing the Council's tree stock effectively could result in damage to Council assets or private property.

11. Consultation

11.1 No consultation has been undertaken at this time.

12. Equalities and Diversity Implications

12.1 An equalities impact assessment will be undertaken on the new Tree Policy.

13. Risk Assessment

Risk	Mitigation
Loss of important habitat due to the planting of trees in inappropriate locations.	Tree planting locations will be allocated taking in to account habitats and green infrastructure.
Loss of recreational opportunities affecting the health and wellbeing of residents due to the planting of trees in inappropriate locations.	Tree planting locations will be allocated taking in to account recreational facilities and green infrastructure.
Reputational loss by setting a level of canopy cover that is unrealistic for the borough and therefore not achieved.	Adopt a tree canopy level based on the recommendations in the upcoming tree and woodland policy.
Increase in misinformed or incorrect information being posted on social media	Communications team to monitor and respond to social media as required.

14. Value for Money

14.1 Any associated works will be procured in line with Council policies and procedures.

15. Community Safety Implications

15.1 No Community Safety Implications have been identified at this time.

16. Environmental Impact

16.1 A well maintained and managed tree stock enhances the environment and helps provide an attractive and pleasant place to live.

16.2 Urban trees provide the following benefits:

- Cool air by 2 °C to 8 °C.
- Reduce the need for air conditioning by 30% and save energy used for heating by 20 to 30%.
- Absorb up to 150kg of CO₂ per year and consequently help mitigate climate change.
- Urban trees can help filter urban pollution and fine particulates.
- Provide habitat, food and protection to plants and animals, increasing biodiversity.
- Improve physical and mental health.
- Increase property values by 20%.

17. Background Papers

17.1 Southend-on-Sea Borough Council Tree Policy 2003.

17.2 Southend-on-Sea Interim Tree Management Statement.

4 Appendices

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Southend-on-Sea Borough Council

Report of Executive Director (Growth & Housing)

To

Cabinet

16th January 2019

Report prepared by:
Peter Geraghty, Director of Planning and Transport

Transport Strategy - Scoping and Engagement timetable and approach

Relevant Scrutiny Committee(s): Place Scrutiny
Cabinet Member: Councillor Ron Woodley
Part 1 (Public Agenda Item)

1. Purpose of Report

This report sets out an approach and timeline to develop a transport strategy using service design principles which, once completed, will set the context for the review of the Local Transport Plan (LTP).

The report seeks approval from Cabinet to progress with the strategy (including the initial engagement approach) and the LTP review.

Recommendations

- 2.1 Members note the progress with developing a transport strategy;
- 2.2 Members endorse the timetable for engaging stakeholders about a transport strategy for the borough.

2. Background

- 3.1 Members set out a number of priorities which the joint administration wishes to achieve including: support public transport and seeking to improve mobility and access for all residents; improving air quality and promoting effective and efficient energy saving and environmental measures. Progress has been made in delivering those priorities for example, a parking strategy is being developed and the council has declared a Climate Emergency and prepared an action plan to achieve net zero by 2030. The Transport Strategy will

complement the work already achieved in meeting the administration's priorities and the other initiatives currently underway or in train.

- 3.2 It is proposed to use service design principles to help develop the Transport Strategy and given the significant number of stakeholders that are affected by transport policies it is proposed to undertake a short and intensive initial 'discovery' exercise to obtain a better understanding of the issues and challenges as they are experienced by users in practice.
- 3.4 This work will be undertaken by specialist advisors. Initial discussions have already taken place with specialists that have worked with the Council previously on wider community engagement and are familiar with the area and the aspirations of the Council.
- 3.5 This 'discovery' phase will involve working with: Councillors, local community groups, residents and residents associations, cycling and walking groups businesses, Business Improvement District, voluntary sector bus operators, taxi drivers, train operators, emergency services, aviation authorities and providers, Youth groups including Youth Council, Older People's Assembly and other key stakeholders and partners.
- 3.6 Following the initial phase, work will be undertaken to analyse the information, and use this to develop a series of policy responses (issues and options), which will be subject to further detailed discussion with Councillors, stakeholders and partners before being formally presented to Cabinet and Council for adoption as a strategy.
- 3.7 In undertaking the stakeholder engagement and developing a transport strategy there are a number of complex issues that will need to be acknowledged: ones that are not easy to resolve nor easily reconciled with national government transport policy guidance.
- 3.8 The Council will need to balance the needs of a range of users with nationally set transport policy objectives that seek to encourage sustainable modes of travel, with congestion reduction, air quality improvement and climate change mitigation measures. This will be particularly important as the Council undertakes work to update and replace the current statutory Local Transport Plan (LTP3) production of a new or updated LTP. Such a plan will need to be acceptable to the Department for Transport (DfT) which is a pre-requisite for being eligible for DfT or other funding allocations and capital grants.
- 3.9 The current Third Local Transport Plan (LTP3) provides a strategy for transport for the period 2011 to 2026, however since the last review (March 2015) there have been a number of national and regional policy changes. The long term vision of the Council has also changed taking into account the 2050 outcomes, the SCAAP, infrastructure associated with the Local Plan requirements and the work being carried out by the local authorities working together as part of ASELA (Association of South Essex Local Authorities).

There is a need to ensure that the Council's transport strategy aligns with national and regional policies and the emerging ASLEA and Transport East strategies. These policy updates require that an updated Local Transport Plan (LTP) set in the context of an overarching Transport Strategy.

- 3.10 This work will take into account the recent Cabinet policy discussions and the discussions at the Transport, Capital, Inward Investment Working Party to inform the development of the Council's approach to public transport and overall transport strategy.
- 3.11 Scoping work has already started on the Transport Strategy, and updated LTP will be taken forward alongside the Transport Strategy to ensure consistency. The development of the Transport Strategy provides the Council the opportunity to build on the community engagement work undertaken during Southend 2050 that informed the Connected and Smart theme. This engagement with the citizens of Southend will focus on their future transport aspirations and desires taking into account the LTP and the evolving parking strategy.
- 3.12 A specification will be drawn up and procured for the development of the plan including consultation for the Transport Strategy and updated LTP. Details of the engagement plan will be agreed with Members prior to progressing.
- 3.13 The engagement timeline for the Transport Strategy is set out below:

The Update to the LTP will tie in with this timetable.

16 th January 2019	Cabinet update on progress and scope of engagement to ascertain understanding of the issues and transport challenges
31 st January 2020	Writing specification and conclude procurement
February – April 2020	Undertake engagement
26 th March – 7 th May 2020	Purdah
Mid-June – Mid August 2020	Draft Transport Strategy (issues and options) document available for consideration.

4. Other Options

Doing nothing would mean that the current LTP would be out of date and would be inconsistent with the 2050 outcomes.

5. Reasons for Recommendations

In line with the Council's Vision and Values, this approach ensures that the views and needs of our customers, residents and businesses are at the heart of the new service design and transport strategy.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

Supports the achievement of the outcomes in the following themes: Opportunity and Prosperity, Connected and Smart, Safe and Well and Active and Involved. These are discussed throughout the report.

6.2 Financial Implications

Funding will be required to undertake the initial engagement phase by a specialist engagement advisor. A funding bid for an updated LTP will be submitted at a later date to engage a specialist consultancy in developing and writing the transport policy. It is estimated that the LTP will take up to 18 months and approximately £200k-£250k.

6.3 Legal Implications

Local Transport Plan (LTP) is a statutory document that will have to meet the requirements of the Transport Acts.

6.4 People Implications

SBC staff time will be needed to Project Manage, provide guidance to the expert advisors and in preparing and co-writing the LTP and Transport Strategy.

6.5 Property Implications

Council assets such as car parks and those assets over which it has stewardship will be taken into account in developing the strategy.

6.6 Consultation

The strategy will be developed through appropriate engagement and deliberative discourse and discussion with key stakeholders and partners as reflected in paragraph the main report above.

6.7 Equalities and Diversity Implications

It will be important as the Council's Transport Strategy is developed, that proposals are subject to appropriate equalities and diversity impact assessments. The introduction of an up-to-date Strategy and LTP would take account of and support the achievement of equality and diversity objectives.

6.8 Risk Assessment

The introduction of an up-to-date Strategy and LTP will provide more certainty

for future growth and guide the development of the borough in the future thereby reducing risk.

6.9 Value for Money

A proper and fully functioning transport system is more likely to lead to less congestion, better transport options and support the sustainable growth. Thereby, encouraging business and development and a balanced growth in the local economy.

6.10 Community Safety Implications

One of the key strategic policy outcomes expected from this approach is to support improved road safety. A proper and fully functioning transport system will support safer travel and a range of options that support community engagement.

6.11 Environmental Impact

The Council has recently declared a Climate Change Emergency and the Council has developed a set of proposed mitigation measures. It is important to note that 29% of emissions in the Borough result from vehicles. As such, it is important that the Transport Strategy supports the delivery of Connected & Smart and Safe & Well outcomes as well as supporting congestion reduction and improved air quality outcomes.

7. Background Papers

Local Transport Act 2008
Local Transport Plan 3
SCAAP
JAAP

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Southend-on-Sea Borough Council

Report of Chief Executive
to
Cabinet
on
16th January 2020

Report prepared by:
Nicola Spencer & Louisa Thomas
Data & Insights Analysts

Agenda
Item No.

16

Additional Outcome Success Measures Reporting

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To review the additional Outcome Success Measures report that provides an update on the council's progression on the 23 Southend 2050 outcomes. This report will be presented to Cabinet and the People, Place and Policy & Resources Scrutiny Committees in January 2020.

2. Recommendations

- 2.1 To consider any further data and insights for this report.

3. Background

- 3.1 The Outcome Success Measures report is a high level summary of the council's corporate performance and progression over the subsequent quarter on the high level strategic priorities.
- 3.2 Outcome Delivery Teams provide a strategic narrative once a quarter on the progress made on the delivery of the Southend 2050 outcomes and activity on the 2023 Roadmap (milestones). The report also contains a snapshot of key place data which will be updated as available throughout the year.
- 3.3 The agreed timetable for reporting the Outcomes Success Measures report is as follows:

		To be presented to Cabinet:
Quarter 1	April – June 2019	September 2019
Quarter 2	July – September 2019	November 2019
Quarter 3	October – December 2019	February 2020
Quarter 4	January – March 2020	June 2020

3.4 Furthermore, it was agreed that there would be additional reporting aligned to the scrutiny cycle in January 2020. This report fulfils this function.

4. Structure and format

4.1 This highlight report displays a visual progress report on the 2023 Roadmap milestones, the key Outcome Success Measures for each Southend 2050 theme, and a narrative update on the progress made and planned to date for each milestone on the 2023 Roadmap, organised by theme.

4.2 An Annual Information page is included, giving a current snapshot of key place-based data.

5. Reporting Dates

5.1 The highlight report will be tabled as follows:

Meeting	Date
CMT	20 November 2019
EB	17 December 2019
Cabinet	16 January 2020
Place Scrutiny Committee	28 January 2020
People Scrutiny Committee	29 January 2020
Policy & Resources Scrutiny Committee	30 January 2020

6. Reasons for Recommendation

To drive the delivery of the Southend 2050 ambition through robust and strategic performance management arrangements.

7. Corporate Implications

Contribution to Council's Ambition & corporate priorities:
To strategically monitor the council's corporate performance and achievements against the 2050 Road Maps and Outcomes.

8. Financial Implications

There are no financial implications.

9. Legal Implications

There are no legal implications.

10. People Implications

People implications are included in the monitoring of performance relating to the council's resources where these relate to the Council's priorities.

11. Consultation

The new performance framework and measures to be included in future performance reporting are included in the Strategic Delivery Plans which were developed through extensive consultation and engagement to articulate the Southend 2050 ambition.

12. Equalities Impact Assessment

The priorities and outcomes contained with the Five Year Road Map are based upon the needs of Southend's communities. This has included feedback from consultation and needs analyses.

13. Risk Assessment

The Corporate Risk Management Framework shall be managed alongside the new monitoring for corporate performance. This information shall form part of the new corporate risk register that is managed by the Audit Team.

14. Value for Money

Value for Money is a key consideration of the Southend 2050 Performance Framework, including the outcome-based investment work, to help assist in identifying Value for Money from services.

15. Community Safety Implications

Performance Indicators relating to community safety are included in the Strategic Delivery Plans as well as the Southend 2050 – Annual Place-based Report.

16. Background Papers

16.1 Monthly Performance Reports (MPRs) from April 2018 to March 2019.

16.2 Outcome Success Measures Reports from periods 1 and 2 2019/20.

17. Appendices:

17.1 Appendix 1: Outcomes Success Measures Highlight Report January 2020

OUR
SHARED
AMBITION



SOUTHEND
2050
it all starts here

Outcomes Success Measures Highlight Report
January 2020

Southend 2050: Five Themes and 23 Outcomes for 2023

Pride & Joy

PJ 01 - There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend.

PJ 02 - The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.

PJ 03 - We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset.

PJ 04 - Our streets and public spaces are clean and inviting.

Safe & Well

SW 01 - People in all parts of the borough feel safe and secure at all times.

SW 02 - Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.

SW 03 - We are well on our way to ensuring that everyone has a home that meets their needs.

SW 04 - We are all effective at protecting and improving the quality of life for the most vulnerable in our community.

SW 05 - We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

Active & Involved

AI 01 - Even more Southenders agree that people from different backgrounds are valued and get on well together.

AI 02 - The benefits of community connection are evident as more people come together to help, support and spend time with each other.

AI 03 - Public services are routinely designed, and sometimes delivered, with their users to best meet their needs.

AI 04 - A range of initiatives help communities come together to enhance their neighbourhood and environment.

AI 05 - More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Opportunity & Prosperity

OP 01 - The Local Plan is setting an exciting planning framework for the Borough.

OP 02 - We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities.

OP 03 - Our children are school and life ready and our workforce is skilled and job ready. Leads

OP 04 - Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough.

OP 05 - Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

Connected & Smart

CS 01 - It is easier for residents, visitors and people who work here to get around the borough.

CS 02 - People have a wide choice of transport options.

CS 03 - We are leading the way in making public and private travel smart, clean and green.

CS 04 - Southend is a leading digital city with world class infrastructure.

Annual Information

Unemployment
3,620 – 3.2%
September 2018

4,020 – 3.6%
September 2019

£288,455.00
Average house price Southend
(August 2019)

£251,233.00
Average house price England
(August 2019)

182,500
Mid-year Population Estimate
for Southend
(Nomis July 2018)

1,035
New businesses (2017/18)

1,115
Businesses closed (2017/18)

Teenage conception for under
18's rate of 24.3 per 1,000
(number 70)
(2017)

Transport

National Highways and Transport (NHT)
Public Satisfaction Survey (2018/19)

75% of people found it
easy to get around
the borough

63% of people with a
disability found it
easy to get around
the borough

72% of people who do
not have a car
found it easy to get
around the borough

Early Years Foundation Stage
Profile
Achieving a Good Level of
Development
74.0% 2018/19

Trees

Figures do not include whips

In 2016/17 we planted 322
trees and removed 310

In 2017/18 we planted 279
trees and removed 373

In 2018/19 we planted 384
trees and removed 412

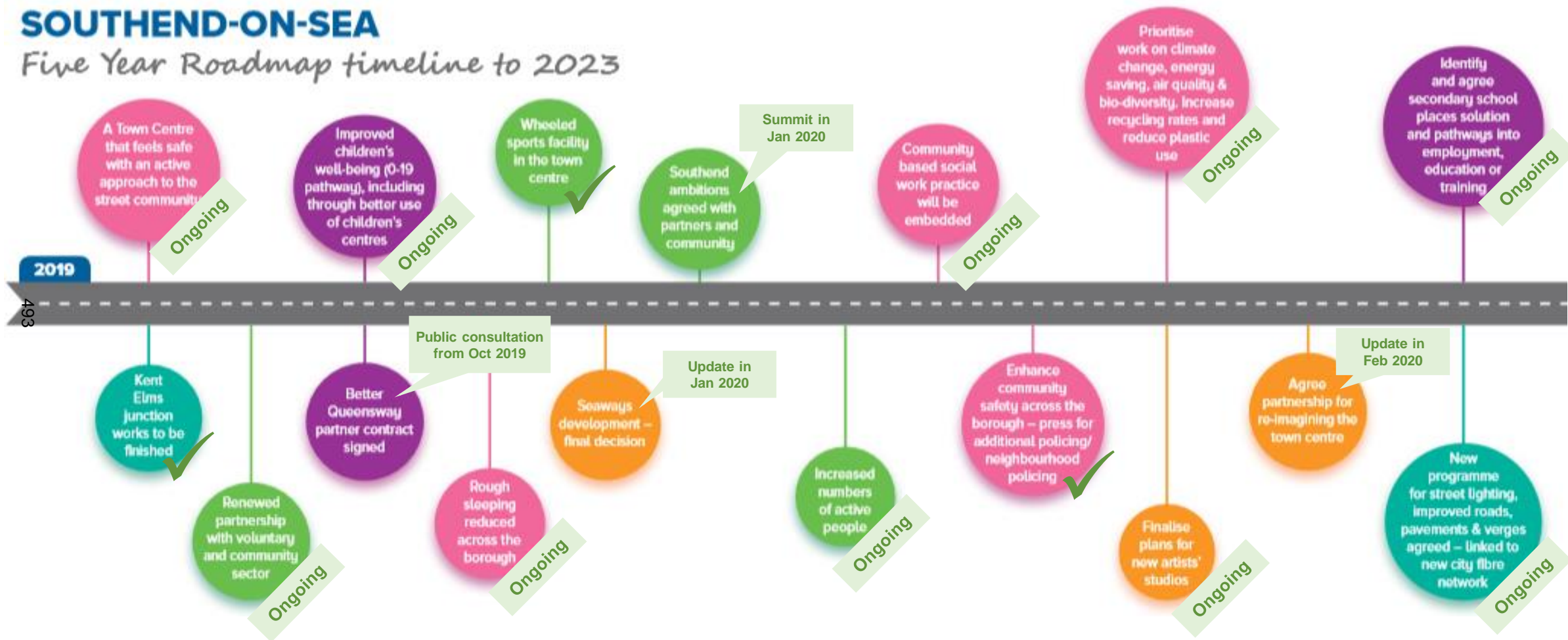
56%
Agree people from different
backgrounds get on well
together*

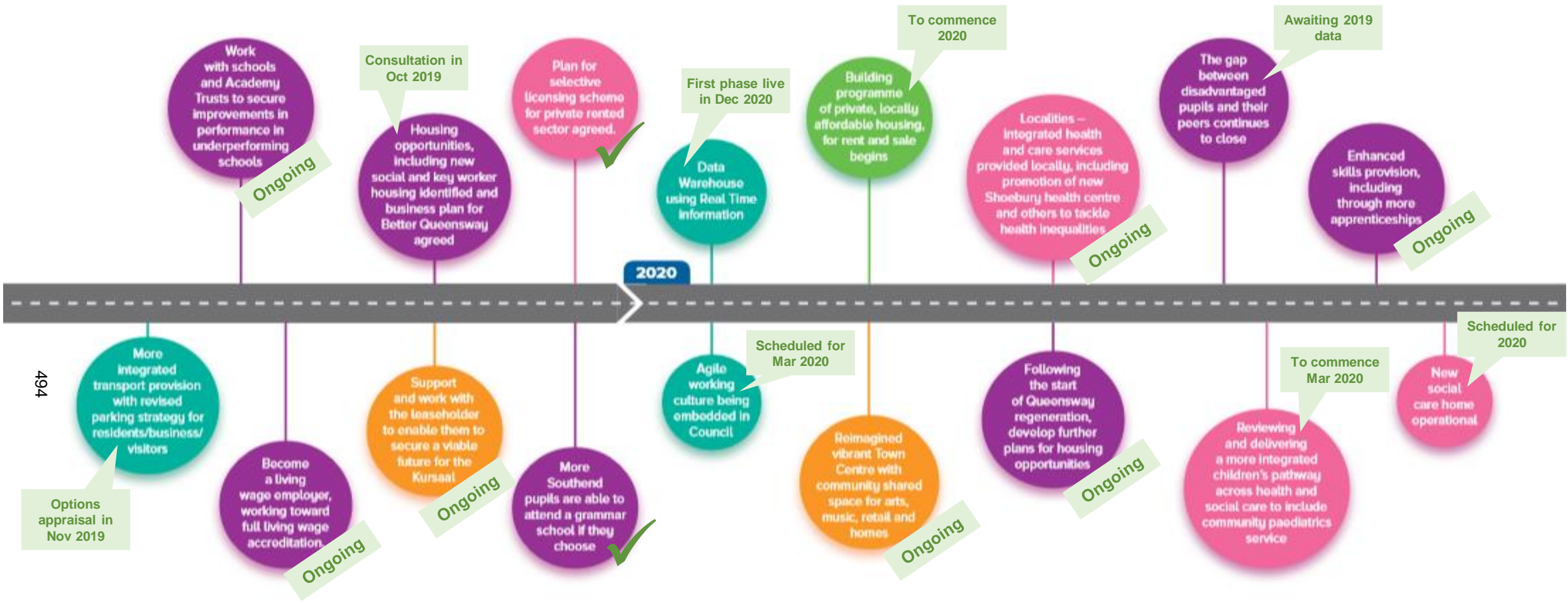
75%
Satisfied with local area
as a place to live*

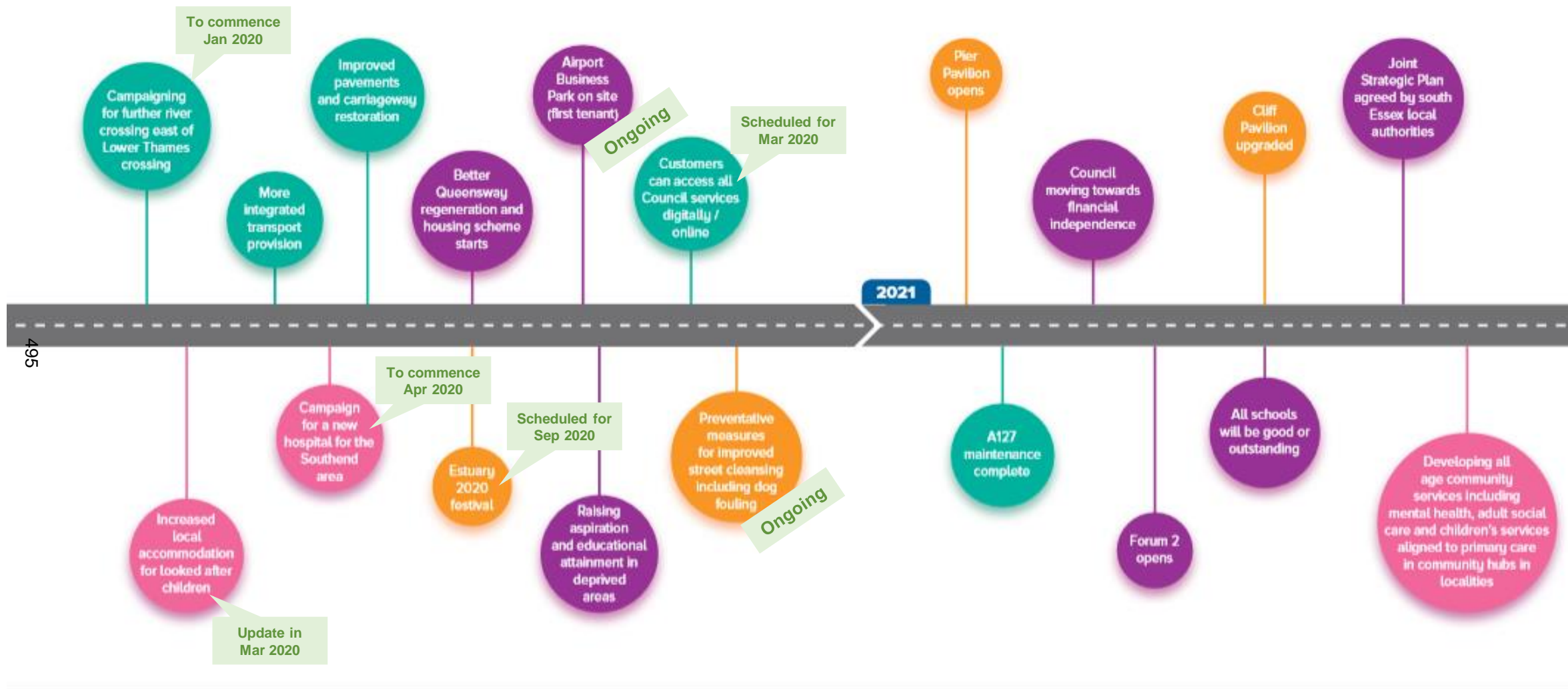
*2018 residents' perception survey, sample 1239 Southend residents

SOUTHEND-ON-SEA

Five Year Roadmap timeline to 2023



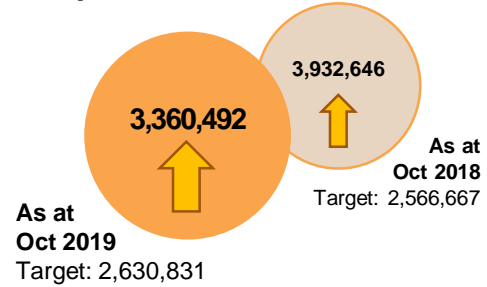




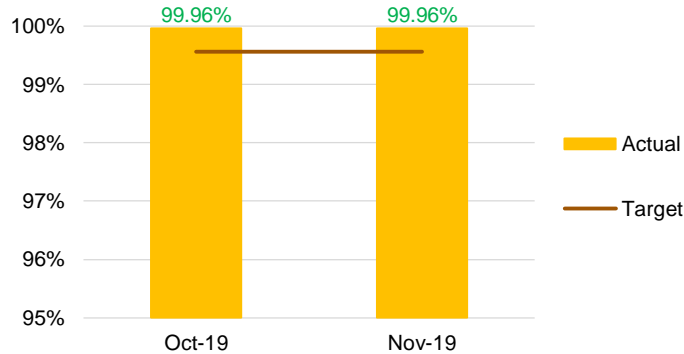


Participation and attendance at Council owned / affiliated cultural and sporting activities and events and the Pier

[Cumulative YTD]

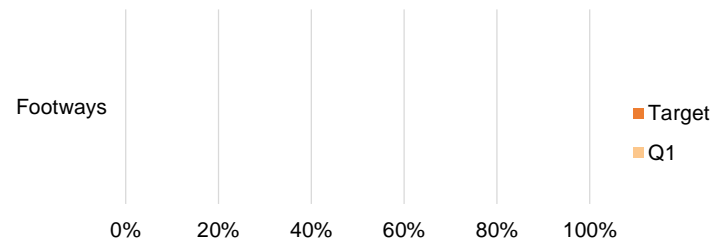


Percentage of successful waste collections per month



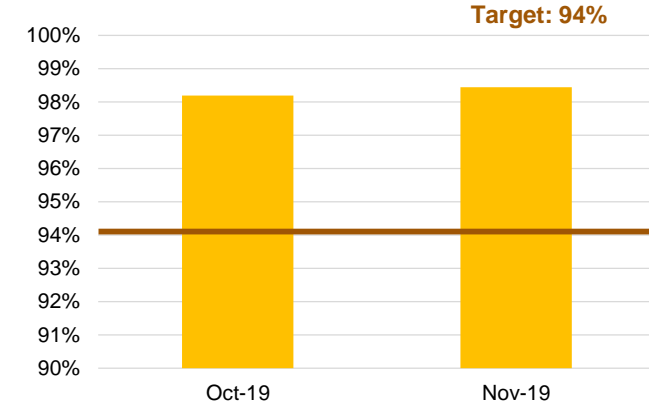
Safety Inspections completed on time

Awaiting data



Acceptable standard of cleanliness: litter

[Cumulative YTD]



Social Media Campaigns in Oct / Nov 2019

80,224

people reached by the Register to Vote campaign

1,328

views of the new Digital Southend webpage

590,000

views of our "County Lines" cinematic video ad

Key insights

- For Nov 2019, there were 648 reported missed collections, representing 0.04% of 1.8m collections per month and meaning that 99.97% of collections were successfully carried out as scheduled. Current performance is on track to meet the annual target of 94% (which is equivalent to 8000 missed collections per year). YTD the figures demonstrate an exceptional level of cleansing.
- Pier admission figures for Nov 2019 were 11,124 – the best Nov admission figures seen in the last decade, topping the 2017 figure of 10,487 and despite the occasionally wet weather. This has been helped by the "Santa on the Pier" event which promises to deliver healthy figures for Dec 2019 too.
- Social media campaigns ran this period on promoting Southend as a digital city, trees, County Lines, voter registration and Remembrance Day, resulting in a collective reach of over 100,000.



Current progress - (Quarter 1 and 2 2019/20 onwards)

Milestone – “Seaways development”

- Cabinet report of Jan 2019 agreed Jan 2020 as likely final date to agree progress.

497 Milestone – “Finalise plans for new artists studios”

- Forum 2 is progressing through the planning process, with all internal design work completed as part of RIBA Stage 4. The council’s portion of the building will see a new gallery space for the Focal Point Gallery, delivering a more ambitious exhibition and performance programme, and a suite of digital artist studios, including green screen facility, post production and sound recording, and a new project space for an increased creative learning programme, focusing on creative skills development
- Public and peer consultation workshops are taking place to involve citizens in how the facility will integrate into the community
- A business plan for the revenue budget for running Forum 2 has been developed

Milestone – “Agree partnership for re-imagining the town centre”

- Scrutiny report and recommendations agreed by June 2019 Cabinet. External funding secured and aligned with the town centre outcome and Scrutiny Project actions
- Activity includes a consultation on the Sunrise work to develop a scheme, developing schemes for public realm improvements between Warrior Square, Whitegate Road, Tylers Avenue and York Road, which will deliver greening and shaded seating. Work to convene the strategic town centre group in place

Milestone – “Support and work with the leaseholder to enable them to secure a viable future for the Kursaal”

- Discussions held with Kursaal owner representative, looking at ways to let the space and bring building back to use.

Future milestones:

Further funding opportunities are being explored



Continued current progress - (Quarter 1 and 2 2019/20 onwards)

Milestone – “Reimagined vibrant Town Centre with community shared space for arts, music, retail and homes”

- Scrutiny report to Jun 2019 Cabinet
- Business proposal ongoing to look at central community hub; identified shop front for community hub.

Milestone – “Estuary 2020 festival”

- 498 • Festival scheduled to start in Sep 20. Historic structures on Garrison site visited by artists looking to be involved with festival. Metal is working with Shoebury CIC, EWT and SBC on project.

Milestone – “Preventative measures for improved street cleansing including dog fouling”

- 30 beach litter bins ordered to use for next years activities, volunteer-led beach cleaning litter picks ongoing.
- Dog fouling DNA solution considered and rejected by Nov 2019 Cabinet.

Future milestones:

20 new cigarette bins to be placed in high street to target smoking litter

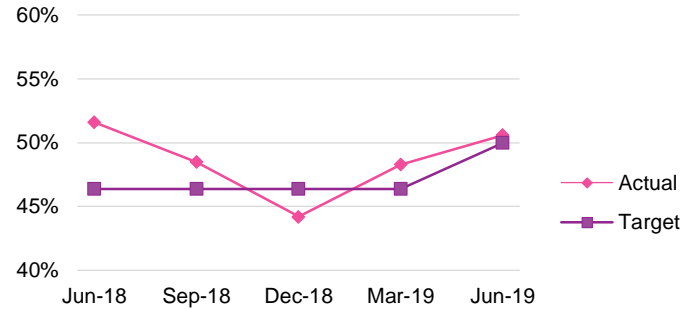


Key insights:

- The issuing of EHC plans within 20 weeks is ahead of target but showing a 1.2% decrease, the first since Apr 19 – representing one plan so far this financial year which has exceeded the 20-week deadline. Six EHC plans were finalised during Oct; 81 plans now finalised to date in this financial year.
- The proportion of adults in contact with secondary mental health services who live independently with or without support has decreased month-on-month since Jun 19 by an average of 1.6% per month. A targeted piece of work is underway with Essex Partnership University NHS Foundation Trust (EPUT) to identify the cause of the decrease in performance.
- Oct 2019 saw a rate of 2.35 households per 1000/pop in TA against a benchmark of 3.51, equalling a total of 186 households. Work is underway to improve availability of private sector properties to discharge our homelessness duty into, relieving some pressure on the limited social housing stocks and reducing TA occupation levels.
- A reduction in incidents reported to the CSU has been noted since Oct 2019, this may be due to the colder weather. 18 Community Protection Notices / Warnings have been issued since Apr 2019.
- Rate of 85.9 LAC per 1000/pop in Oct 19, or 340 children. Timescales for health assessments and visits for LAC remain under target, focussed work continues to address the resourcing and recording issues that are creating these pressures.

Percentage of household waste sent for reuse, recycling and composting

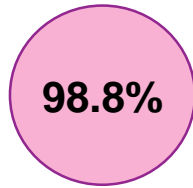
[Cumulative YTD]



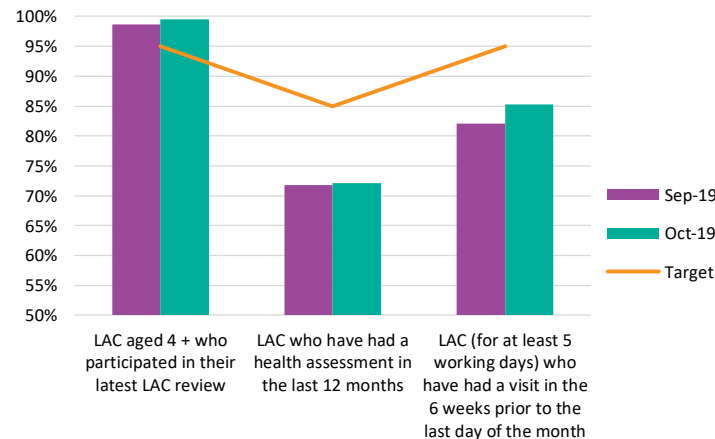
Education Health Care plans issued within 20 weeks (excluding exception cases (SEND))

[Cumulative YTD]

Total plans issued during 2019/20: 81
 Period: as at Oct 2019
 Target: 96%

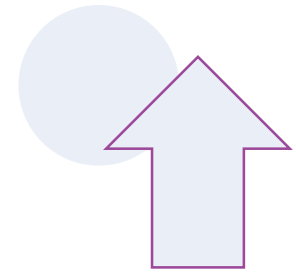
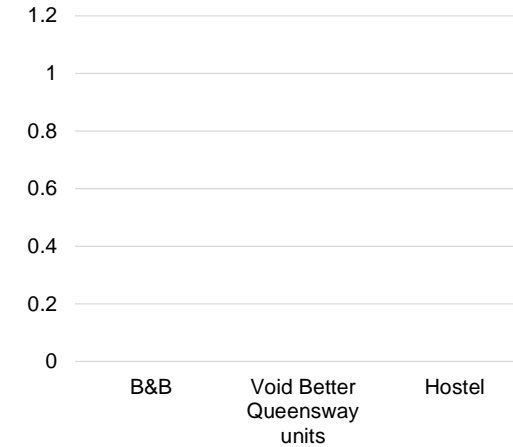


Looked After Children (LAC)



Families in Temporary Accommodation (TA)

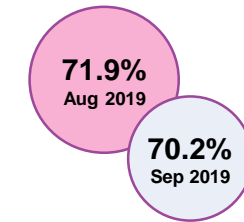
Awaiting data



H008: Total number of children in TA
 (data for 2018 not available)

■ No. of children
 ◆ No. of households

Mental Health

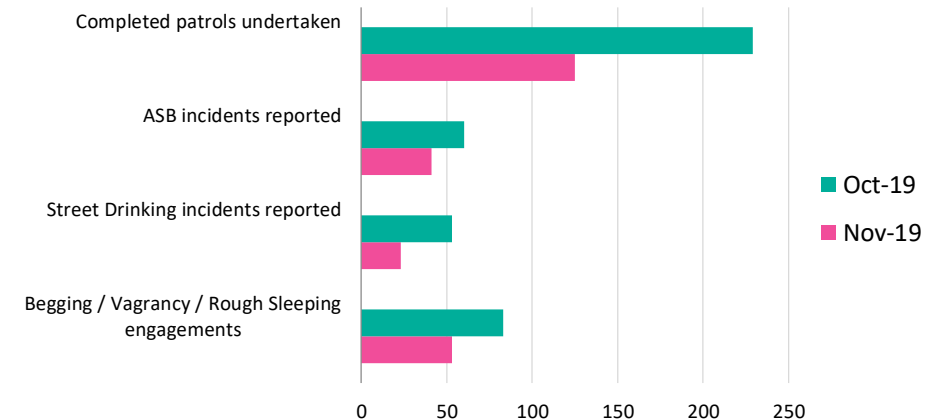


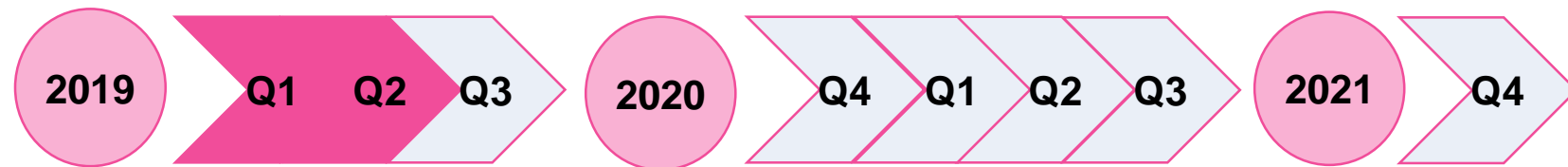
Proportion of adults in contact with secondary mental health services who live independently with or without support (EPUT)

2019/20 target: 74%

The Council's Community Safety Unit activity

This dataset does not include data from the Police or other agencies





Current progress - (Quarter 1 & 2 2019 onwards)

Milestone – “Town centre that feels safe with an active approach to the street community”

- Report to Cabinet Jun 18 agreeing additional enforcement resources
- **PSPO** – was agreed Cabinet 08.07.19
- Working with the Police to ensure additional presence in the high street (Summer 2019)
- Increased Community Safety Patrol Team (Summer 2019) extended enforcement powers reducing town centre issues.
- Additional new police officers deployed to Southend police station
- Complaints due to street drinking and anti-social behaviour decreased.
- Beach Welfare Officer Volunteers
- External funding secured for town centre interventions (Scrutiny Project)
- Town Centre Action Group action plan to deal with most prolific individuals in town centre and link to rough sleeper work

Milestone – “Rough Sleeping reduced”

- Official count numbers reduced from 72 to 11 (2017 to 2018)
- Housing & Homelessness Strategy agreed, 18.09.18 Cabinet
- Housing pipeline report to 26.06.19 Cabinet.
- Housing Allocations policy review agreed, 25.06.19 Cabinet
- Housing and Regeneration Pipeline, 17.09.19 Cabinet
- Housing and Regeneration Pipeline, Including Acquisitions Programme, report, 05.11.19
- Rough Sleepers Initiative funding secured to 2021 (support and outreach work)

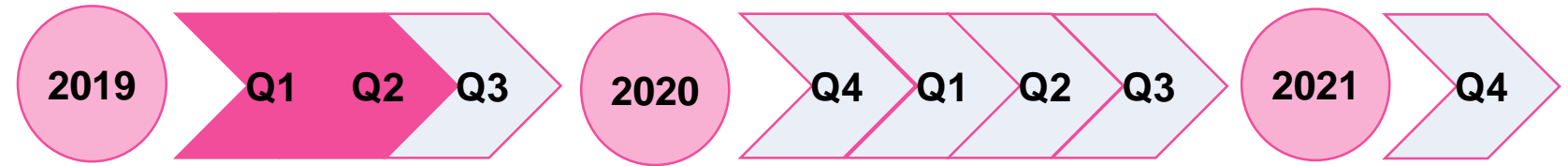
Milestone – “Community based social work practice will be embedded”

- Embedded at Kent Elms, Highways and West Road (Shoebury) surgeries. Mental health social workers supporting council Housing Officers with complex cases to maintain tenancies
- Social worker and dementia navigation team working more collaboratively to improve integrated working

Future milestones

Next official count of rough sleepers due in Nov 2019, with figures released Jan / Feb 2020

Church Winter Night Shelter due to open December 2019



Continued current progress – (Quarter 1 & 2 2019 onwards)

Milestone – “Enhance community safety across the borough – press for additional policing/neighbourhood policing”

- See milestone re: Town Centre - Working with the Police to ensure additional presence in the high street (Summer 2019)
- Enhanced Community Safety Team (Summer 2019)
- Project 360 (Police/SBC/CIC) externally funded by Big Lottery Fund

Milestone – “Prioritise work on climate change, air quality and bio diversity. Increase recycling rates and reduce plastic use”

- Declaration of Climate emergency
- Review and update of Tree Policy, Cabinet - Sept 2019
- Climate change emergency motion & work programme agreed by 05.11.19 Cabinet

Milestone – “Plan for selective licensing scheme for private rented sector agreed”

- Cabinet to carry out exploration and consultation - Sep 2019

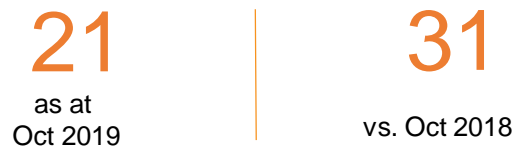
Milestone – “Localities – integrated health and care services provided locally, including promotion of new Shoebury health centre and others to tackle health inequalities”

- Work ongoing across Integrated Design Team continues with a focus on developing specific Locality approaches aligned to the Locality Strategy.
- A ninth Dementia Navigator in place at the hospital to assist those with dementia and caring for those with dementia, for seamless discharge; continued development of a community-based asset around the St Luke's Primary Care Centre and a MDT working across each locality with development of the hub concept, to include Shoebury hub.

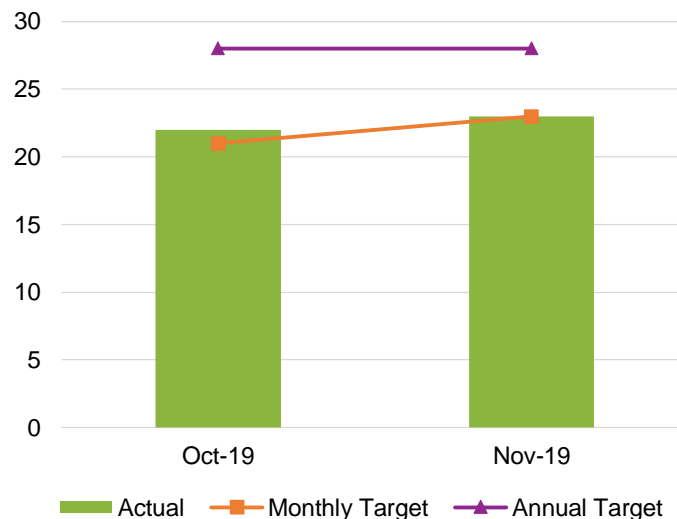


Organisations signed up to Physical Activity-related pledges of the Public Health Responsibility Deal

Target for 2019/20: 30



Number of schools signed up for the Daily Mile Programme or equivalent



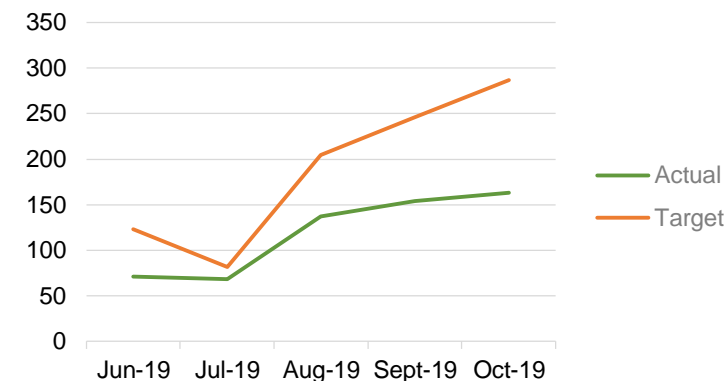
Falls Prevention activity

~12,520 individuals aged 65+ at risk of falling annually in Southend

142

individuals starting 36 week strength and balance programme to date during 2019/20

Number of people completing 12 weeks of the Exercise Referral Programme



Number of hours of volunteering within Culture, Tourism and Property (inc. Pier and Foreshore events) [Cumulative YTD]



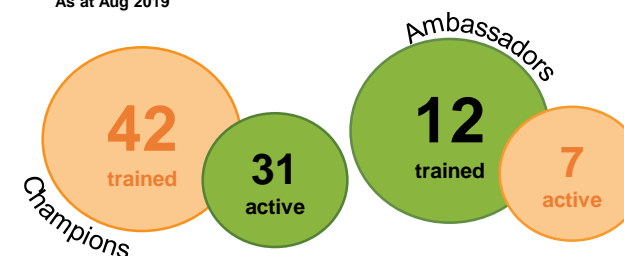
Oct 2019
Actual: 12,938
Target: 11,375



Oct 2018
Actual: 12,214
Target: 11,375

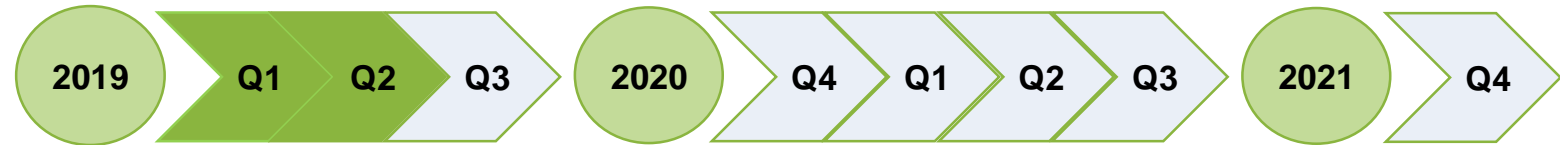
A Better Start Parent Champions and Ambassadors

As at Aug 2019



Key insights:

- **12,938** volunteering hours (which equates to approx. 539 days) delivered within Culture
- An average of **266** runners per week participating in Southend Park Runs
- **142** individuals attended the Strength & Balance class in November
- YTD **23** schools are participating in the Daily Mile or equivalent
- **163** individuals completed the 12 week exercise referral programme in Oct 2019. Numbers of people completing 12 weeks of the programme has improved, as a result of improved communication between the providers. Work to develop the improved exercise referral offer at the leisure centres is proposed for implementation in early 2020



Current progress – Quarters 1 and 2 2019/20 onwards

Milestone: “Wheeled sports facility in the town centre“

- Opened July 2019

Milestone: Renewed partnership with voluntary and community sector

- Activity being taken informally, with potential to become more formalised in future e.g. by renewing the borough’s Compact

Milestone: “Southend ambitions agreed with partners and community”

- Partners summit - Feb 2019
- Administration priorities incorporated into 2050 roadmap at June 2019 Cabinet
- TLC conference Summit held 13 Sep 2019

Milestone: “Increased numbers of active people”

- Active Southend using ActiveEssex funding to support organisations using Small Grants Scheme
- Active Southend Strategic Group using culture & wellbeing small grant’s scheme to promote more physical activity – reporting to Health & Wellbeing board – update CMT and Active Essex Board

Milestone: “Building programme of private, locally affordable housing, for rent and sale begins”

- The council is pressing ahead with the next phases of the HRA Land Review Project which will potentially see a number of affordable homes built in two locations in the borough.

Future milestones

Investigate potential for renewing the borough’s Compact

Further TLC summit to be held 29 Jan 2020

Everyone Health and Fusion to develop Exercise Referral Offer aligned with CCG priorities

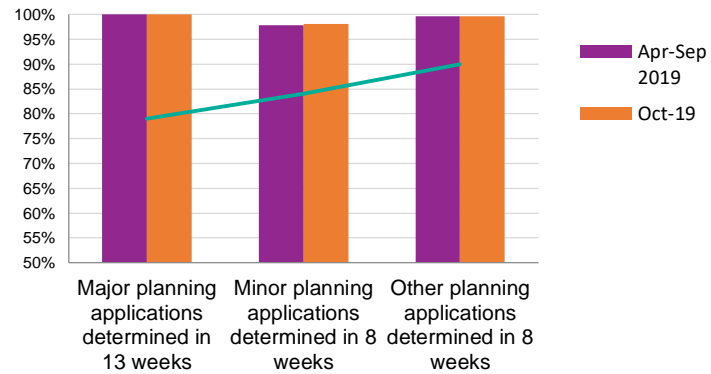


Key insights:

- 197 new businesses opened in the borough since Jun 2019, with a further 13 expanding and/or opening an additional property
- A total of **381** new businesses operating in the borough, with **10** businesses liquidating
- **108 empty** properties to date transferred into the Landlord's name
- **75** additional domestic properties were built in June 2019, bringing the total figure this financial year to **377** additional homes
- The slight drop in **planning applications** to date vs. the same period last year (1059 vs. 1119) may be due to Brexit-related uncertainty impacting on investment, or the fact that the number of applications received last year was a record high. The appeal success rate to date this FY is consistent with national context and reflects the council's need to balance good appeal performance and a push for quality development in the borough
- The spike in "**NEET or Unknown**" figures in Sep 19 is attributable to the beginning of the new academic year, when the entire cohort of year 11 and 12 become "Unknown" until college and sixth form lists are recorded. Education and training providers are still sending in their enrolment data; as the cohort is recorded, figures decrease – as shown by the resulting reduction in NEET and Unknown between Sep-Oct 19.

Determination of Planning Applications

Number of overall planning applications submitted Apr-Sep 2019: 1059
 Success of appeals in Apr-Sep 2019: 72.7% dismissed or split against a target range of 65-85%



Delivery of the Capital Programme

[Cumulative YTD]

36% as at Oct 2019 vs. **-12.1%** Oct 2018

Child Development at Two Years Old [Completions of the ASQ at 2 years 9 months]

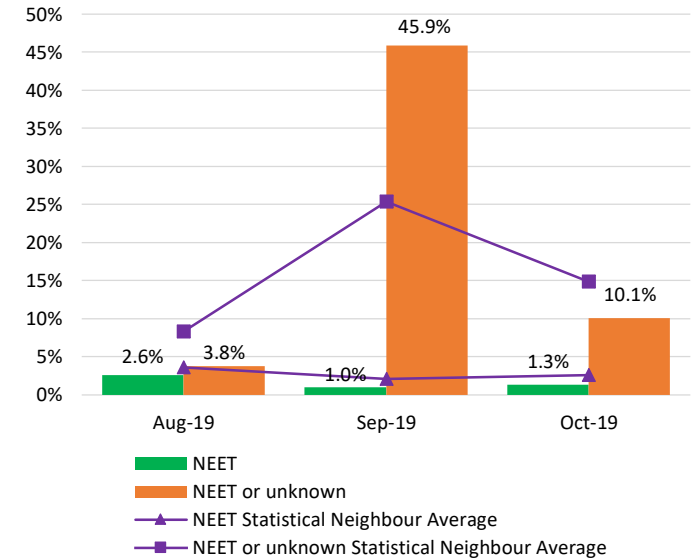
To be developed to include referral outcomes

Sep 2019	Oct 2019
✓	✓
97.7%	95.9%
Target: 95%	

Percentage of young people Not in Employment, Education or Training (NEET) or whose situation is Not Known

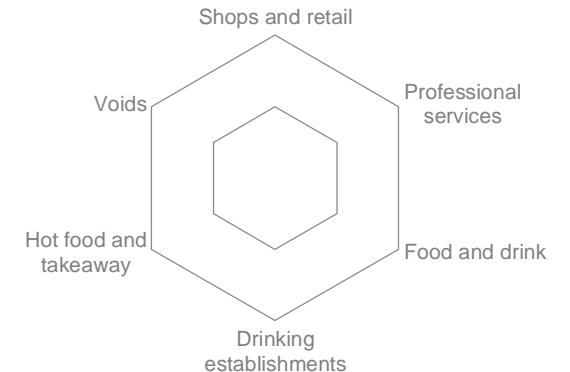
Aim to minimise

Total number of young people in the borough as at Aug 2019: 3948



High street occupancy (BID area only)

Awaiting data





**OPPORTUNITY
& PROSPERITY**



Current progress - (Quarter 1 & 2 2019 onwards)

Milestone – “Improved Children’s Wellbeing 0-19 Incl. Children’s Centres”

- Ongoing work to build partnerships with health and external colleagues in light of 0-19 wellbeing (meeting w/c 18/11/19)
- 505 Continuing to use birth/attendance/footfall data to determine the effectiveness of the provision to support given to young families. Work includes closer working with partners including Better Start, SAVs and schools to ensure high quality services operate from the Children’s Centres.
- **Cabinet 17th Sept 2019 (Ofsted Inspection of Children’s Services)** highlighted significant improvements from previous inspection

Milestone – “Better Queensway partner contract signed”

- Preferred partner agreed, 12.02.19 Cabinet
- Porters Place Southend joint venture in place; the LLP's first public consultation has concluded. A second public consultation is scheduled for February 2020 which will lead to a final scheme to be agreed prior to submission for planning

Milestone – “Identify and agree secondary school places solution and pathways to employment, education or training”

- Current strategy progressing, with work on future solutions being explored, included via Children & Learning Working Party.
- Connexions team helped to ensure that less students are classified as NEET.

Future milestones

Better Queensway Public Consultation underway from October 2019



Continued current progress - (Quarter 1 & 2 2019 onwards)

Milestone – “Work with schools and Academy Trusts to secure improvements in performance in underperforming schools”

- Funds have been previously identified to support the Academy Trusts accountable for the three vulnerable secondary schools. This resource is for the academic year 2019-20 to support the schools in their journey to become good.

Milestone – “Become a living wage employer, working towards a full living wage accreditation”

- Sep 2019 Cabinet agreed the council should be a Real Living Wage employer and work to obtain real Living Wage accreditation

Milestone – “Housing opportunities, including new social and key worker housing identified and business plan for Better Queensway agreed”

- Housing pipeline reports to June, Sep and Nov 2019 Cabinets. The business plan for Better Queensway agreed by Shareholder Board in Oct 19. Public consultation undertaken in Oct 19.

Milestone – “More Southend pupils are able to attend a grammar school if they choose”

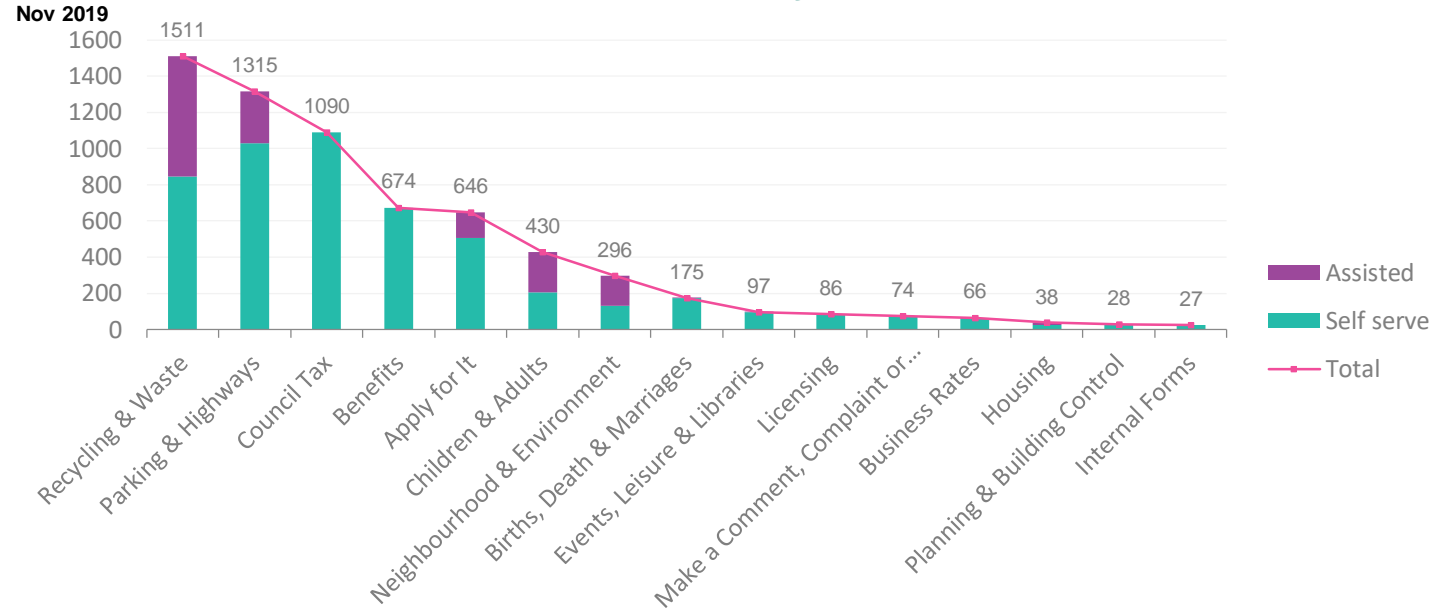
- Further plans to repeat successful awareness campaign for parents to choose a grammar school for their child. Ongoing work to map data regarding the duty to supply sufficient good school places for borough residents.



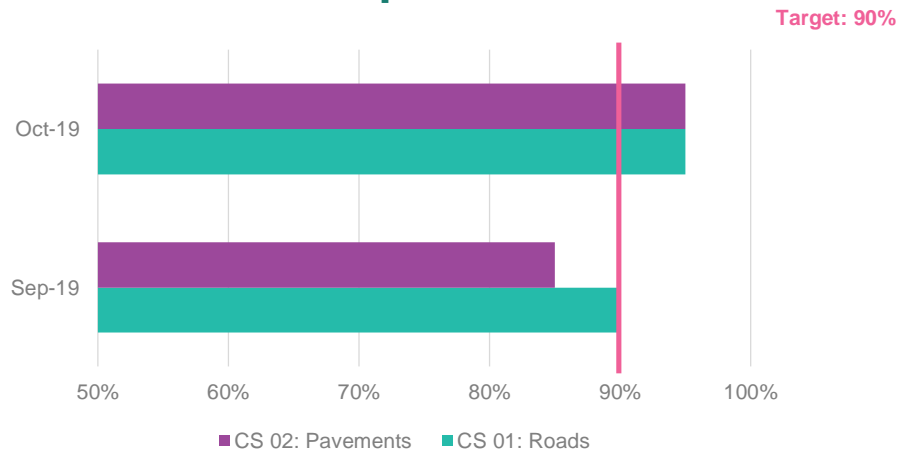
Key insights:

- Total number of registrations for free Wi-Fi: **106,865** (as at the end of Sep 19)
- The High Street remains the most popular browsing location to access free Wi-Fi followed by Eastern Esplanade and Hamlet Court Road
- The High Street, Eastern Esplanade, Hamlet Court Road and Western Esplanade are the most popular locations for registrations to use the free Wi-Fi
- Peak usage of the free Wi-Fi is at 4pm during weekdays, with more females using the service
- Most users are between the ages of **15-24**, with over **15,000** people registered, most of whom are female

Service Requests submitted via MySouthend

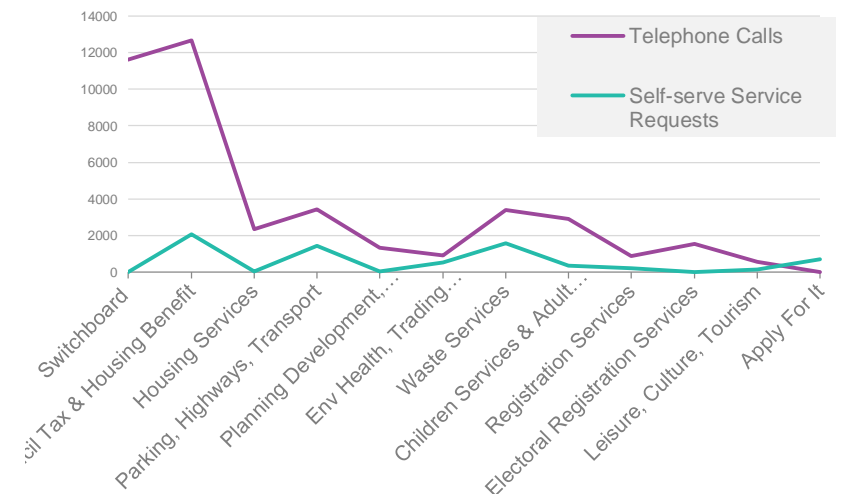


Percentage of CAT1 defects made safe within response times



Channel Shift

As at Oct 2019





Current progress – Quarters 1 and 2 2019/20 onwards

Milestone: “Kent Elms junction works to be finished”

- Completed – additional review of safety to be undertaken.

Milestone: “New programme for street lighting, improved roads, pavements and verges – linked to new city fibre network”

- New programme agreed - 2019/20 Highways Improvement programme published.

Milestone: “More integrated transport provision with revised parking strategy for residents/business/visitors” and “Improved pavements and carriageway restoration”

- Scope for revised Parking Strategy agreed by Cabinet on 05.11.19
- Cabinet Policy discussion held 11.11.19

Milestone: “Data Warehouse using Real Time information” and “Customers can access all council services digitally/online”

- Significant progress made in developing a first iteration of a digital solution for the JSNA, first phase due to go live in Dec 19
- Initial set of apps to allow staff, partners and the community to interrogate data themselves being developed. Phase 2 - the open data portal - is being progressed and this will increase the functionality available

Milestone: “Agile working culture being embedded in the council”

- Agile working culture ‘WorkLife’ being embedded
- Standardisation of ICT equipment being rolled out; CMT working area and redesign complete; formal agile methodology being rolled out across the Senior Leadership Network; methodology applied and tested to a number of projects
- Follow-up accredited coaching programme rolled out in early Oct 19 for key Transformation and Southend 2050 staff (Public Services Transformation Academy (PSTA))

Future milestones

The 2020/21–2021/22 Highways Improvement programme is due to be published in early 2020.

The revised Parking Strategy is being drafted and expected to be ready for consultation November 2019.

Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To
Cabinet
On
16 January 2020

Agenda
Item No.

17

Report prepared by: Andrew Barnes – Head of Internal
Audit

2019-20 Corporate Risk Register – mid-year update

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

**Cabinet Member – Cllr Woodley
A Part 1 Public Agenda Item**

1 Purpose of Report

- 1.1 To consider the 2019/20 Corporate Risk Register mid-year update.

2 Recommendations

That Cabinet considers the 2019/20 Corporate Risk Register and the mid-year updates outlined in Appendix 2.

3 Corporate Risk Register 2019/20

- 3.1.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate ambition and outcomes and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.
- 3.1.2 Updates on the Corporate Risk Register are reported to Corporate Management Team (CMT) quarterly and to Cabinet twice a year in June and January. The mid-year comments on each risk and action are included in Appendix 2.
- 3.1.3 CMT and other Directors have undertaken a review of the current content. This in the context of the ongoing work to further develop and align work on risk across the Council so that the approach to risk management is better embedded, supports the governance framework, the transformation agenda and integrated decision making.
- 3.1.4 CMT and other Directors have identified the following areas to be included in, and then monitored and reviewed, as part of the Corporate Risk Register for 2019/20:
1. Council Budget / financial sustainability
 2. Recruiting and retaining staff
 3. Key external challenges
 4. Housing
 5. Local Infrastructure

6. Secondary School Places
7. Health and Social Care
8. Information management and cyber security
9. Children's Services Improvement Plan
10. Waste Management
11. Flooding / cliff slip
12. Major developments
13. Local Plan
14. Climate Change Emergency

3.1.5 The Directors have considered and agreed the following changes to the corporate risks in this period:

- Risk 2: Recruiting and retaining staff has been broadened to become about the Workforce more generally
- Risk 6: Secondary School Places has been de-escalated from the corporate risk register and the risk will be managed by the service moving forward
- Risk 7: Health and Social Care has been broadened to encompass the challenge of addressing health inequalities
- Risk 9: Children's Services Improvement Plan has been broadened to encompass the delivery of effective Children's Services to achieve the Council's outcomes in the context of the current financial position, rather than focussing on the Improvement Plan specifically
- Risk 14: Climate Change Emergency has been added to the corporate risk register following the Council's declaration of a climate emergency.

3.1.6 The format of the Corporate Risk Register currently follows a 3 stage process:

1st stage: An 'inherent score' with the risk assessed with no controls, assurance or actions in place.

2nd stage: The 'current score' where the risk is assessed with controls, assurances and progress against identified actions. The current score is adjusted in light of progress against actions.

3rd stage: The target score which is the risk with the controls, assurances and actions, as if they have been completed

The current score is then adjusted in light of progress against actions.

3.1.7 Deputy Chief Executives and Directors ensure service specific risks are managed within their departments, within service plans and in accordance with the risk management strategy and processes. 'Red' rated risks with corporate implications can be escalated to CMT via Corporate Directors. Actions for all these risks are updated and reviewed by Departmental Management Teams.

3.1.8 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by CMT where applicable.

4 Corporate Implications:

4.1 Contribution to the Southend 2050 Road Map

The Corporate Risk Framework underpins the operational effectiveness of the Council's Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of the 2050 Ambition and Outcomes.

4.2 Financial Implications:

Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

4.3 Legal Implications:

The Accounts and Audit Regulations 2015 require that:

A relevant authority must ensure it has a sound system of internal control which facilitates the effective exercise of its function and the achievement of its aims and objectives, ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk.

4.4 People Implications:

Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.

4.5 Property Implications:

None specific.

4.6 Consultation:

Consultation has taken place with key stakeholders of the corporate risk register.

4.7 Equalities and Diversity Implications:

Corporate equalities considerations have been considered in the drafting of the register and any specific equality related risks have been identified for the Council.

4.8 Risk Assessment:

Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council ambition and outcomes will not be delivered.

4.9 Value for Money:

Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.

4.10 Community Safety Implications:

None specific.

4.11 Environmental Impact:

None specific.

5 Appendices:

Appendix 1 – Corporate Risk Matrix

Appendix 2 - 2019/20 Corporate Risk Register mid-year position

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Corporate Assurance Risk Register Update

Contents

- Section 1** **3 Stage Risk Scoring Process**
Brief description of the 3 stage risk scoring process and clarification of each stage
- Section 2** **Risk Matrix**
The matrix used for calculating Risk score.
- Section 3** **Corporate Assurance Risk Register**
- Inherent, Current and Target scores
 - Controls and Assurances
 - Future Actions and comments.

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

Target score – the risk score with controls and assurances in place and linked actions completed.

As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

Section 2 - Risk Matrix



EXAMPLES				IMPACT	CORPORATE RISK GRID			
Reputational:	Compliance	Financial:	Service Provision / Continuity:					
National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper.	The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council.	Over £1m loss More than 20% of total budget individually or cumulatively	Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency.	Catastrophic	4	8	12	16
National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article.	The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach.	Between £500k - £1m, 10-20% of total budget individually or cumulatively	Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time.	Severe	3	6	9	12
Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry.	The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc.	Between £50k - £499k, 5 – 10% of total budget individually or cumulatively	Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT).	Material	2	4	6	8
Rumour and gossip	All other material risks.	Under £50k, less than 5% of total budget individually or cumulatively	Minor disruption	Negligible	1	2	3	4
					Unlikely <10%	Likely 10-40%	Very Likely 40-75%	Almost Certain >75%
					LIKELIHOOD			

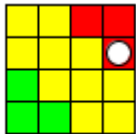
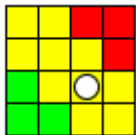
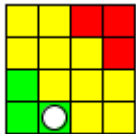
2019-20 Corporate Risk Register - Appendix 2


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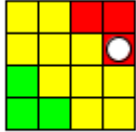
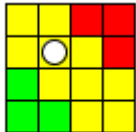

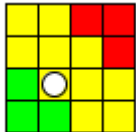


Risk Title	1. Council Budget/Financial Sustainability						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood
1920CRR 1517	Risk that failure to address the financial challenge by effectively managing the growing demand for services and enhancing local income streams will threaten the medium to long term financial sustainability of the Council, leading to a significant adverse impact on Council services.	Joe Chesterton	Strategic	Financial / Reputational	16		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score	Impact	Likelihood
<p>1. Control: Budget setting process to identify required resource position through: budget proposal reports to Service and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council Assurance: Reports to and minutes of meetings.</p> <p>2. Control: Move to outcome based budgeting to re-align resources and management oversight of a longer terms budget setting process through: reports to CMT and Cabinet Assurance: Reports to and minutes of meetings.</p> <p>3. Control: Senior member and management challenge to services on realignment of budgets Assurance: Reports to and minutes of meetings.</p> <p>4. Control: Budget challenge through Getting to Know our Business process Assurance: Minutes of meetings / emails.</p> <p>5. Control: Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council Assurance: Reports to and minutes of meetings.</p> <p>6. Control: Regular budget monitoring outlining causes for variances and proposed actions to address reported to CMT, Cabinet and Council Assurance: Reports to and minutes of meetings.</p>					6		
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact
1920CRA01 01	Budget Timeline outlining key milestones to be agreed with the Administration and Senior Leadership	Joe Chesterton	31-May-2019	Quarter 2 - Timeline in place with key deadlines.		4	



	Team.							
1920CRA01 03	Continual monitoring, risk assessment and reporting of progress on options to meet the budget reductions required to set balanced budgets for 2020/21 to 2025/26.	Joe Chesterton	30-Jun-2020	<p>Quarter 2 - Budget reductions approved for 2019/20 are continually monitored through monthly budget monitoring and are being reported to each Cabinet throughout the year. The final position for the year will be prepared for the June Cabinet.</p> <p>Options for budget reductions and investments are being approved as part of the budget setting process for 2020/21 to 2024/25. The Medium Term Financial Plan will be refreshed to extend to cover 5 years to 2025/26 and will continue to be updated.</p>				
1920CRA01 04 518	Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding.	Joe Chesterton	31-Mar-2020	<p>Quarter 2 - Executive Director (Finance and Resources) and finance team horizon scan all Government announcements, including the Spending Round announcement and Local Government Settlement for inclusion in the final budget and in preparation for future budgets.</p> <p>Preparing for financial self-sustainability by identifying additional income sources in readiness for significant funding changes being anticipated from 2021/22.</p>				

Risk Title		2. Workforce					
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood
1920CRR02	Risk that the Council will not have the appropriate staffing resources, with the right skills working in the right places within collaborative teams, resulting, in part, from a failure to effectively embed the arrangements with the new recruitment partner, leading to a lack of workforce capacity resulting in a failure to achieve the Council's ambitions.	Joanna Ruffle	Strategic	Service Provision	12	High	 Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score	6	 Likelihood
<p>1. Control: Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure Assurance: Policy documents available to all staff via intranet.</p> <p>2. Control: Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the Corporate Management Team via Business World Assurance: Reports to and Minutes of meetings.</p> <p>3. Control: All staff vacancies, redeployments and redundancies are assessed by HR and Finance in partnership with managers and signed off by Directors via Business World Assurance: HR and Finance reporting.</p> <p>4. Control: Recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns Assurance: Service Level Agreement, Contract management.</p> <p>5. Control: Updated Values and Behaviours framework being used to drive recruitment through Behaviour based recruiting Assurance: Training being provided to all recruiting managers who will not be allowed to recruit without having the training.</p>							
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact
1920CRA0201	Continue to embed Talent Management Strategy (including apprenticeships, graduate traineeships, graduate sponsorships and career progression)	Joanna Ruffle	31-Mar-2020	Quarter 2 - This work is now incorporated into the Transforming Together outcomes and delivery plan.	✓	2	 Likelihood
1920CRA0202	Participate in regional Children's Social Care Workforce project	Joanna Ruffle	31-Mar-2020	Quarter 2 - Collaborative and focused work with HR and the service area continues.	✓		
1920CRA0204	Develop a framework to deliver professional recruitment resources, including a robust implementation plan which is jointly owned by SBC	Joanna Ruffle	31-Mar-2020	Quarter 2 - The new recruitment partnership is now implemented and work continues to deliver on recruitment priorities.	✓		



	and Hays and which is appropriately managed							
1920CRA0205	Resourcing Manager to drive talent management initiatives across the organisation	Joanna Ruffle	31-Mar-2020	Quarter 2 - Strengthened the strategic capacity in HR. Strategic lead for resourcing has been established. The recruitment service has been reviewed and the new recruitment partner is in place and operational.				
1920CRA0206	Deliver behaviour based recruiting training to all recruiting managers	Joanna Ruffle	31-Mar-2020	Quarter 2 – behaviour based recruiting training being delivered to all recruiting managers through November.				

Risk Title	3. Key External Challenges							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR03	Risk that the impact of, or a failure to take advantage of, the Government's agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities.	Alison Griffin	Strategic	Reputation	12		Likelihood	
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	Impact	Likelihood	
<p>1. Control: Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions, Assurance: Minutes/Reports</p> <p>2. Control: Corporate Management Team - oversight of Key Projects Assurance: Minutes/ Project Management Reports to CMT</p> <p>3. Control: Success For All Children Group Assurance: Children and Young People Plan/Reports/Minutes</p> <p>4. Control: Health and Wellbeing Board Assurance: Joint Health and Wellbeing Strategy/Report/Minutes</p> <p>5. Control: Association of South Essex Local Authority Assurance: Report/Minutes</p>					6		Likelihood	
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA0301	Maintaining, renewing and building relationships with key partners	Alison Griffin	31-Mar-2020	<p>Quarter 2 - The South East Essex Locality Partnership Group has developed relationships across the SEE system, a shared Locality Strategy and MoU.</p> <p>The Town Centre Action Group has developed an action plan to lead on enforcement action to deal with the most prolific individuals plus support and outreach work under the Rough Sleeper Initiative.</p> <p>Violence and Vulnerability partnership approach, campaign launched and action plan agreed at the four strategic partnerships boards.</p> <p>The 'See the Signs' campaign with Essex Police has raised awareness of the implications of County Lines, been viewed more than 700,000 times electronically as well as the poster distribution, and recognised by the Home</p>		4		Likelihood

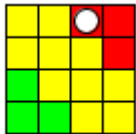
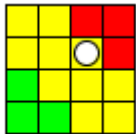
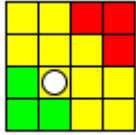
				Office. Partners have been engaged in the development of Southend 2050, including through a series of stakeholder events to develop a partners timeline and roadmap.			
1920CRA03 02	Continue to undertake horizon scanning of key developments in relation to new government legislation, policy and Brexit negotiations	Alison Griffin	31-Mar-2020	Quarter 2 - Corporate management team continue to monitor the opportunities and risks associated with EU Exit. Continue to participate fully in the Essex Resilience Forum which is taking a lead in coordination of planning for Great Essex. Economic Development continue to work alongside businesses to prepare. Horizon scanning through the LGA and MHCLG as the picture becomes clearer. Cabinet considered the implications and preparation report in January and was further updated in September 2019.			
1920CRA03 03	Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP)	Simon Leftley	31-Mar-2020	Quarter 2 - Southend Council (via operational staff, SEE Partnership Group, formal committees and HWB) continues to engage with the STP. Influence with this regard is limited. SBCs influence on the direction for the STP rests mainly in the development of Localities which we are taking a lead on within the Southend system. The referral of the STP to the SoS was responded to during this quarter and the SoS has rejected the council's referral.			
1920CRA03 04	Ensure the on-going sustainability of the BEST (Business Essex Southend & Thurrock) Growth Hub within the LEP umbrella through delivery of South East Business Boost and planning for longer term funding and operation.	Emma Cooney	31-Mar-2020	Quarter 2: Submission made in regards to extension of the SEBB programme, to be first considered by the ESIF committee in November. Indications are that the fund is oversubscribed thus presenting an increased risk of not being successful or a reduced amount of funding being made available. Additional funding has been secured by BEST to deliver Brexit support. This is a combination of different funding sources. No further information about the shared prosperity fund, indications are that this is not likely to be published until closer to end of the current EU funding round (March '21)			




1920CRA03 05	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Andrew Lewis	31-Mar-2020	<p>Quarter 2 - Continued close working with SELEP reporting on existing schemes and managing delivery of live projects. New business case submitted to LGF 3b round for the town centre, to be considered by the board in November.</p> <p>Also currently exploring the Growing Places Fund (revolving loan fund) which will be looking for bids by early 2020</p>				
1920CRA03 06 523	To continually review the risks and opportunities for the Council of Brexit, identifying and implementing required actions.	Alison Griffin	31-Mar-2020	<p>Quarter 2 – Cabinet report outlining actions taken by the Council to date in its preparations for Brexit agreed by Cabinet Sept 2019. This reflected the Secretary of State request for Councils to have a Brexit lead officer and the sort of activities they should be undertaking. Internal working group meeting on a weekly basis with weekly organisation-wide reporting in place. Information then used to inform ERF and EELGA weekly reports.</p> <p>Awareness raising through BEST Growth Hub, schools, care providers network, main suppliers and partners. ERF Brexit specific plans in place and SCG is stood up.</p>				

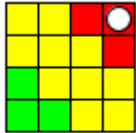
Risk Title	4. Housing							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR04	Risk that a failure to implement plans to address rising homelessness and failure to implement the Housing, Homelessness and Rough Sleeping strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years.	Simon Leftley	Strategic	Financial	12			
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	Impact	Likelihood	
1. Control: Core Strategy and Local Development Plan Assurance: Strategy documents to provide direction 2. Control: Cabinet/Scrutiny Assurance: Reports to and minutes of meetings 3. Control: Housing, Homelessness and Rough Sleeping Strategy Assurance: Strategy document to provide direction 4. Control: Housing Working Party: Assurance: Reports to and minutes of meetings					9			
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA0401	Progress delivery of plans contained in the new Housing, Homelessness and Rough Sleeping Strategy for the borough aimed at ensuring the appropriate level of accommodation in the borough and reduce the need for temporary accommodation	Glyn Halksworth	31-Mar-2020	Quarter 2: work is underway on several aspects of the Housing, Homelessness and Rough Sleeping Strategy to deliver on its objectives and ambitions. Reporting of progress around allocations policy, South Essex Homes agreement and the housing and regeneration pipeline has been regularly provided since the strategy was adopted. The housing pipeline work is reporting to each Cabinet and a number of sites are currently progressing that will form the first phase of the pipeline. HRA land review project has identified two sites that will potentially lead to 56 affordable homes. The acquisitions programme for council housing has continued and a number of		6		



				properties have been purchased from the open market.				
1920CRA04 02	Progress the Council's bid for additional resources from the Government's new street homelessness fund to tackle the issue in the borough	Glyn Halksworth	31-Mar-2020	Quarter 2 – Work continues across Southend Council and with partner services (HARP, STARS, Peabody, Love Southend) to offer support and accommodation to rough sleepers. Work is now underway in preparation for Winter 19-20. Additional resources were successfully bid for to augment this scheme and staff have been recruited to new roles such that an even broader and more sustainable offer will be in place during Q3.				
1920CRA04 03 525	Ensure the development of the Council's Local Plan, links to the Council's housing strategy, and addresses the anticipated level of demand for housing in the coming decades	Peter Geraghty; Glyn Halksworth	31-Mar-2020	Quarter 2 - Collaborative work is on-going as the local plan and its supporting evidence base continues to move forward. A draft housing topic paper has been prepared to ensure a consistent baseline to feed into preparation of the Local Plan. Strategic planning team have also contributed to the preparation of Council's Housing Strategy. Collaborative work will continue beyond the Local Plan issues and options stage to ensure the documents are aligned and address anticipated housing demand.				

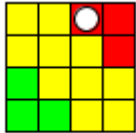


Risk Title	5. Local Infrastructure						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1920CRR05	Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough	Andrew Lewis	Strategic	Financial	12		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score		
1. Control: Highway/Footpath Assets Management inventory in place Assurance: Reports 2. Control: Monthly progress reported to DMT and senior managers Assurance: Reports/Minutes 3. Control: Regular reporting to Corporate Management Team Assurance: Reports/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes					9		
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1920CRA0502	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Neil Hoskins	31-Mar-2020	Quarter 2 - Business case submitted for Cliff stabilisation works at Leigh and Expression of Interest submitted for Bridge Structure upgrade.	✓	4	
1920CRA0503	Conduct detailed self-assessment to support Challenge Fund bid	Neil Hoskins	31-Mar-2020	Quarter 2 - This is submitted annually and will be done in Quarter 4.	✓		
1920CRA0505	Ensure compliance with spending profiles for Local Growth Fund to maintain access to available finance (notably for Airport Business Park and the Forum)	Adrian Beswick; Mark Murphy	31-Mar-2020	Quarter 2 - SELEP monitoring and reporting is up to date. Year to date Airport Business Park spend is ahead of profile demonstrating good progress on site.	✓		

Risk Title	7. Health and Social Care							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR07	Risk that the implementation of the Mid and South Essex Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents resulting in increased health inequalities, worsening health outcomes and significant cost increases.	Simon Leftley	Strategic	Financial, Service Provision	12			
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	Impact	Likelihood	
1. Control: South East Essex Locality Partnership. Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Locality Transformation Group (being replaced with sub-groups). Assurance: Reports/Meeting Minutes. 4. Control: Corporate Management Team. Assurance: Reports/Meeting Minutes. 5. Control: Joint SBC CMT and CCG CMT meetings. Assurance: Reports/Meeting Minutes.					9			
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA0701	Continue to actively work with Mid and South Essex health and social care partners to develop the STP proposals to ensure positive outcomes in health and social care provision for Southend residents	Simon Leftley	31-Mar-2020	Quarter 2 - Southend Council (via the SEE Partnership Group, formal committees and HWB) continues to engage with the STP. Influence with this regard is limited, however, the STP have begun to engage with the 3 LAs more comprehensively to enable greater involvement in planning. SBCs influence on the direction for the STP rests mainly in the development of Localities and Primary Care Networks (PCNs) which we are taking a lead on within the Southend system.	✓	4		
1920CRA0702	That the Health and Wellbeing Board (HWB) oversees the development and implementation of the localities model for health and social provision in the borough.	Simon Leftley	31-Mar-2020	Quarter 2 - HWB hold regular discussions regarding the development of the STP proposals and the Southend Locality development. A South East Essex governance approach to developing Localities is operational	✓			

				and leads the delivery. This partnership is accountable to HWB and is responsible for the activity of the STPs strategic plans through its local business plan. The Locality Strategy 'Living Well In Thriving Communities' is agreed and is now being implemented through the Partnership. Primary Care Networks present a significant risk to the geography of the Southend Localities and the Partnership has now agreed approach to inclusion.				
1920CRA0703	Reshaping the mandate of the South East Essex Locality Partnership (which includes engagement with key stakeholders, both providers and commissioners) to manage the implementation of the Localities model including the development of plans for each locality.	Jacqui Lansley	31-Mar-2020	Quarter 2 - The SEELP continues to operate monthly and is a partnership formed across Essex CC, SBC and the two CCGs. The partnership also includes providers, the voluntary sector, public health and patient representative. A revised MoU is in development to support the partnership and the relationships being built and work being progressed through the partnership is widely considered to be the foundation to the integrated care systems being developed.				
1920CRA0704	Production of annual Joint Strategic Needs Assessment to provide a clarified understanding of the issues to be focussed upon and addressed using the JSNA to provide evidence-based priorities for commissioning.	Krishna Ramkhelawon	31-Jan-2020	Work in progress to prepare the JSNA and the summary report for the Health & Wellbeing Board.				
1920CRA0705	Production of the Annual Public Health Report 2019/20 that provides an opportunity to focus attention on particular issues that impact on the health and wellbeing of the local population, highlight any concerns and make recommendations for further action.	Krishna Ramkhelawon	30-Jun-2020	The Annual Public Health Report 2019/20 will be prepared by the interim Director of Public Health and presented to the Health & Wellbeing Board.				

Risk Title	8. Information Management & Cyber Security							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR08	Risk that a failure to ensure the Council has a coherent and comprehensive approach to data protection, including its cyber security arrangements, will result in a data breach or cyber-attack, leading to significant financial and reputational damage to the Council	John Williams	Strategic	Reputational, Financial	16		Likelihood	
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working						Current risk score	Impact	Likelihood
<p>1. Control: Mandatory Data Protection and Cyber Security Training for all staff - Assurance: Completion of training by all staff</p> <p>2. Control: Senior Leadership Team participating annually in Cyber Security Exercise - Assurance: Successful completion of exercise</p> <p>3. Control: Senior Information Risk Owner - Assurance: Annual SIRO report to Cabinet</p> <p>4. Control: Annual IG Toolkit assessment - Assurance: Report from independent assessment</p> <p>5. Control: Regular reports to Good Governance Group. Assurance: Reports/Minutes</p>								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA0801	Ensure the Good Governance Group continues to oversee the Council's approach to information management, including compliance with data protection legislation.	John Williams	31-Mar-2020	Quarter 2 - The Good Governance Group reviews this as a standing item on its agenda. The group is chaired by the Senior Information Risk Owner (SIRO).	✓	9	Impact	Likelihood
1920CRA0802	Ensure the Council's project plan, and associated officer group, for embedding of the General Data Protection Regulations (GDPR) is fit for purpose to deliver continued compliance with data protection legislation.	Lysanne Eddy	31-Mar-2020	Quarter 2 - DP/GDPR continues to be embedded as BAU, referrals for advice remain high, indicating good awareness. New e-learning has been made mandatory for all staff and rolled out across the organisation. During the training roll out intelligence has been gathered about potential additional training requirements. The GDPR Group has been realigned into the Good Governance Group.	✓			
1920CRA0803	Ensure information management is a key part of the Council's transformation agenda.	Joanna Ruffle	31-Mar-2020	Quarter 2 - Digital enablement is a key condition for Transformation. The Insights team in the Corporate Strategy unit is fully staffed and now operating as BAU.	✓			

1920CRA08 04	Ensure the Council's cyber security arrangements are up to date and robust enough to withstand attacks.	Sandeep Thakrar	31-Mar-2020	Quarter 2 – Risk assessed and impact and likelihood of cyber-attack remains high. A Head of IT Security and Compliance role has been created and is currently being recruited to, as part of the restructure of ICT. They will be focussed on the cyber security challenge. The current team have created a Cyber Security Baseline assessment that will inform next steps, as will the National Cyber Security Centre top 10 steps.				
1920CRA08 05	Review the Council's approach to the use and sharing of, information and data	Joanna Ruffle	31-Mar-2020	Quarter 2 - This work continues and is overseen by the Good Governance Group, this work is also picked up by the JSNA group.				

Risk Title		9. Children's Services				
Stage 1 - Risk without controls (Inherent risk)						
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact Likelihood
1920CRR09	Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to deliver the outcomes anticipated by the Council's roadmap for the children in need of support.	Simon Leftley	Strategic	Reputational	12	
Stage 2 - Risk with Controls and Assurances (current risk)						
List of controls and associated assurances to ensure controls are working						
<p>1. Control: Monitoring and updating of the Children Service's Improvement Plan by the CS Improvement Board. Assurance: Reports/minutes of CS Improvement Board meetings.</p> <p>2. Control: Monitoring and updating of the Leadership Narrative Document for Children's services. Assurance: Report/Minutes of Children's Services Improvement Board meetings.</p> <p>3. Control: Children's Service Improvement Board bi-monthly meetings Assurance: Report/Minutes.</p> <p>4. Control: Children's Departmental Management Team. Assurance: Monthly Performance reports/ minutes of meetings.</p> <p>5. Control: People Extended DMT Assurance: Reports to/notes from meetings.</p> <p>6. Control: Local Safeguarding Children's Board (LSCB) to complement the children's service improvement plans Assurance: Reports/minutes.</p> <p>7. Control: Improvement Board Independent Expert, advice and support. Assurance: Reports to John O'Loughlin, Simon Leftley and the Improvement Board</p>					Current risk score	9 Impact Likelihood
Stage 3 - Further actions to reduce the risk (target risk)						
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score Impact Likelihood
1920CRA0901	Develop and enhance the resourcing available to the Council's Children's Service, with the recruitment of additional social workers; embedding the work of the recently appointed 'Practise Lead' to promote good practice and 'Participation Lead' to enhance participation.	John O'Loughlin	31-Mar-2020	Quarter 2 - Following the ILACS inspection the improvement plan is being revised to take account of their findings. We have a commitment to continuing the control measures and the introduction of the performance board during Q4 is supporting the improvement actions and outcomes being driven forward.		6 Impact Likelihood
1920CRA0902	Embed the Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care	John O'Loughlin	31-Mar-2020	Quarter 2 update for Edge of Care Requests for Emergency Visits prior to placement panel and allocation: - 34. Family/Fostering visits of cases coming to us in		

placements.

crisis before being presented at panel.

Requests for Welfare Visits without allocation: -52.

Emergency welfare visits to support social care, where case is not and does not open to us.

Duty welfare visits completed to families already open to Edge of Care: - 134

Crisis calls from allocated cases: - 150.


Of the 26 reunifications that the team have had:


- 9 were negative assessments with recommendations – children to remain in current placement and reunification isn't recommended
- 10 were positive assessments with recommendations and support plans - reunification recommended children to return to family care
- 7 are still being completed.


The above have been a combination of unplanned and planned reunification; with children either being returned to the family before a reunification assessment has been undertaken or returning to the family once reunification assessment has been completed.

In Quarter 2 Edge of Care have closed 35 cases.

- 12 Remain in the family home
- 2 Alternative Family arrangements
- 4 Placed into Care
- 2 Stabilised placements
- 2 Foster placements broken down
- 1 Successful reunification
- 1 Negative reunification
- 0 From Foster Care to Residential Care
- 8 Welfare Visits only
- 3 Cases found no service required from Edge of Care

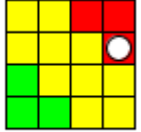
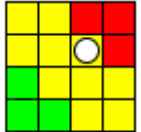
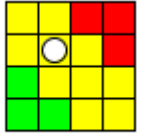
				<p>In quarter 2 Edge of Care have had 32 cases referred.</p> <ul style="list-style-type: none"> 6 CP plans only 3 CP plan and PLO 5 CIN only 6 LAC 5 Reunification 7 Families requiring Welfare Visits 				
533	1920CRA0903	Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children.	John O'Loughlin	31-Mar-2020	<p>Quarter 2 - Early Help Family Support has recently introduced a new parenting programme that has just successfully finished working with its second cohort of families. Early Help Family Support is working closely with Social Care to ensure a smooth transition for families who step down from Social Care intervention. Families are now contacted within 5 days of referral by a new duty team within the service.</p> <p>We have met the TF attachment target of 1480, however MHCLG has now published a trajectory which shows an increased projected target of 2,600 to allow Payment by Results (PBR's) target to be met by 2020 at our current conversion rate. Southend have currently claimed 48% of PBR's and a robust plan is in place to assist in ensuring we are able to optimise PBR's.</p> <p>The Family Researcher is continuing to work with Social Care to ensure we capture successful CN closures with our PBR outcomes. The Family Support team are working closely with the Data Team to look at different data sources which evidence positive outcomes to enhance PBR payments. This will be supported by the Family researcher.</p> <p>Adolescent Intervention and Prevention team are offering an Early Help response to all those that deemed to be at risk of exploitation / gangs / missing. All intelligence reports result in joint home visits between AIP Team and Police. A raft of Early Intervention programmes are being offered in schools.</p>			

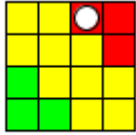
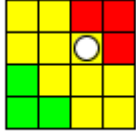
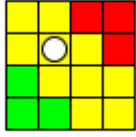
<p>1920CRA09 4534</p>	<p>Undertake a full budget and performance review of Children's Services to assess levels of resourcing against the demand for services, to address the forecast budget overspend currently being experienced.</p>	<p>Simon Leftley</p>	<p>31-Mar-2020</p>	<p>Quarter 2 - Early Help Family Support has recently introduced a new parenting programme that has just successfully finished working with its second cohort of families. Early Help Family Support is working closely with Social Care to ensure a smooth transition for families who step down from Social Care intervention. Families are now contacted within 5 days of referral by a new duty team within the service.</p> <p>We have met the TF attachment target of 1480, however MHCLG has now published a trajectory which shows an increased projected target of 2,600 to allow Payment by Results (PBR's) target to be met by 2020 at our current conversion rate. Southend have currently claimed 48% of PBR's and a robust plan is in place to assist in ensuring we are able to optimise PBR's.</p> <p>The Family Researcher is continuing to work with Social Care to ensure we capture successful CN closures with our PBR outcomes. The Family Support team are working closely with the Data Team to look at different data sources which evidence positive outcomes to enhance PBR payments. This will be supported by the Family researcher.</p> <p>Adolescent Intervention and Prevention team are offering an Early Help response to all those that deemed to be at risk of exploitation / gangs / missing. All intelligence reports result in joint home visits between AIP Team and Police. A raft of Early Intervention programmes are being offered in schools.</p> <p>The service continue to plan to manage the increase in placement demand, by building our local in-house foster care capacity and sourcing local residential care provision. From a staffing perspective the medium to long term strategy is to increase the use of Newly Qualified Social Workers and permanently</p>	<p></p>	<p></p>	<p></p>
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				<p>employed Social Workers, which should result in less reliance on agency staff and the removal of the current range of temporary posts.</p> <p>Mitigation actions of £0.8m have been identified and additional work is being undertaken to try to reduce the forecast overspend further whilst still meeting the needs of children and families.</p>				
1920CRA09 05	Review the use of Children's Centres to deliver an improved Children's wellbeing pathway	Brin Martin	31-Mar-20	<p>Birth, attendance and footfall data is being used to assess the effectiveness of the provision to support young families. This includes close working with stakeholders and partners including A Better Start Southend, SAVS and schools and settings so that relevant and high quality services operate from the Children's Centres.</p>				

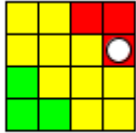
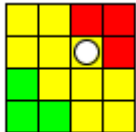

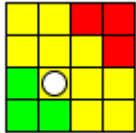

Risk Title		10. Waste Management					
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		Impact Likelihood
1920CRR10	Risk of contractor failing to meet contractual requirements to effectively manage waste arrangements results in a loss of service quality and additional financial liability for the Council.	Larissa Reed	Strategic	Reputational, Financial	9		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact Likelihood
<p>1. Control: Regular contract management meetings with suppliers Assurance: Reports to and minutes of meetings</p> <p>2. Control: Data set monitored by DMT and senior managers Assurance: Reports to and minutes of meetings</p> <p>3. Control: Reporting to and challenge by Cabinet / Scrutiny Assurance: Reports to and minutes of meetings</p> <p>4. Control: Procurement plan in place for delivery of the next waste management contract Assurance: Procurement supporting the delivery of the next contract</p>							
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact Likelihood
1920CRA1001	Ensure frontline waste collection, street cleansing and ancillary service contractor is performing to service outputs and that performance management is monitored to achieve service standards as specified within relevant contracts	Imran Kazalbash	31-Mar-2020	Quarter 2 - Contractor continues to be performance managed and steered through regular contract meetings. Financial remedies can be applied through performance deduction mechanism in accordance with the contract.	✓	6	
1920CRA1002	Ensure SBC have access to waste disposal and treatment facilities that deliver value for money for the Council.	Imran Kazalbash	31-Mar-2020	Quarter 2 - SBC continues to deliver residual waste to Essex Facility under Joint Working Agreement, (JWA) which is in place until 5/10/23. The JWA variation allows for negotiation to continue to use the site past this end date. Contingency arrangements are in place to send residual waste to landfill (Under partnership Framework with Essex CC) if Essex plant is not available.	✓		
1920CAR1003	Ensure SBC have an effective plan in place for the procurement of the next	Imran Kazalbash	31-Mar-2020	Quarter 2 - The service is working with procurement to identify and prepare a range of			

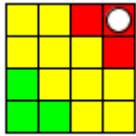
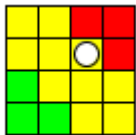
	waste management contract that is due to commence on 5 October 2023.			options for consideration. This has included visiting other Councils that are utilising alternative arrangements. Consultancy support is planned to be identified to work up business case models for different service delivery models, that should lead to a preferred option by the second quarter of 2020 being presented for consideration.				
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Risk Title	11. Flooding / Cliff Slip							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR11	Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption.	Andrew Lewis	Strategic	Reputational, Reputational	12			
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working						Current risk score	Impact	Likelihood
1. Control: Flooding Reports considered by Cabinet Assurance: Reports to and minutes of meetings 2. Control: Gully cleaning programme in place Assurance: Programme documents. 3. Control: Regular monitoring of Met Office weather alerts Assurance: Alerts/Reports 4. Control: Cabinet/Scrutiny Assurance: Reports to and minutes of meetings						9		
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA1101	Ensure compliance with the requirements of the Floods and water Management Act 2010 with regard to Sustainable Drainage Systems (SuDS).	Neil Hoskins	31-Mar-2020	Quarter 2 - Current projects with SuDS elements programmed to start December 2019 - January 2020	✔	6		
1920CRA1102	Jointly investigate with Anglia Water Services, possible improvements to drainage system.	Neil Hoskins	31-Mar-2020	Quarter 2 - Anglian Water, Environment Agency and SBC discussions regularly scheduled to investigate joint working and potential future projects and funding allocation.	✔			
1920CRA1103	Development of a Cliff Slip Strategy based on a risk minimisation approach	Neil Hoskins	31-Mar-2020	Quarter 2 - Contract awarded to Campbell Reith	✔			
1920CRA1104	Progression of Sea Defence Scheme at Shoebury Common - consultation options leading to business case	Neil Hoskins	31-Mar-2020	Quarter 2 - Outlined business case being progressed following consultation	✔			
1920CRA1105	Shoreline Management Strategy - adoption	Neil Hoskins	31-Mar-2020	Quarter 2 - Shoreline Management Strategy now adopted by Environment Agency	✔			

Risk Title	12. Major Developments						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1920CRR12	Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council.	Joe Chesterton; Andrew Lewis	Strategic	Reputational, Financial	12		 Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score		
1. Control: Corporate Management Team Assurance: Reports/Minutes. 2. Control: Corporate Management Team Assurance: Reports/Meeting Minutes 3. Control: Project Boards Assurance: Reports/Meeting Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes					9		 Likelihood
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1920CRA1201	Delivery of Better Queensway through Porters Place LLP (joint venture) 2019/20 actions: <ul style="list-style-type: none"> - Approval of updated business plan - Consultation - Council approval of final proposals - Submission of planning application 	Emma Cooney	31-Mar-2020	Quarter 2 - Porters Place Southend-on-Sea LLP is now the delivery vehicle for Better Queensway following approval of the JV. Revised business plan considered at the Council's October Shareholder Board meeting following approval by the JV Board. Resident event to introduce the new JV held 26 th September. Project Director appointed from November, Community Officer appointed and in post. Housing and highways highlighted as matters to be worked through.	✓	6	 Likelihood
1920CRA1202	Airport Business Park 19/20 actions: <ul style="list-style-type: none"> - Launchpad planning consent - Launchpad construction procurement - Commence procurement of Launchpad operator - Relocation of Westcliff Rugby 	Andrew Lewis	31-Mar-2020	Quarter 2 - Phase 1 utility works moving towards completion. Phases 2 and 3 underway with Ipeco structure now out the ground. Launchpad planning application was due to be determined at the end of September but Rochford DC meeting cancelled.	✓		

	<ul style="list-style-type: none"> - Club - Construction of Ipeco premises - Phase 1 completion 							
1920CRA1203	<p>Seaway Car Park 19/20 actions:</p> <ul style="list-style-type: none"> - To support Turnstone to submit a planning application - To meet the Coach Park Relocation Condition - To support Turnstone in securing prime tenants 	Joe Chesterton	31-Mar-2020	Quarter 2 - Turnstone Planning Application submitted, but is currently on hold pending the Secretary of State decision on the challenge in respect of the EIA.				

Risk Title	13. Local Plan							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact	Likelihood	
1920CRR13	Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies	Andrew Lewis	Strategic	Reputational, Financial	12		Likelihood	
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	Impact	Likelihood	
1. Control: Project plan and timetable for the delivery of the updated Local Plan Assurance: Project monitoring and reporting of progress 2. Control: Reports to Cabinet Assurance: Reports to and minutes of meetings 3. Control: Regular reports to Corporate Management Team Assurance: Reports to and minutes of meetings 4. Control: Member Environment and Planning Working Party Assurance: Reports to and minutes of meetings.					9		Likelihood	
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact	Likelihood
1920CRA1302	Undertake consultation with community and stakeholders on issues and options in line with 'Regulation 18'	Peter Geraghty	31-Mar-2020	Quarter 2 - Update Local Plan Issues and Options consultation stage completed. The results of the consultation have been analysed and reported.		4		Likelihood
1920CRA1303	Ensure continued alignment of the Local Plan with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy, Climate Change Emergency).	Peter Geraghty	31-Mar-2020	Quarter 2 - A joint South Essex policy team, including officers from Southend, has been established under an informal arrangement and work on key evidence documents and a Statement of Community Involvement is progressing. Officers working on the Local Plan continue to work with those involved in the Joint Strategic Plan and other Council strategies to ensure alignment as they progress.				

Risk Title		14. Climate Change Emergency					
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		Impact Likelihood
1920CRR14	Risk that failing to implement changes needed to reduce the Borough's carbon footprint will cause an inadequate contribution to the reduction in carbon emissions required. This will result in significant adverse impact on the Borough, and if the climate adaptation measures being implemented are also inadequate, there will be further implications for the Council in needing to respond to climate events in the Borough.	Andy Lewis	Strategic	Environmental / Financial / Business Continuity / Reputational	16		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score	12	Impact Likelihood
<p>1. Control: Low Carbon Energy and Sustainability Strategy 2015-20; member seminars; Cabinet; Scrutiny Committees; Council Assurance: delivery of strategy, reports to and minutes of meetings.</p> <p>2. Control: Management oversight of Green City Southend 2050 outcome that includes carbon reduction activity through: reports to CMT and Administration Assurance: Reports to and minutes of meetings.</p> <p>3. Control: Member Environmental Working Party Assurance: Reports to and minutes of meetings.</p> <p>4. Control: Council declaration of a climate emergency Assurance: Reports to and minutes of meetings.</p>							
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact Likelihood
1920CRA1401	Update the Low Carbon Energy and Sustainability Strategy to reflect the plan of action that needs to be taken over the next 10 year period.	Carl Robinson	31-Mar-2020	Quarter 2 - Timeline in place with key deadlines. The updated strategy is due to be approved in advance of the 2020/21 year.	✓	9	
1920CRA1402	Delivery of the agreed actions outlined in the Green City outcome delivery plan.	Elizabeth Georgeou / Andrew Barnes	31-Mar-2020	Quarter 2 - The Green City outcome has 5 key elements of delivery: <ul style="list-style-type: none"> - Carbon neutral buildings - Green streets - Green transport - Recycling - Southend BC leading by example Specific actions to improve these issues are	✓		

				being delivered through the Green City outcome delivery plan.				
1920CRA1403	Continue the work of the Energy and Sustainability Team (which includes engagement with key stakeholders) to identify and manage the implementation of projects and actions that will reduce carbon emissions and adapt to climate change.	Carl Robinson	31-Mar-2020	Quarter 2 – The Energy and Sustainability Manager has reported to Cabinet in November outlining all of the projects and actions that are currently underway. Cabinet to maintain a watching brief over the delivery of these projects and actions to ensure that they are delivered and achieve the anticipated impact.				

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CABINET

Thursday, 16th January 2020

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Cabinet Member(s):-

1. The Deputy Chief Executive (Place), Executive Director (Housing and Growth) authorised:

1.1 Southend Light and Power Detailed Designs under the Innovate UK Detailed Designs of Smart, local Energy Systems Call

The submission of a bid to Innovate UK prior to the deadline of 7th August 2019 towards the Southend Light and Power Detailed Designs project. The project aims to address the detailed designs that will allow heat networks to be installed, to encourage householder energy efficiency and to explore how private sector finance can be deployed using new business models and, where appropriate, new regulations.

1.2 Cremation & Burial Fees for Young People

The amendment of the fees and charges for funeral charges for children and the recovery of the costs of the charges from the Children's Funeral Fund for England, recently established by the Government.

1.3 South East Business Boost ERDF Project

The authorisation of the relevant officer to sign and respond to the invitation to formally submit an application to extend the abovementioned programme, which provides support to enable businesses to grow, increase productivity and create jobs. The current programme will end on 21st December 2019 and the extension is for 3 years. The underwriting of staff costs totalling £27,085 for the period January – March 2020, pending the provision of funding from the ERDF external fund was also authorised.

2. The Strategic Director (Transformation) authorised:

2.1 Provision of Passenger Transport

Further to Minutes 770 of the meeting of Cabinet held on 12th March 2019, 949 of the meeting of People Scrutiny Committee held on 9th April 2019 and 887 of the meeting of the Council held on 17th April 2019, the amendment of the passenger transport services as set out in the confidential sheet.

3. The Executive Director (Finance and Resources) authorised:

3.1 Westcliff Rugby Club – Relocation Update and Demolition of Old Clubhouse

Following the completion of the new clubhouse and pitches for Westcliff Rugby Club, and their successful move in to them, the old building on Aviation Way is ready for demolition. It is intended that the footprint of the old building used to extend the parking arrangements to serve both Aviation Way and Airport Business Park, and that this is accompanied by the introduction of traffic control measures on Aviation Way and the Business Park Roads to help manage congestion. Income generated from the parking arrangements will be put to the management and the maintenance of these private estate roads which are outside the Borough.