

# Southend-on-Sea Borough Council

Report of Chief Executive  
to  
Cabinet  
on  
5 November 2019

Report prepared by:  
Louisa Thomas & Nicola Spencer  
Data & Insights Analysts

Agenda  
Item No.

---

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

Cabinet Member: Councillor Gilbert

All Scrutiny Committees

A Part 1 Public Agenda Item

---

### 1. Purpose of Report

- 1.1 To report on the second quarter of the Southend 2050 Outcome Success Measures for 2019/20.

### 2. Recommendations

- 2.1 To note the Quarter 2 performance.

### 3. Background

- 3.1 The Council's Corporate Performance Framework has been reviewed to provide robust and transparent performance management to drive the delivery of the five Strategic Delivery Plans. Cabinet agreed that corporate performance for 2019/20 onwards shall consist of three different functions, to enable the Council to robustly monitor and measure the progression of the desired outcomes against the five themes, which are outlined in the 2050 Road Map. The three functions are:

- A Corporate Performance Dashboard (CMT and Cabinet Members)
- A Southend 2050 Outcome Success Measures Report
- An Annual Place-Based Report.

### 4. Southend 2050 Outcome Success Measures Report

- 4.1 The Southend 2050 Outcome Success Measures Report is a high level summary of the Council's corporate performance and progression over the quarter on the high level strategic priorities. Outcome Delivery Teams provide a strategic narrative once per quarter on the progress made with the delivery of the Southend 2050 outcomes and activity on the Road Map.

The report also contains a snapshot of key place data which will be updated as available throughout the year.

The agreed timetable for reporting is as follows, with additional reporting aligned to the scrutiny cycle in January.

		To be presented to Cabinet:
<b>Quarter 1</b>	April – June 2019	September 2019
<b>Quarter 2</b>	July – September 2019	November 2019
<b>Quarter 3</b>	October – December	February 2020
<b>Quarter 4</b>	January – March 2020	June 2020

- 4.2 The development of outcome-focused measures is an iterative process, to enable the measures to be reviewed and developed regularly.

## **5. Further Developments**

A number of the measures included in the report have catalysed plans to work collaboratively across the organisation to improve their outcome focus. The development work planned to date is as follows:

### **5.1 Temporary Accommodation**

A working group has been formed to better understand and monitor the outcomes of interventions for those the Council is supporting to access housing. The group is currently working on enhancing the suite of measures that describe the success of the Council's interventions from homelessness prevention to housing supply to allocations.

### **5.2 Child development and Children's Centres**

Further collaboration with the Early Years and Health Visitor services will be undertaken, to develop a set of outcome-focused measures regarding the range and success of interventions and services for children aged between two and five, and the better use of Children's Centres.

### **5.3 Protecting and nurturing the coastline**

Development work is required looking in to litter collections on our beaches especially during the peak months; the protection of nature reserves and sea defences, and educating our children on the nurture and protection of our coastline.

### **5.4 Fibre broadband and WiFi**

The data received from the Council's WiFi supplier has been improved to make it more granular. The datasets on this and Fibre Broadband will continue to be developed to better monitor whether the intended benefits to residents and visitors, in terms of service availability, geographical coverage and speed are being realised.

### **5.5 Businesses, skills and employment and high street occupancy**

This will be a considerable area for collaboration between the Planning, Economic Growth, Revenues, GIS and Insights teams, with an aim to share and / or integrate the data and systems held and used by the teams to provide a meaningful picture of activity and outcomes in the borough to support and

evidence the vision of the Council's Economic Growth Strategy 2017-2022, and to evidence Opportunity and Prosperity outcomes.

#### **5.6 Independent living and care homes**

Further work will be done to measure the independency of those living in supported living and care homes across the borough.

#### **5.7 Volunteering**

A mapping exercise or survey will be undertaken to ascertain which parts of the Council uses volunteers and to capture the full breadth of volunteering activity, with further plans to broaden the dataset to include demographic data on volunteers, give insight on the barriers and enablers to volunteering, and the inclusion of SAVS data.

#### **5.8 Voters**

Development work is planned to map and improve the data and insights available regarding voters' registration rate, turnout, demographic, residential ward, accessibility and other social factors affecting registration.

#### **5.9 Transport**

The data currently collected annually via the National Highways and Transport Survey will be developed to increase the frequency of data collection regarding smart signalling, traffic flow optimisation, passenger transfer trends and experience, and the experiences of people who use public transport of all kinds in the borough.

#### **5.10 Air Quality and recycling**

At present, data for air quality is available via a live feed but validated on an annual basis to provide an annual mean. Further work will be done to collect data that can indicate the outcomes for residents resulting from the improvement works being undertaken at various major junctions.

#### **5.11 Tree planting and removal**

As trees are only planted in the winter months, data is currently reported annually at the end of the planting season. A register of tree removals is maintained on an on-going basis. Further development work will be done with the Parks Management teams to increase the frequency and completeness of data collection on tree planting and removals and to devise meaningful, outcomes-focused measures.

### **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 and corporate priorities:

To strategically monitor the Council's corporate performance and achievements against the 2050 Road Map 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 2050 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 Internal 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 and Outcome Success Measures Report – Quarter 1 2019/20

## **17. Appendices:**

- 17.1 Appendix 1: Outcome Success Measures Report – Period 2 – July-September 2019

OUR  
SHARED  
**AMBITION**

**SOUTHEND**  
**2050**  
*it all starts here*

Outcomes Success Measures Report  
Period 2 – July-September 2019

# 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**  
3,530 - 3.2%  
(April 2018 - August 2018)

4,085 - 3.7%  
(April 2019 - August 2019)

£280,867.00  
Average House Price Southend

£246,728.00  
Average House Price England  
(June 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\*

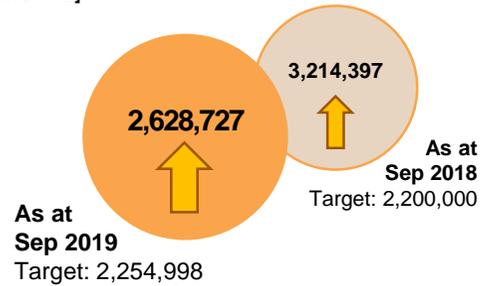
**75%**  
Satisfied with local area  
as a place to live\*

\*2018 residents' perception survey, sample 1239 Southend residents



## Participation and attendance at Council owned / affiliated cultural and sporting activities and events and the Pier

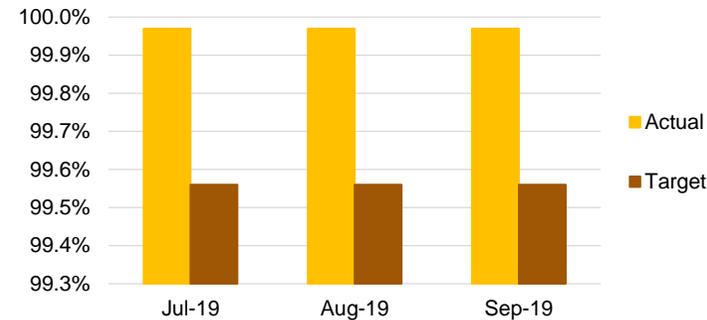
[Cumulative YTD]



### Key insights

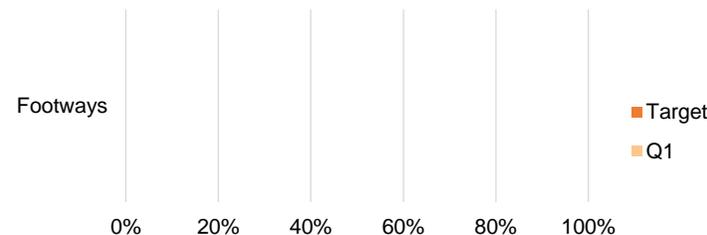
- Our **smaller libraries** (exc. The Forum, for which we are still awaiting data) saw a 50% increase in attendance in Q2, attributed to the Summer Reading Challenge (for children aged 4-11) which ran during the school summer holidays
- **Pier admissions** have normalised again (32,745 in Sep) after the very high admissions figure in Aug (71,140) which may be attributed to the seasonal change and a return to normal opening hours
- **506** Street Champions in place (as at Sep) and four **new litterbins** have been allocated to the new Lagoon decking area to ensure cleansing standards maintained
- **611** reported missed collections in Sep represents 0.03% of 1,816,533 collections per month; on track to meet 2019/20 Annual Target of 99.56%

### Percentage of successful waste collections per month



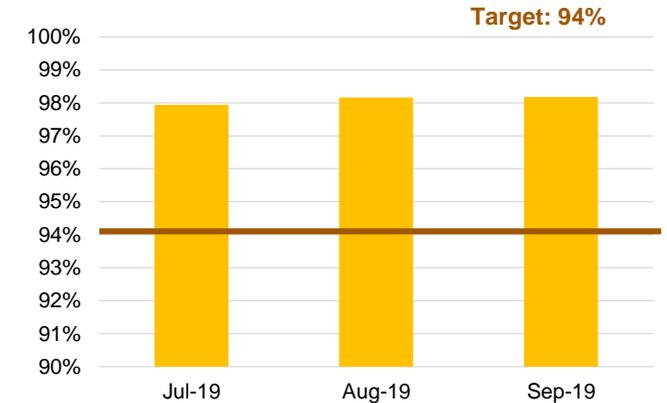
### Safety Inspections completed on time

[Awaiting data]



### Acceptable standard of cleanliness: litter

[Cumulative YTD]



### Social Media Campaigns

50,772

plays of the promotional video used in August's Connexions mini-campaign (cross-cuts with **Opportunity & Prosperity**)

1267

page views of the new Wedding Venues website pages as a result of August's social media campaign on Twitter, Facebook and Instagram

400+

photos of our coastline submitted by the public via social media channels, as part of the #PrideAndJoy Instagram campaign



## Quarter 2: Update

Council agreed that the date for the **Seaway Development** contracts to become unconditional will be January 2020. The planning application is being assessed through the usual process.

External funding has been secured to develop a holistic set of interventions for the **Town Centre**, aligned the Town Centre Scrutiny project, including; a consultation on the Sunrise work to develop a scheme to be delivered using Local Growth Fund funding from SELEP; public realm improvements between Warrior Square, Whitegate Road, Tylers Avenue and York Road using National Productivity Investment Fund funding; and Cool Towns funding, to deliver greening and shaded seating. Wider regeneration activity includes the second phase of the Forum (see the Opportunity & Prosperity narrative). A Better Queensway public consultation will be launched by the joint venture in October.

Work to explore creating a visible presence in the **Town Centre** for some of the Council's services is underway. A Chair for the Strategic Town Centre Group has been identified, furthering the opportunities for joint working across the street scape, place branding and signage and public realm projects.

Officers are in touch with the representative for the **Kursaal's** owners as they try to find ways to let the space and bring the building back in to use.

The **Estuary 2020 Festival** (starts 18/09/2020), will bring lesser known or underutilised spaces to life through arts and culture. Various historic structures on the Garrison site have been visited by artists with a view to their involvement in the festival, and Metal (the Festival's organiser) is working with Shoebury Heritage CIC, EWT and SBC staff on the project.

The Council continues to support volunteer-led beach cleaning litter picks. Veolia is building on its 'Street Champions' scheme to support **improved street cleansing** activities. The "My Street Is Your Street" campaign has continued with additional floor promotional materials. A campaign was launched to highlight the problem of pollution in marine environments and as part of this the Council worked in partnership with a local artist to install of a fish sculpture on the Seafont.

## Future milestones

20 new cigarette bins will be placed out in the High Street to target smoking litter.

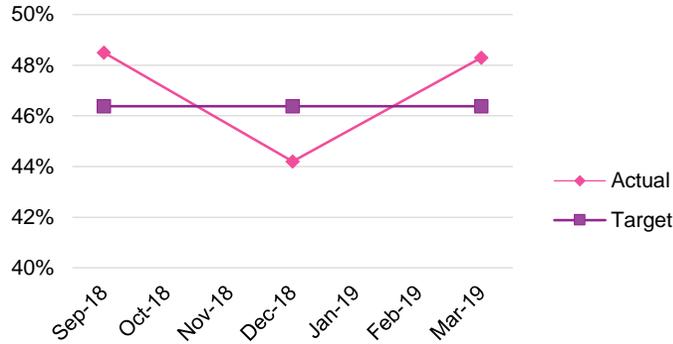
30 additional beach litter bins were ordered to be used to enhance next year's activities

Veolia continues to adjust resources as we move through the seasons, and a further "Southend Champions" newsletter is planned for October 2019.



## Percentage of household waste sent for reuse, recycling and composting

[Cumulative YTD]



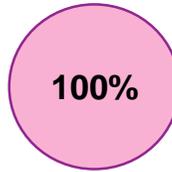
### Key insights:

- **194** households are currently in Temporary Accommodation, comprising **592** individuals, equating to a rate of 2.46 per 1000 households as at September 2019 against a target of 3.51.
- A total of **202** street begging / vagrancy / rough sleeping engagements and **314** Anti-Social Behaviour (ASB) Incidents were attended to by the Council's Community Safety Unit team in Q2 2019/20.

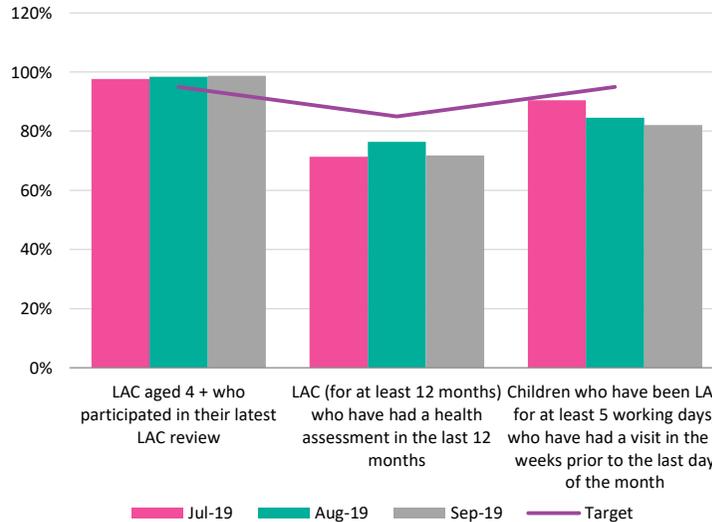
## Education Health Care plans issued within 20 weeks excluding exception cases (SEND)

[Cumulative YTD]

**Total plans issued (YTD): 77**  
 Period: as at Sep 2019  
 Target: 96%

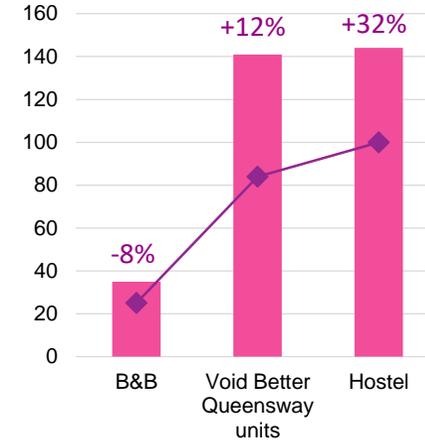


## Looked After Children (LAC)



## Families in Temporary Accommodation (TA)

As at Aug 2019, compared to Q1 2019/20



**Total number of children in TA**  
 (data for 2018 not available)

■ No. of children  
 ◆ No. of households

## Mental Health

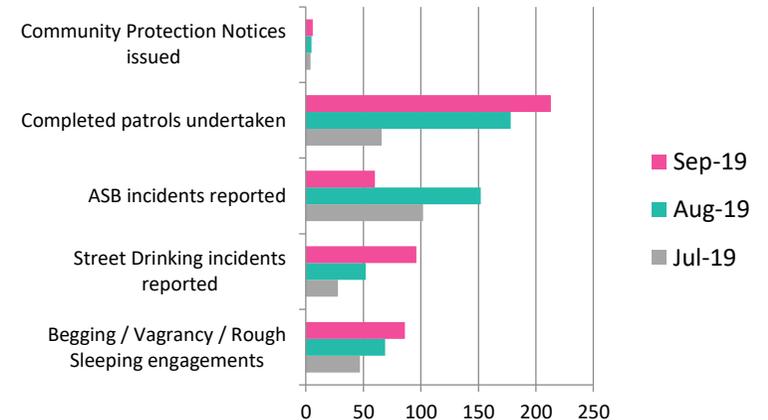


Proportion of adults in contact with secondary mental health services who live independently with or without support (EPUT)

**2019/20 target: 74%**

## The Council's Community Safety Unit activity

This dataset does not include data from the Police or other agencies





### Quarter 2: Update

The **Town Centre** Action Group has developed a dynamic action plan to lead on enforcement activity in the Town Centre to deal with the most prolific individuals, plus support and outreach work under the Council's Rough Sleeper Initiative.

The new **Community Safety** Patrol Team, now equipped with a number of enforcement powers, has proved successful, contributing to the marked reduction in town centre issues due to its high visibility presence supporting local policing, which has been strengthened by additional new Police Officers being deployed to Southend Police Station with specific town centre patrol remits. The police teams and Community Safety team work closely together from Southend's Community Safety Hub at Southend Police Station. Numbers of rough sleepers in the Town Centre and complaints linked to street drinking and anti-social behaviour have decreased.

Bimonthly **rough sleeper** counts continue, helping the Council identify seasonal flows and changes. The Council is working closely with partners across the voluntary, faith and public sectors to plan the Church Winter Night Shelter that will commence again in December. A team of rough sleeper navigators and tenancy sustainment officers will be recruited to ensure people have the right support and by taking swift preventative action on tenancy-related issues, possible due to the government's Rapid Rehousing Pathway funding.

There is increased **community-based social work practice** presence at Kent Elms, Highlands and West Road (Shoebury) surgeries. A Social Worker with mental health experience is supporting the Council's Housing Officers with complex cases to maintain tenancies and engage in preventative work. Social work/care coordination and the Dementia navigation team have been collaborating to improve integrated working and relationships.

Initial preliminary work has been undertaken that looked at the potential to introduce **Selective Licensing** in parts of the borough including data assessments, financial modelling and best practice from other local authorities.

The Council's **Sustainability** team are fully engaged with the Better Queensway project team, ensuring that all opportunities for pursuing sustainable options are being explored.

*Continued over page...*

### Future milestones

As part of the next area of focus for Southend 2050, the Council is considering a more integrated multi agency view of using all community assets to the best effect.

A partnership approach will be taken with the Looked After Children team in order to analyse the current need and specific challenges regarding providing suitable local accommodation in order to ascertain what further work will need to be considered.

The Selective Licensing project will undertake further research, consultation and an assessment of the resources required ahead of implementation.

The Community Safety Team will explore options to address increasing demand, potentially this could include:

- Increasing Community Safety Team numbers and widening enforcement powers (such as Fixed Penalty Notices and CPNs)
- working collaboratively with other agencies and council departments to undertake a more visible role in town; this could include support from the BID Rangers, Pier and Foreshore teams, ACPOA and Street Scene teams.



### Quarter 2: Update (cont.)

The consultation on the update to the **Local Plan** has been responded to, with ongoing discussions helping to shape the work to ensure that future development in the Borough is sustainable. The Council is delivering an EU project to increase electric vehicle charging points, with the most appropriate locations for the charging points now being determined.

The Council is monitoring the Veolia action plan aimed at delivering an **improved recycling** rate this year, looking to improve services for flats, communicate with residents and Recycling Officers and increase participation in the food waste scheme. The Council has been proactive on the plastic agenda and is now part of PlastiCity, which has secured over €1 million to deliver a new approach to **plastic waste** that will drive up recycling rates. Council officers have reviewed staff's use of the current **recycling arrangements** and this information is now being used to determine what steps need to be taken to reduce the total volume of waste and, of the waste that is generated, maximise the amount that is recycled.

Officers are developing the case to designate Southend as a National Park City, to build **climate resilience** to issues ranging from flooding through to heat stress and support objectives around health and well-being and building community cohesion. Work is underway to replace the Low Carbon Energy and Sustainability Strategy 2015-2020 with the next iteration, to be adopted before April 2020. This version will also reflect the wider areas of focus that have been identified in the Green City agenda.

Work has commenced on-site for the new **Priory Residential and Learning Disability Day care** centre, in line with the implementation plan. A task and finish group has been set up to move forward with the design of the build in line with how the site will support the vision.

A range of work surrounding housing need is continuing to ensure that appropriate outcomes for all residents groups, including **Looked After Children**, are ensured. Key steps, such as consultations on a renewed allocations policy, continue.

The Council is pressing ahead with the next phases of the HRA Land Review Project which will potentially see 56 affordable homes built in two locations in the borough. The required surveys have been undertaken for both sites and a procurement exercise for the appointment of consultancy support is continuing.

*Continued over page...*

### Future milestones

Officers are working with Forward Motion to identify how they can encourage the public to make more **sustainable transport choices**, as part of their wider work on contributing to the delivery of a range of Southend 2050 outcomes.

An event will be held in November with all stakeholders of the new **Priory Residential and Learning Disability Day Care Centre** to share and discuss the Centre's vision and to agree the operational model.



### Quarter 2: Update (cont.)

The Council's Modern Methods of Construction pilot is also progressing well with the appointed architect for the scheme preparing the preliminary drawings for both sites with a view to submit an outline planning application later in the year. The Council's Acquisitions Programme for **Council Housing** has been continuing at pace and has seen a number of properties purchased from the open market for the purpose of Council housing.

The Council is progressing with its plans for the **housing development pipeline**. A number of sites are currently progressing which will form the first phase of the pipeline and the project will next undertake site feasibility, a due diligence survey and design work to provide more detailed assessments on future sites. A Regeneration Framework will be produced which will oversee this work. This work is augmented by other approaches to **housing supply** being progressed, including the use of HRA capital and Right-to-Buy receipts to purchase properties on the open market and bring these into use as affordable housing in the borough. By the end of the quarter 19 properties will have an accepted offer, including seven completed purchases.

In July 2019 HARP completed the nine-bed extension to their site at Ceylon Road, which is now fully occupied. HARP's planning application for a 49 bed space development, "Bluebird", on Southchurch Avenue has been agreed. Estuary Housing officially completed their **affordable housing scheme** at Hammond Court in Sutton Road in September, with the provision of 44 affordable homes (26 affordable rent and 18 Shared Ownership).

### Future milestones

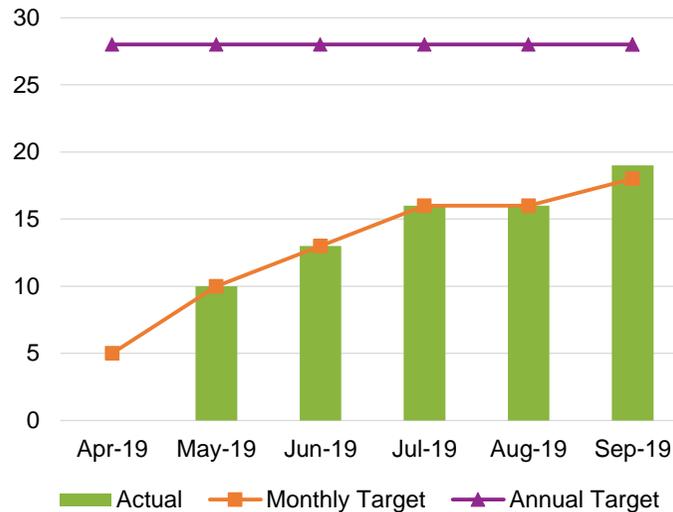


## Organisations signed up to Physical Activity-related pledges of the Public Health Responsibility Deal (PHRD)

**16** YTD, Q2 2019/20

**9** joined in Q2 2019/20

## Number of schools signed up for the Daily Mile Programme or equivalent



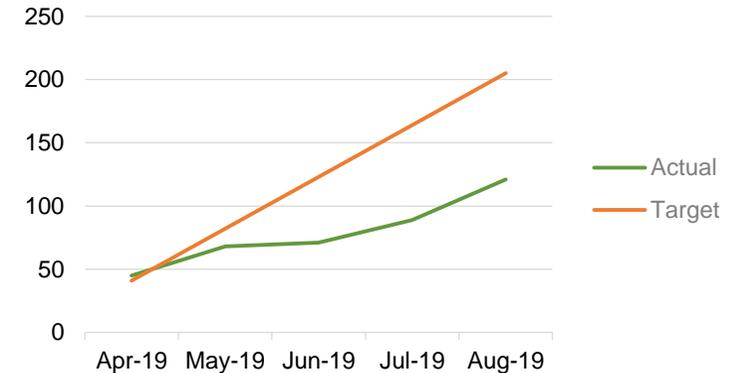
## Falls Prevention activity

~12,520 individuals aged 65+ at risk of falling annually in Southend

**155**

individuals starting 36 week strength and balance programme to date during 2019/20

## Number of individuals 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]



Sep 2019  
**Actual: 11,285**  
Target: 9,750

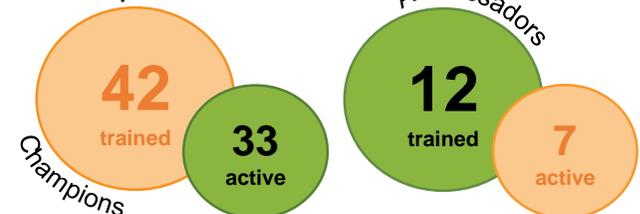
Sep 2018  
**Actual: 10,555**  
Target: 9,750

Long trend:



## A Better Start Parent Champions and Ambassadors

As at Sep 2019



## Key insights:

- **1,192 volunteering** hours (which equates to approx. 50 days) delivered within Culture in September
- **120** individuals are currently active on the 'Staying Steady Programme' for September and **121** individuals completed the 12 week exercise referral programme in August
- A Better Start Southend **Parent Champions and Ambassadors** have been taking part in designing and delivering engagement events, taking part in ABSS governance meetings, promoting and communicating ABSS, research and interviews, co-production workshops and special projects such as the development of a Community Hub at SAVS
- The number of new organisations signing up to the **PHRD** has reduced as we are now in Year 3 of the programme and every year 40+ new businesses sign up, meaning that the number of businesses to recruit from in Southend reduces. There is a particular focus on engaging SME businesses for 2019/20



## Quarter 2: Update

Chalkwell Lodge is now anticipated in June 2020, and two additional properties have been agreed through the **acquisitions programme** to date. The acquisition budget is set to increase by £2.3m, and therefore we can expect this number to increase in the next couple of months.

Active Southend will use ActiveEssex funding to support organisations via the Culture and Wellbeing Small Grant's scheme. The ActiveSouthend Strategic Group (ASG) is a multi-agency group made up of organisations and teams for which increasing physical activity levels in the borough contributes to their own organisational goals. The group meets quarterly and reports to the Southend Health and Wellbeing Board. The group also provides regular updates to the Southend Corporate Management Team (CMT) and the Active Essex Board.

Asset Based Community Development workshops have been held between voluntary sector and Southend 2050 outcome leads and officers to develop a shared narrative around individual and community strengths. Conversations and engagement between individual outcome leads/business proposal leads and partners and community continue to achieve shared understanding of the Ambition and input in delivery.

The South East Essex (SEE) Locality Partnership Group has developed relationships across the SEE system, the development and sign off of a SEE Locality Strategy; and the agreement to an Memorandum of Understanding which articulates the ambition for the Partnership and integrated working within SEE, and approval of the Community Dementia Business Case, a service commissioned by Southend and Castle Point & Rochford CCG, and is closely aligned to the restructure of the Dementia Navigator team (a jointly commissioned service across Essex County Council, Southend Borough Council and the CCG).

The work across Integrated Design Teams continues with a focus on developing specific Locality approaches aligned to the Locality Strategy. Examples of developments during the quarter include the establishment of a ninth Dementia Navigator based at the hospital to assist those with dementia and those caring for dementia patients with a smooth and seamless discharge; resource in the community and across Localities to support and signpost those patients with dementia by building community capacity and community resilience; a social worker (jointly funded between ECC and SBC) at the Accident & Emergency department to support the discharge planning process at an earlier stage; continued development of a community asset based around the St Lukes Primary Care Centre (East Central); regular Multi-Disciplinary Team working across each Locality (fortnightly); the development of the 'hub' concept - examples include Victoria hub in East Central and Shoebury hub in East and the publication of a Locality-based newsletter.

## Future milestones

Everyone Health and Fusion to develop the Exercise Referral Scheme offer, with an ambition to broaden this to other community based physical activity providers and take a broader South East Essex approach to align with CCG collaborative approaches.

Joint post between SBC, A Better Start Southend and SAVS being created to further work around co-production - to be based at SAVS.

Localities-related future milestones:

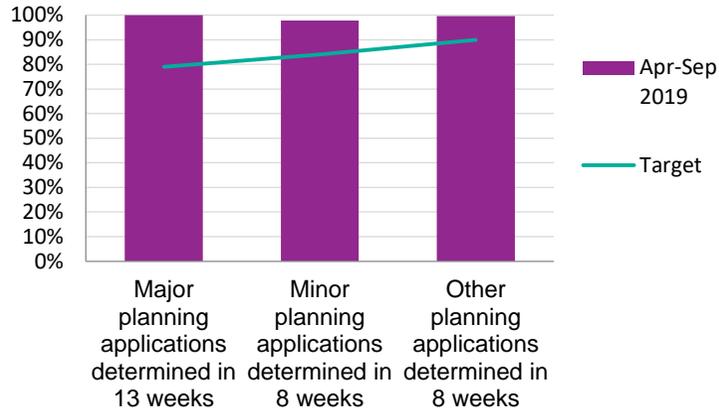
- Development of Locality plan, first Locality will be West Central to test the process and pilot an initial plan, Co-design and engagement continues across West Central Locality
- evolve the relationship with EPUT (Community & Mental health) to support the development of Localities
- Southend – review and recommissioning of integrated carers service
- Review and recommissioning of community grants funds
- Development of a Locality 'room' at the Council to facilitate the development of SEE localities
- Restructure of dementia navigator team
- High level discussions with PCN Clinical Director to establish closer working relationship between system and primary care.



## Determination of Planning Applications

Number of overall planning applications submitted Apr-Sep 2019: 1,059

Success of appeals Apr-Sep 2019: 72.7% dismissed or split against a target range of 65-85%



## Delivery of the Capital Programme

[Cumulative YTD]

29%  
as at  
Sep 2019

+2%  
vs.  
Sep 2018

## Child Development at Two Years Old

[Completions of the ASQ at 2 years 9 months]

To be developed to include referral outcomes

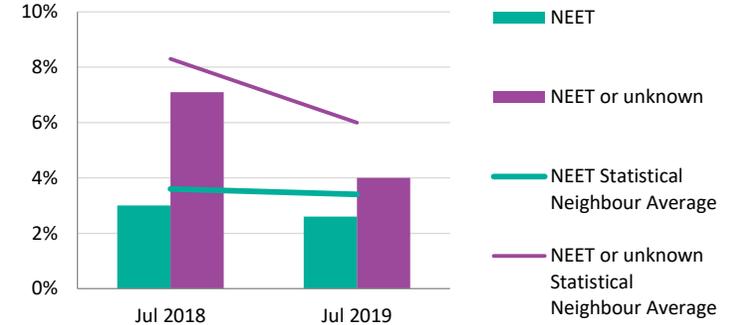
Jul 2019	Aug 2019	Sep 2019
↑	↑	↓
98.7%	95.6%	94.7%
Target: 95%		

## Percentage of young people Not in Employment, Education or Training (NEET) or whose situation is not known

Aim to minimise

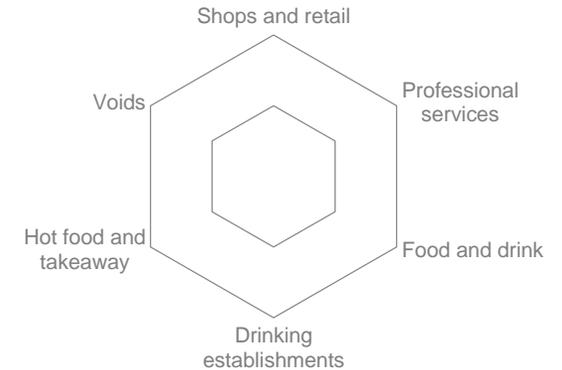
Total number of young people in the borough as at Aug 2019: 3948

Measure to be developed further

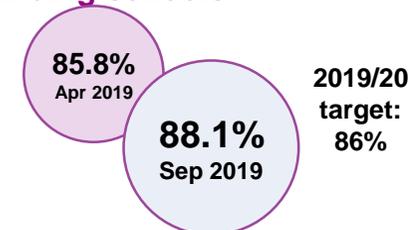


## High street occupancy (BID area only)

Awaiting data



## Percentage of children in good or outstanding schools



## Key insights:

- During the months July to September there are **305 new businesses** open in the borough and **10** businesses have expanded or opened additional premises across the borough
- **35** properties transferred into the Landlord's name as they are now empty during July to September
- **151** additional domestic properties were built during July to September 2019, bringing the total figure this financial year to **377** additional homes built.
- 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 Financial Year 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.



## OPPORTUNITY & PROSPERITY



### Quarter 2: Update

Becoming a living wage employer was considered at Cabinet at their meeting in September. The Council is already a living wage employer in respect of directly employed staff. Work is now underway to explore the benefits and financial implications of becoming an accredited living wage employer. Progress against this plan will be reported to Cabinet in 2020.

The Council's "Connexions" team, have successfully ensured that more students are not classified as NEET (Not in Education, Employment and Training). Work continues between the Education and Skills teams to improve access to apprenticeships.

In line with our energies to support learners in deprived areas, further work on school and locality performance is taking place to identify the relative performance of different groups and their residency. One of the local Teaching Schools have been commissioned to offer training and support for all primary schools. Although the primary and secondary examination results are now in the public domain, the detailed pupil level data is not available from the Department for Education at the time of writing to comment on the gap in 2019. Suffice to say that reducing this gap and supporting learners from disadvantaged families remains the highest priority for both schools and the Council.

Following this, the Council will continue to support and challenge schools and academies where the outcomes in these areas remains low.

The Council has continued to map and analyse available data regarding its duty to supply sufficient good school places for Borough residents. Under the current strategy, expansion in several of our secondary schools is progressing well to meet identified demand. Given the likely pace of demographic growth, it is anticipated that this will be sufficient to meet current and future needs until mid way through the next decade. Through the new Children and Learning Working Party, early discussion will start to explore and identify future solutions that will meet future demand once the policy on additional housing 2020-30 becomes clearer.

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, and each Trust is required to account for the improvement in outcomes against the submitted business case. Examination outcomes in 2019 for each of these schools has shown positive improvement against the headline results of some 10% points which is welcomed. It is unlikely that either of these three schools will be respected in the current academic year.

Following the previous two years highly successful initiative to offer Southend residents the opportunity to apply for, pass and attend one of the four outstanding Grammar Schools, further plans are in hand to repeat the awareness campaign this year to encourage parents, where they choose, to apply for a Grammar School place if that is right for their child.

*Continued over page...*

### Future milestones

As part of the wider 2050 Opportunity and Prosperity theme, significant work and initiatives are planned and operational to enhance the pathways and provision for school leavers into the world of further education, employment or training.

Results of the planning consultation on Forum 2 development.



## OPPORTUNITY & PROSPERITY



### Quarter 2: Update

In line with our energies to support learners in deprived areas, further work on school and locality performance is taking place to identify the relative performance of different groups and their residency. Following this, we will continue to support and challenge schools and academies where the outcomes in these areas remains low.

As part of the wider 2050 Opportunity and Prosperity theme, significant work and initiatives are planned and operational to enhance the pathways and provision for school leavers into the world of further education, employment or training. In addition, very successful intervention by our Council “connections” team have ensured that more students follow this path and are not classified as NEET (not in education employment and training). Work continues between the Education and Skills teams to improve access to apprenticeships.

Good progress is being made with Better Queensway which, following the conclusion of the procurement, is led by Porters Place Southend-on-Sea LLP - a joint venture between the Council and a subsidiary of Swan Housing Association. The business plan has been prepared and has been considered by the Council’s Shareholder Board. This will now go through the next democratic cycle.

The current work on improving the utilisation of our nine Children’s Centres continues. We continue to use birth, attendance and footfall data to determine the effectiveness of the provision to support young families. This work includes close working relationships with our stakeholders and partners including A Better Start Southend, SAVs and schools and settings to ensure relevant and high quality services operate from the Children’s Centres.

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. This delivers on the 2050 roadmap ambitions for Artist’s Studios, objectives to upskill in digital, creative industry regeneration and increased cultural offer. Public and peer consultation workshops are taking place to involved citizens in how the facility will integrate into the community, the next of which taking place in FPG on 14 November.

A business plan for the revenue budget for running Forum 2 has been put forward as part of the 2050 business plan proposals, currently considered to be a test project. The proposal has in principle approval from the Growth and Infrastructure Board, and is progressing through the way through the Commissioning Board. The business plan has been developed with colleges in finance, and accounts for the entire running of SBC’s portion of the facility, including rates and utilities, as well as uplift in staffing and programme budget for FPG to manage the facility.

### Future milestones

As part of the wider 2050 Opportunity and Prosperity theme, significant work and initiatives are planned and operational to enhance the pathways and provision for school leavers into the world of further education, employment or training.

Results of the planning consultation on Forum 2 development.

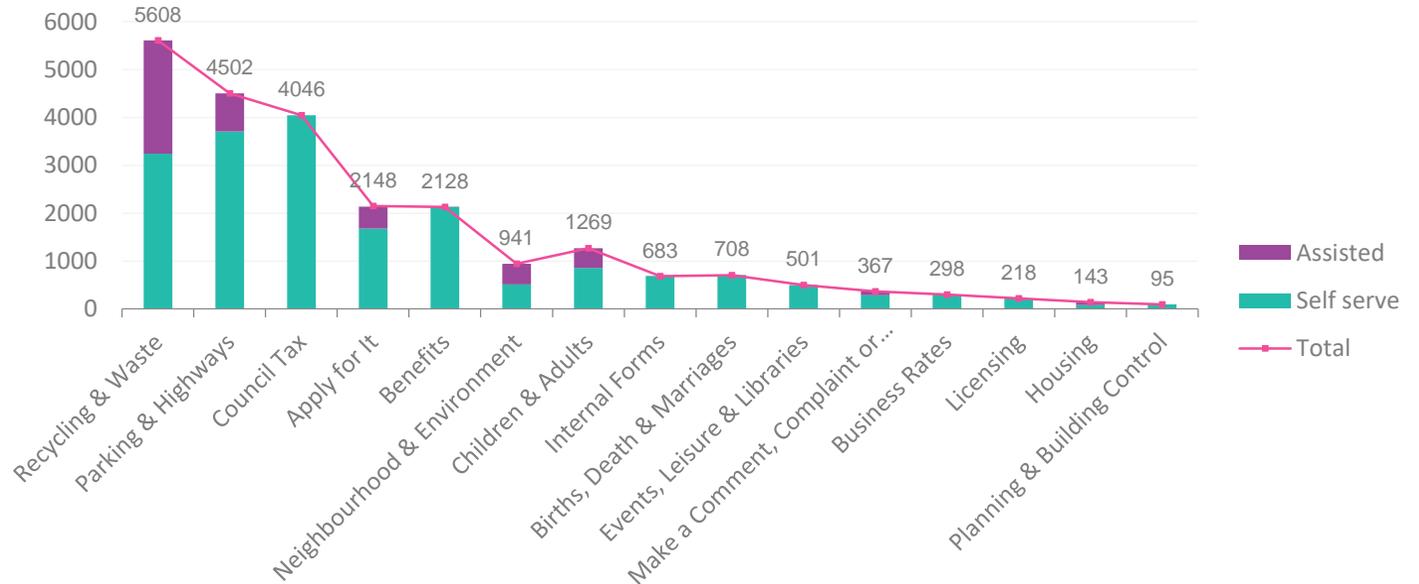


### Key insights:

- Total number of registrations for free Wi-Fi: **106,865** (As at the end of September)
- The High Street remains the most popular browsing location to access free Wi-Fi followed by Eastern Esplanade and Hamlet Court Road
- 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

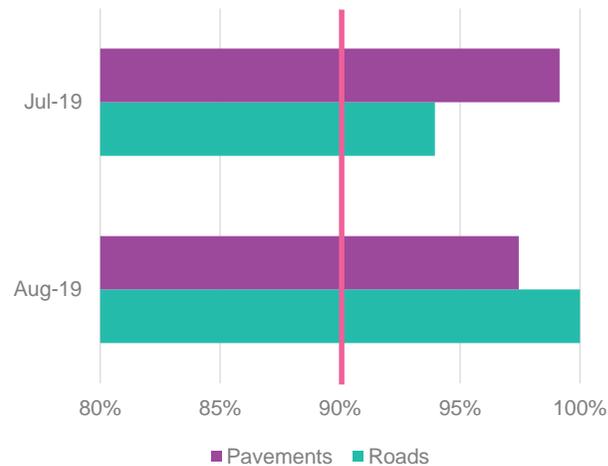
## Service Requests submitted via MySouthend

Jul-Sep 2019



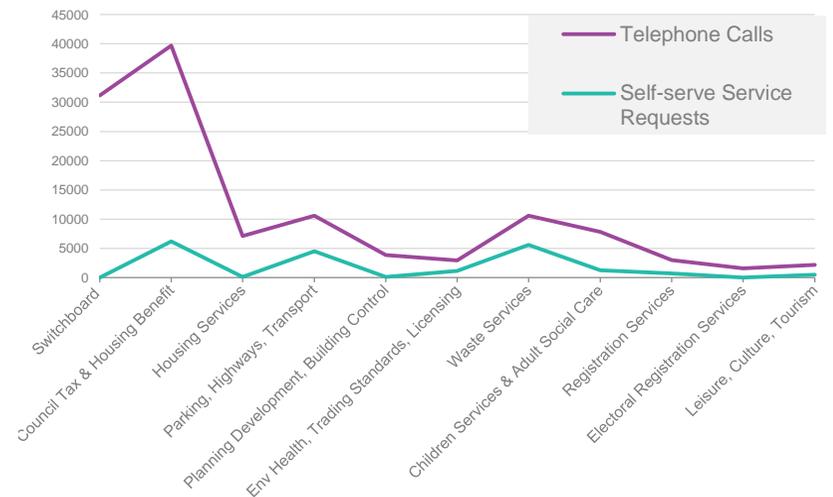
## Percentage of CAT1 defects made safe within response times

Target: 90%



## Channel Shift

Jul-Sep 2019





### Quarter 2: Update

There has been an element of rebranding of the Council's Agile Working Programme which has now become known as 'WorkLife – A way of working tailored to YOU' which encompasses everything relating to how and when we work. Standardised ICT equipment has been signed off by the Council's Corporate Management Team (CMT) which will bring more consistency across the Council in terms of equipment, build and support.

The CMT's Civic Centre working area redesign is now complete, with all members of CMT now working in the open office environment.

A formal agile project management methodology has been rolled out across the Council's Senior Leadership Networks through a one-day workshop. Using this methodology, it has been applied and tested to a number of projects, including WorkLife. This approach maximises skill, collaboration and efficiency across the organisation. A follow up accredited coaching programme is being rolled out in early October for key Transformation and Southend 2050 staff across the organisation. Those completing the coaching will be required to take a test and upon passing and shall be formally recognised as agile coaches by the Public Services Transformation Academy (PSTA).

A significant amount of progress has been made over the summer period in developing a first iteration of a digital solution for the Joint Strategic Needs Assessment (JSNA). We expect the first phase of this project to go live in October 2019. Within this deployment will be an initial set of apps that will allow colleagues, partners and the community to interrogate data themselves. Phase 2 of this work, the Open Data Portal, is currently being progressed and this will increase the functionality available.

A revised Parking Strategy has been drafted and is expected to be ready for consultation in November 2019. The 2019/20 Highways Improvement Programme has been published and the 2020/21-2021/22 Programme is due to be published in January 2020.

### Future milestones

An Innovation Area is to be created on Floor 2 of Civic 1 to test and design potential agile working solutions, including technology, prior to rollout.

WorkLife Champions will be visible throughout the organisation with coloured lanyards. These champions will be available and approachable to anyone across the organisation seeking advice on WorkLife or wanting to give feedback.

A review of the Council's flexible working policy will be undertaken with staff to ensure it is as flexible as can be for staff and employer.