

# Place Services and Economic Growth Scrutiny Committee

<b>10:30</b>	<b>Thursday, 24 July 2014</b>	<b>Committee Room 1, County Hall, Chelmsford, Essex</b>
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**Prior to the meeting there will be a market stall event on the Commissioning Strategies in the Council Chamber Foyer from 9.45am**

**Quorum: 5**

Councillor S Walsh  
Councillor A Bayley  
Councillor G Butland  
Councillor T Cutmore  
Councillor A Erskine  
Councillor C Guglielmi  
Councillor T Hedley  
Councillor I Henderson  
Councillor D Kendall  
Councillor V Metcalfe  
Councillor C Pond  
Councillor S Robinson  
Councillor K Twitchen  
Councillor A Wood

Chairman

**For information about the meeting please ask for:**

Christine Sharland, Scrutiny Officer

Ian Myers, Committee Officer

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**[www.essex.gov.uk/scrutiny](http://www.essex.gov.uk/scrutiny)**



**Essex County Council**

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Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

## Part 1

(During consideration of these items the meeting is likely to be open to the press and public)

		Pages
1	<b>Apologies and Substitution Notices</b> The Committee Officer to report receipt (if any)	
2	<b>Minutes</b> To approve as a correct record the Minutes of the meeting held on Thursday 26 June 2014	5 - 10
3	<b>Declarations of Interest</b> To note any declarations of interest to be made by Members	
4	<b>Questions from the Public</b> A period of up to 15 minutes will be allowed for members of the public to ask questions or make representations on any item on the agenda for this meeting. No statement or question shall be longer than three minutes and speakers will be timed.  On arrival, and before the start of the meeting, please register with the Committee Officer.	
5	<b>Work Programme</b> To consider report PSEG/24/14	11 - 12
6	<b>Commissioning Strategies</b> To consider report PSEG/25/14  <b>Following this item there will be an adjournment for lunch, and the meeting will reconvene at 1.30pm for a briefing on the Local Transport Plan, Strategy and Priority Projects for stimulating Economic Growth</b>	13 - 184
7	<b>ECC Local Transport Plan (2011-2015); Strategy and Priority Projects for stimulating Economic Growth</b> To consider report PSEG/26/14	185 - 202
8	<b>Date of Next Meeting</b> The next committee activity day is scheduled for 25 September 2014 and will comprise a site visit to the Courtauld Road Waste Facility.	

**9**

**Urgent Business**

To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

**Exempt Items**

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

**10**

**Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

**MINUTES OF A MEETING OF THE PLACE SERVICES & ECONOMIC  
GROWTH SCRUTINY COMMITTEE HELD AT COUNTY HALL,  
CHELMSFORD ON 26 JUNE 2014**

**Present:**

Councillor S Walsh (Chairman)	Councillor I Henderson
Councillor B Aspinell	Councillor M Maddocks
Councillor G Butland	Councillor V Metcalfe
Councillor T Cutmore	Councillor C Pond
Councillor A Erskine	Councillor A Wood
Councillor A Hedley	

Members also in attendance: Councillor R Bass, Cabinet Member for Highways and Transportation

The Chairman drew attention to the fact that Sophie Campion, who had acted as a support Officer to the Committee for some time, had now moved into a new role within the Council. He wished to place on record his appreciation of the good work she had performed on behalf of the Committee, and wished her well in her new role.

**1. Apologies and Substitution Notices**

Apologies were received from Councillor Twitchen (Councillor Maddocks substituting), Councillor Kendall (Councillor Aspinell substituting) and Councillor Guglielmi.

**2. Minutes**

The Minutes of the Committee meeting held on 29 May 2014 were approved as a correct record and signed by the Chairman subject to an amendment to Minute 3 that referred incorrectly to the Independent Group when in fact it should read the Non-Aligned Group.

**3. Declarations of Interest**

No declarations were made.

**4. Questions from the Public**

There were no questions raised by members of the public.

**5. Work Programme**

The Committee considered report PSEG/19/14 setting out a work programme for the forthcoming year, and proposing a way forward for committee activity.

Given the need for the Committee to manage its resources, investigation had been undertaken to select a variety of 'scrutiny' topics from across its remit for inclusion in a work programme that is capable of yielding outcomes that influence positively the

Council's activities and decisions made, and is viable in terms of its delivery notwithstanding fact that unforeseen matters such as call in of decisions would divert resource away from planned work and reviews.

The report was comprised:

1. A Summary of the way that topic selection had taken place, and the various considerations taken into account as well as a variety of ways of working.
2. Appendix A - a timetable for Committee activity.
3. Appendix B - a compilation of abbreviated draft scoping documents containing information on each topic considered. However, not all the topics could be accommodated within the programme for the next year so that informed choices had to be made taking account of the resources available.

In summary the Committee agreed the setting up of three task and finish groups to undertake an in depth scrutiny review on:

- Flood Management and Third Party Responsibilities
- Jobs, Welfare and Skills, and
- Communications Protocol issue arising from the original COMAH Scrutiny Report

Later in the Autumn of 2014 a project would be initiated, subject to the availability of resources, to review the Recycling Centres for Household Waste Service; and in the Spring 2015 a review of Local Highways Panels.

Seminars would be arranged for the Committee to consider:

- Local Transport Plan Strategy and Priority Projects for stimulating Economic Growth
- Energy Waste Strategy
- Highways Maintenance
- Ringway Jacobs Contract

At the meeting the Chairman indicated that several other topics had been identified recently that would be investigated for potential inclusion in a future work programme, namely the funding of school crossing patrols, quality bus contracts, and community transport.

The Committee **agreed:**

- 1. The provisional work programme attached at Appendix A to report PSEG/19/14, and for action to be initiated to implement that programme, and**
- 2. the approach to the implementation of the work programme as set out in report PSEG/19/14, and the good practice guidance set out in the Council's Overview and Scrutiny Handbook.**

The Chairman thanked Christine Sharland, the Committee's Scrutiny Officer, for her part in compiling the comprehensive annual work programme.

## **6. Cabinet Member for Highways and Transportation**

Councillor Bass, the Cabinet Member for Highways and Transportation, had been invited to the meeting to update the Committee on his portfolio and to answer Member's questions.

During the session references were made to the following matters:

- Additional funding for repairing pothole and other highway defects such as drain covers, kerbs and pavements, which had been formally announced that week.
- The Council's role in planning infrastructure that will be required to support the housing and economic growth envisaged across the county in the next 20 years.
- The standard of highway repairs performed by Statutory Undertakers.
- The ongoing problems associated with the A12 including a number of recent vehicle accidents, and drivers charged with traffic offences.
- Rail and Freight shipping
- Part Night Lighting
- A Board Management (ie advertising boards erected on the highway)

## **7. Part Night Lighting Scrutiny Review**

The Committee considered report PSEG/20/14 concerning the final scrutiny report of the Task and Finish Group that it had established to consider Part Night Lighting.

Councillor Pond, the Group's Lead Member, commended the scrutiny report to the Committee and sought its endorsement of that report together with its conclusions and recommendations. He also thanked his colleagues on the Group for their engagement in the review.

The Committee **agreed that:**

**The Part Night Lighting Scrutiny Report be endorsed and the following recommendations be forwarded to the Cabinet Member for Highways and Transportation:**

### **Recommendation 1**

**That the lessons learned from the feedback on the way that the roll out of PNL across Essex was communicated to the public and local councils be taken into consideration to improve the way that projects are launched in the future.**

**Recommendation 2**

**That any potential changes to metered energy supply be kept under constant review, and implemented when it becomes permissible and when clear savings would result.**

**Recommendation 3**

**That a formal procedure be adopted for the consideration of requests for the variation of PNL scheme at specific locations.**

**Recommendation 4**

**That the exception criteria be amended so that the provisions are more transparent, and reflect variations that may have become permissible by virtue of variations allowed during the course of the recent roll out of PNL across Essex.**

**Recommendation 5**

**That the costs and benefits of LED lighting should be kept under constant review, and particularly its application in new lighting installed as part of any new development.**

**Recommendation 6**

**That the County Council implement a mechanism by 31 December 2014 whereby it provides a means for others to be recharged where there is a local wish for more variations to PNL that did not co-incide with exception criteria including a recharge for the extra cost of energy, and agency arrangements.**

**Recommendation 7**

**That a protocol for limited area switch on at the request of the Emergency Services be developed urgently and no later than 31 December 2014, and a separate one for wide-area emergencies such as floods and high winds. Furthermore it is requested that those protocols be submitted to the Committee for its consideration.**

**Recommendation 8**

**That the Cabinet Members for Waste and Recycling, and Highways and Transportation take positive action to launch a major publicity campaign to persuade local councils, public service providers and private firms to**

**review their current levels of street and premises lighting in order to encourage them to support the County Council in reducing the carbon footprint and cost of lighting overall.**

#### **Recommendation 9**

**That in respect of the all the above recommendations the Cabinet Members, as identified, be requested to provide an indication when action will be implemented and details of the action proposed at an early stage, or alternatively a clear indication why a recommendation will not be acceded to. A full Cabinet Member response to the Scrutiny Report would be sought for the Committee in Autumn 2014.**

### **8. Financial Inclusion – Monitoring of Scrutiny Report**

The Committee considered report PSEG/21/14 concerning the scrutiny report of the Task and Finish Group that had been reconvened to review the Cabinet's response to the original scrutiny report (2013) on Financial Inclusion, and the progress made by the Council to implement related initiatives.

**The Committee endorsed the Scrutiny Report attached to report PSEG/21/14 and agreed the following recommendations:**

**That the Leader of the Cabinet be requested to provide a progress report in May 2015 on:**

- (a) the effectiveness of the measures that have been proposed and implemented to promote financial inclusion, as referred to in the scrutiny report, and to illustrate whether or not the Council is realising its financial inclusion objectives, and**
- (b) implementation of new initiatives in the Council's communication channels that can be demonstrated to have improved public access to information that promotes financial inclusion.**

### **9. Developing a Better Public Transport Network for Essex**

The Committee considered report PSEG/22/14 and received a powerpoint presentation based on the theme of developing a better public transport network for Essex.

Richard Gravatt, Passenger Transport Strategy Manager; Chris Stevenson, Head of Commissioning Connected Essex Integrated Transport; and Helen Morris, Head of Commissioning Infrastructure were in attendance for this item.

The briefing was commissioned to raise Members' awareness of the legal basis for the provision of bus services in England, and the role and responsibilities of the County Council with regard of the provision of passenger transport services. The background

provided would assist the Committee in the consideration of public transport related issues that may be included in the work programme in the longer term. A scoping document for this briefing was attached to report PSEG/19/14.

#### **10. Commissioning Strategies**

The Committee noted report PSEG/23/14 confirming arrangements in July 2014 for its consideration of the Council's Commissioning Strategies.

#### **11. Date of Next Meeting**

The Committee noted that its next formal meeting was scheduled for 24 July 2014.

There being no urgent business the meeting closed at 12.32 pm.

Chairman

		AGENDA ITEM 5
		<b>PSEG/24/14</b>
Committee:	Place Services and Economic Growth Scrutiny Committee	
Date:	24 July 2014	
WORK PROGRAMME (Minute 5/ June 2014)		
Enquiries to:	Christine Sharland, Scrutiny Officer 01245 430450 Christine.sharland@essex.gov.uk	

The Committee approved its work programme for 2014/2015 at its last meeting on 26 June (Minute 5), and work is now underway to implement those projects selected for further consideration.

In summary the Committee agreed the setting up of three task and finish groups to undertake an in depth scrutiny review on:

- Flood Management and Third Party Responsibilities,
- Jobs, Welfare and Skills, and
- Communications Protocol issue arising from the original COMAH Scrutiny Report

In the Autumn, subject to the availability of resources, a group will be established to review Recycling Centres for Household Waste Service; and in Spring 2015 a review of Local Highways Panels.

Following the meeting Members' preferences for membership of the groups has been sought, and will be reported at the Committee meeting.

Various seminars have also been identified including:

- Energy Waste Strategy – 25 September
- Highways Maintenance – 23 October

Arrangements are also underway to incorporate Cabinet Members briefings across the work programme.

An additional meeting is being considered for October 2014, and the date will be confirmed at this meeting.

A copy of the agreed work programme schedule and scoping documents that provide background to the topics included in the programme, is set out in report PSEG/19/14 that may be accessed via [this link](#)

**Action required by the Committee at this meeting:**

**To note the content of this report.**

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		AGENDA ITEM 6
		PSEG/25/14
Committee:	Place Services and Economic Growth Scrutiny Committee	
Date:	24 July 2014	
COMMISSIONING STRATEGIES		
Enquiries to:	Christine Sharland, Scrutiny Officer 01245 430450 Christine.sharland@essex.gov.uk	

On 22 July the Committee is scheduled to receive a briefing on the principles behind the Strategies and how Members might approach their consideration of the issues.

At today's meeting the Committee will consider the following three strategies that are pertinent to its remit:

- People in Essex live in safe communities and are protected from harm
- Sustainable economic growth for Essex communities and businesses
- People in Essex experience a high quality and sustainable environment

A briefing paper on this issue, together with details of the strategies, is attached to this report.

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## Essex County Council Commissioning Strategies

### Briefing Paper for the Place Services and Economic Growth Scrutiny Committee

**Report by:** Cllr Kevin Bentley, Cllr John Jowers, Cllr Roger Walters

**Report to:** Place Services and Economic Growth Scrutiny Committee

**Date:** 24<sup>th</sup> July 2014

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#### Purpose

1. This report has been prepared to inform a discussion with the Place Services and Economic Growth Scrutiny Committee on Essex County Council's developing commissioning strategies. These strategies remain a work-in-progress. They will be shaped by input from the Scrutiny Committee and by the results of a period of public consultation and partner engagement.

#### Background

2. Essex County Council (ECC) has set out a clear Vision for Essex – we want to be a county where innovation brings prosperity. To achieve this vision, the authority will need to work in new ways with partners in the public and private sectors, the voluntary and community sector, and with individuals, families and communities.
3. The authority's focus therefore, is on what works best in improving the lives of Essex residents, rather than on which services are delivered and who delivers these services. To support this way of working, the authority agreed (in February 2014), a set of seven "outcomes" that Members and Officers will work towards to ensure prosperity and wellbeing for Essex's residents. These outcomes are:
  - Children in Essex get the best start in life;
  - People in Essex enjoy good health and wellbeing;
  - People have aspirations and achieve their ambitions through education, training and lifelong-learning;
  - People in Essex live in safe communities and are protected from harm;
  - Sustainable economic growth for Essex communities and businesses;
  - People in Essex experience a high quality and sustainable environment; and
  - People in Essex can live independently and exercise control over their lives.
4. These outcomes are supported by a set of 'indicators' – units of data that will be used to assess progress towards these "outcomes".
5. Focusing our work on these outcomes highlights the importance that ECC places on working with partners across the public, private and voluntary sectors, and with individuals, families and communities. None of these outcomes can be achieved by


any person or organisation working in isolation – only by working with others can ECC secure the progress it seeks.

6. The outcomes listed above describe what ECC wants to achieve for Essex as a whole, and how it will measure progress. They do not set out the issues we will address and the actions we will take. To support these outcomes and indicators, ECC has, therefore, developed a set of commissioning strategies – one commissioning strategy per outcome. These strategies are based on:
  - an analysis of Essex's current position with regard to the outcome, including examination of historic trends and what we expect to happen in the future if trends continue;
  - an analysis of the 'story' behind Essex's current position – the forces and factors that have driven historical trends and shaped likely forecast trends;
  - an analysis of the issues that need to be addressed to secure progress; and
  - a high-level action plan that sets out what ECC proposes to do, with partners, to secure progress.
7. It is on these issues and proposals that Cabinet Members seek the views of the Place Services and Economic Growth Scrutiny Committee. Given the specific role of the Scrutiny Committee, specific views are sought on the commission strategies supporting the following outcomes:
  - People in Essex live in safe communities and are protected from harm;
  - Sustainable economic growth for Essex communities and businesses; and
  - People in Essex experience a high quality and sustainable environment.
8. The remaining commissioning strategies have been considered by ECC's People and Families Scrutiny Committee and Health Overview and Scrutiny Committee on 10<sup>th</sup> and 23<sup>rd</sup> July respectively.

## Supporting documents

9. In order to support a full discussion of the Commissioning Strategies, a set of supporting documents are provided as annexes to this with this report. These are as follows:

<b>Annex A</b>	Commissioning Strategy Summary: People in Essex live in safe communities and are protected from harm
<b>Annex B</b>	Commissioning Strategy Summary: Sustainable economic growth for Essex communities and businesses
<b>Annex C</b>	Commissioning Strategy Summary: People in Essex experience a high quality and sustainable environment
<b>Annex D</b>	Full Commissioning Strategy: People in Essex live in safe communities and are protected from harm

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- Annex E** Full Commissioning Strategy: Sustainable economic growth for Essex communities and businesses
- Annex F** Full Commissioning Strategy: People in Essex experience a high quality and sustainable environment



## **Annex A**

### **People in Essex live in safe communities and are protected from harm**

#### **The story behind the strategy**

Our strategy to support this outcome gives us a clear opportunity to rethink how we respond to the challenge of safe communities whilst protecting the people from harm. We have identified three themes that will help us to deliver this goal, and to prevent problems by intervening earlier. The first theme will ensure vulnerable people are safe. Secondly, the next focus is to ensure that people live in safe communities. Finally, to ensure that people are safe on Essex roads. ECC will deliver services that address some of these issues. However, many of these issues require us to work in partnership with other public, private and voluntary sector organisations to ensure people and communities are safe.

#### Vulnerable people are safe

The Care Act 2014 widens the responsibility for safeguarding adults and children beyond the care system to wider ECC and public services, including the built environment, housing, health, employment, welfare, police and prison services and the wider community. It requires a joined up partnership response. ECC has made significant progress in reducing the number of children in care and subject to child protection plans in recent years. Due to our success, we have been able to target services at the harder to help and increasingly are able to undertake preventative work to reduce care needs. We will continue to deliver high quality and timely services to children in need.

#### People live in safe communities

We want to ensure that people live in safe communities. The level of crime and anti-social behaviour is low in Essex, which is among the top five safest local authority areas in the country. Despite this, many people do not feel safe (after dark). We need to understand why people do not feel safer in such a safe place. The Safer Essex Partnership is driving our shared response forward. We will work with partners to address the causes of crime and to develop innovative solutions to reduce offending and re-offending. Prevention activities could reduce hospital admissions.

Reducing domestic abuse is a key aim. This crime impacts on adults and children, but particularly women. ECC will continue to work with partners to develop a shared understanding of domestic abuse, to find new ways to make it easier for victims and residents to report abuse and neglect, and to develop services that prevent and reduce the incidents of domestic abuse in Essex. This will include education and support in schools on understanding and developing “healthy relationships”.

Trading Standards makes a significant contribution to reducing crime as well as keeping vulnerable people safe. We will do preventative work to reduce doorstep crime, which targets older people and vulnerable people repeatedly leading to significant financial losses.

### People are safe on Essex roads

Essex roads are getting safer, the number of people killed or seriously injured on Essex roads (KSI) has decreased significantly since 2006 to 572 in 2013. Through the Essex Casualty Reduction Board, we will continue to deliver targeted education and traffic enforcement activities that will enable us to meet our 2020 target five years early in 2015. We are keen to maintain this downward trend.

<b>Vulnerable people are safe (Children's Safeguarding)</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<ul style="list-style-type: none"> <li>Domestic abuse, mental health and drink/drug abuse are a common risk factors leading to children being taken into care or becoming subject to a child protection plan.</li> <li>There is higher proportion of 10-15 and 16-17 year olds in care in Essex than other age groups, with an increase in entries at 14+.</li> </ul>	<p>We will keep children safe, by ensuring that:</p> <ul style="list-style-type: none"> <li>care is available on the basis of need;</li> <li>children are supported with the right care at the right time;</li> <li>early intervention and prevention services will reduce the number of children requiring care services;</li> <li>families are supported to become more resilient;</li> <li>the time that children are in care is reduced through effective interventions; and</li> <li>sustainable and safe placements are achieved for more children in care.</li> </ul>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>work with families to address the causal factors that resulted in the issue of a child protection plan to ensure children can live in a safe and secure environment;</li> <li>work with partners and communities to facilitate safe and sustainable resettlement of children leaving care;</li> <li>accelerate the process of supporting children to leave care and (re-)integrate into families and society permanently and safely; and</li> <li>understand and identify why there is a higher proportion of 10-15 and 16-17 year olds in care in Essex and what interventions could be implemented once causality is identified.</li> </ul>
<b>Vulnerable people are safe (Adult Safeguarding)</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<ul style="list-style-type: none"> <li>The Care Act 2014 introduces new statutory requirements, which require</li> </ul>	<p>We will keep adults safe, by ensuring that:</p> <ul style="list-style-type: none"> <li>all partners will take responsibility for safeguarding local people of all ages;</li> </ul>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>develop new overarching indicators that respond to the requirements of the</li> </ul>

<p>proactive, holistic, partnership based responses from all services, not just the care system</p> <ul style="list-style-type: none"> <li>We need to support the development of a sustainable care market; and deliver best value and social value in commissioning services</li> </ul>	<ul style="list-style-type: none"> <li>the commissioning of all local services will consider how to protect vulnerable people and how to contribute to community wellbeing;</li> <li>we consider social value as well as best value in the commissioning of services for vulnerable people; and</li> <li>to create a fully functioning care market, integrating health and social care, that ensures that vulnerable people are protected.</li> </ul>	<p>Care Act;</p> <ul style="list-style-type: none"> <li>work closely through the Safeguarding Adults Board to develop the partnership's commissioning response to the Care Act emphasising early intervention and prevention; and</li> <li>improve market development to deliver sustainable solutions.</li> </ul>
<b>People live in Safe Communities</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<ul style="list-style-type: none"> <li>Local people want low levels of crime</li> <li>Victims of crime do not receive the support they need.</li> <li>Domestic abuse is a key problem and needs to be reduced. Abuse and</li> </ul>	<p>To ensure people live in safe communities:</p> <ul style="list-style-type: none"> <li>Essex will continue to have low levels of crime;</li> <li>Essex will reduce and support the victims of crime;</li> </ul>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>Develop an integrated approach to commissioning to support the delivery of our outcomes;</li> <li>Support and influence partners and communities to deliver services that: tackle the causes of crime rather than simply focus on types of crime; support victims of crime; tackle the causes of anti-social behaviour through diversionary activities, education &amp; outreach to young people &amp; adults;</li> </ul>

<p>neglect of adults and children is under-reported.</p> <ul style="list-style-type: none"> <li>• The number of people who don't feel safe after dark in Essex is higher than our low crime levels would suggest.</li> <li>• Deprivation, unemployment, drug and alcohol misuse, and low skills and aspirations can contribute to offending and re-offending. What can we do to enable offenders to become productive members of society, whilst delivering wider societal benefits.</li> <li>• We are keen to reduce hospital admissions of adults and children and young people related to crime, anti-social behaviour and road safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Essex residents will feel able to report domestic abuse leading to early intervention and prevention. Essex will reduce the incidence of domestic abuse. Young people will be educated and supported to understand and develop "healthy relationships";</li> <li>• Essex residents will be more aware of Essex's low crime rate and will feel safer after dark.</li> <li>• we need to understand the causes of crime and re-offending better;</li> <li>• Essex will have reduced re-offending and will be seen as an innovator in transforming rehabilitation;</li> <li>• Essex residents will be more engaged in finding solutions to crime and disorder problems, they will engage in volunteering and will be supportive neighbours; and</li> <li>• with regard to this outcome, Essex will understand the causes of hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Improve services to prevent and reduce domestic abuse by identifying risk early, a single point of contact, prevention through education and support to young people on "healthy relationships", and improved services for victims;</li> <li>• Understand why people and communities do not feel safe and develop targeted interventions with partners and communities to address this goal;</li> <li>• Re-assure Essex communities in relation to Crime Reduction and Community Safety;</li> <li>• Research the causal factors driving offending and re-offending to inform our commissioning intentions;</li> <li>• Transform rehabilitation and resettlement services;</li> <li>• Consider the feasibility of using social finance/invest to save models to support interventions to reduce offending and re-offending;</li> <li>• Engage people to increase volunteering, participation and active citizenship around the community safety agenda (eg through Safer Essex); and</li> <li>• Improve data collection to understand the pattern of hospital admissions to</li> </ul>
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	admissions, will work with the NHS to prevent hospital admissions, and will reinvest savings to the NHS in further prevention interventions.	inform the reinvestment of savings into preventative initiatives; to tackle the causes rather than the symptoms.
<b>People are safe on Essex roads</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>

<ul style="list-style-type: none"> <li>• A significant number of people are killed and seriously injured on Essex Roads.</li> <li>• The number of people that are slightly injured on Essex roads remains is twice as high as we would like it to be.</li> </ul> <ul style="list-style-type: none"> <li>• Some residents do not feel that Essex roads are safe.</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• continue to have safe roads by minimising the number of people killed or seriously injured;</li> <li>• reduce the number of people who are slightly injured on Essex roads; and</li> </ul> <ul style="list-style-type: none"> <li>• ensure that Essex residents will feel safer on Essex roads.</li> </ul>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>• further develop the proactive preventative approach to road safety through education, enforcement, outreach &amp; local community action focusing on the main causal factors of people who are killed or seriously injured (e.g. seatbelt wearing, mobile phone use, careless driving, speed, inexperience, inattention, etc.);</li> <li>• deliver data led priorities to reactively reduce serious collisions, by influencing decisions and spend of Essex Casualty Reduction Board partners to maximise collective impact;</li> <li>• through the Essex Casualty Reduction Board, we will deliver a joint communications strategy and will aim to raise the profile of road safety activity and the new road safety partnership;</li> <li>• undertake research to understand why people and communities do not feel that Essex roads are safe and develop targeted interventions with partners and communities to address this.</li> </ul>
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## **Annex B**

### **Sustainable economic growth for Essex communities and businesses**

#### **The story behind the strategy**

The population of Essex is forecast to grow by 71,000 in the period up to 2021. This means that to sustain the county's economic growth and increase economic prosperity, an additional 33,000 jobs will need to be created by 2021.

While there are a number of notable strengths in the Essex economy, the economic base is relatively narrow and is dominated by small businesses leaving it vulnerable to the impacts of an economic downturn. To improve economic resilience employment growth will be targeted in a number of opportunity growth sectors (advanced manufacturing, low carbon & renewables, logistics, life sciences & healthcare and digital, cultural & creative) as well as continuing to support existing core employment sectors (financial services, construction, manufacturing, tourism and logistics).

Historically, wage levels in Essex have been low and skills levels are below the national average. Therefore it is important that we work to ensure that local people have the right skills and competencies to be able to access and benefit from the employment opportunities that are created.

Two crucial factors to encourage and support sustainable economic growth are infrastructure and housing. The capacity of transport infrastructure in Essex is under increasing pressure and there is insufficient supply of housing to meet household growth and new demand.

This strategy recognises ECC's role in both enabling economic growth and in embedding the benefits of growth for local communities. The following pages describe how we will address the issues outlined above by working with partners to:

- generate a stronger skills base;
- ensure relevant physical infrastructure is in place;
- deliver quality new homes to meet local need;
- support businesses and encourage innovation;
- raise aspirations for growth locally;
- attract investment into the county; and
- influence national policy and funding decisions that will impact on the Essex economy.

<b>Jobs, employment and skills</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
While total jobs in the county are increasing, we are not seeing the level of job growth needed to increase levels of employment significantly or meet the future needs of our growing population.	We want to see the number of jobs in the Essex economy increase in line with, or faster than, our current demographic projections.	We plan to support job growth through: <ul style="list-style-type: none"> <li>• delivery of infrastructure projects to unlock growth;</li> <li>• programmes to support business creation and business growth;</li> <li>• delivery of integrated business support services with universities and other partners;</li> <li>• attracting inward investment to key growth locations; and</li> <li>• carry out a review of Invest Essex activity.</li> </ul>
To increase employment we need to deliver more jobs to meet the growing population and also generate a stronger skills base so that Essex residents are able to meet the needs of employers.	We want to see an increase in the number of residents in employment.	We plan to: <ul style="list-style-type: none"> <li>• create more jobs through enabling infrastructure, business support and attracting inward investment;</li> <li>• deliver a programme of work with the support of the Essex Employment and Skills Board to improve the skills of Essex residents; and</li> <li>• work with Jobcentre Plus to develop programmes which improve the employability and skills of unemployed people.</li> </ul>
Increases in employment in Essex have often been focused on lower value sectors and jobs. Therefore to raise earnings we need to both diversify the employment opportunities (by focusing on our key	We want to see median earnings of those working in the Essex economy increase in line with, or faster than, our independent projections.	We plan to: <ul style="list-style-type: none"> <li>• deliver a programme of work with the support of the Essex Employment and Skills Board to improve the employability and earning potential of</li> </ul>

sectors) and raise the skills and aspirations of our workforce.		<p>residents;</p> <ul style="list-style-type: none"> <li>• improve the inward investment offer;</li> <li>• establish a clearer understanding of the growth potential of priority economic sectors; and</li> <li>• provide support to develop greater innovation and growth capacity across Essex's business base.</li> </ul>
There are identified skills gaps in the county that we need to address. The current skills system is also not sufficiently responsive to business needs, although we are seeking to address this. These issues present challenges for existing businesses and could deter new businesses from locating in Essex.	We want to see fewer businesses reporting skills gaps.	<p>We plan to:</p> <ul style="list-style-type: none"> <li>• deliver a programme of work with the support of the Essex Employment and Skills Board to improve and diversify the skills of Essex residents; and</li> <li>• establish a clearer understanding of the skills needs of priority economic sectors and developing appropriate information, advice and guidance (IAG) and skills programmes.</li> </ul>
Our large proportion of small businesses means the rate of start-ups in Essex tends to be higher than the national average. However, the rate of closures has increased too. Therefore we need to do more to support new businesses, particularly those in our key sectors.	<p>We want to see more business start-ups surviving after 1, 3 and 5 years.</p> <p>We want to support more businesses to innovate, to commercialise new ideas, to access development finance , to explore new markets (including export markets) and to attract investment.</p>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>• maintain a relevant business support offer and structures that are configured specifically to encourage business starts, support business growth through innovation and diversification, and encourage inward investment; and</li> <li>• review the impact of ECC's work to support international trade in China, exploring options for expanding this work to focus on other emerging markets.</li> </ul>

To support economic growth it is important to ensure that on an ongoing basis a relevant range of land and business space is available in Essex. This should allow firms to locate or start up in the area, to develop and expand further and 'move on' to other types of space as required.	We want to see businesses in key growth sectors reporting that they can access fit for purpose sites and premises in Essex, and to see a year on year increase on the baseline position.	We plan to: <ul style="list-style-type: none"> <li>• identify appropriate sites in key growth locations;</li> <li>• deliver ongoing improvement of business space; and</li> <li>• identify gaps and take actions to address these.</li> </ul>
Increased business rate growth will directly support the Essex economy and public sectors finances. However, we need to ensure that new businesses are sustainable and that they reflect the future growth sectors that have been identified.	Over the next seven years we want to see sustained increases in business rate income (National Non-Domestic Rates).	We plan to support business growth by: <ul style="list-style-type: none"> <li>• producing a master plan for each of the four strategic corridors identifying growth potential and the interventions necessary to realise that growth;</li> <li>• improving the inward investment offer;</li> <li>• delivering enabling infrastructure projects; and</li> <li>• delivering programmes to support business creation and business growth through innovation.</li> </ul>
<b>Housing and Infrastructure</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
Economic growth requires that key components of physical infrastructure are in place including quality access infrastructure, strategic employment sites and housing sites in key locations. To effectively plan and deliver the future infrastructure needs of the county will require a more coordinated approach.	We want to ensure relevant physical infrastructure is in place to support growth	We plan to: <ul style="list-style-type: none"> <li>• produce a master plan for each of the four strategic corridors;</li> <li>• deliver £760m of enabling infrastructure projects; and</li> <li>• scope the concept of a major infrastructure delivery model to bring together skills, capacity and development experience and create a single infrastructure plan for the</li> </ul>

		county.
Currently, there is an insufficient supply of housing to meet household growth and thus enable economic growth. For many people, housing is also too expensive, and in most communities in Essex, there are severe shortages of affordable housing.	We want to see levels of house building that keep pace with need in Essex, and are consistent with the full delivery of partners' local development plans.	<p>We plan to:</p> <ul style="list-style-type: none"> <li>• work with partners to develop a joined up housing strategy to determine overarching housing need;</li> <li>• develop a more proactive relationship with developers and housing associations to understand the barriers to investment and development better;</li> <li>• work with partners to scope and develop a planning compact that would help planning applications to be brought forward and dealt with faster to unlock job and housing growth; and</li> <li>• establish a property delivery unit to support the Housing and Public Sector Land Public Service Reform Project, which will develop a financially sustainable model to bringing forward public sector land to address housing need.</li> </ul>
<b>Connectivity</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>

Our road and rail networks are crucial to the growth of the economy. However, increasing pressure on our networks means that further deterioration in journey time reliability is likely without changes in travel behavior and significant capital investment.	<p>We want to:</p> <ul style="list-style-type: none"> <li>• minimise the impact that increased traffic volumes have on journey time reliability; and as part of this;</li> <li>• bring about an increase in walking, cycling and use of public transport, as well as reducing the number of journeys by supporting businesses and individuals to work remotely.</li> </ul>	<p>We plan to:</p> <ul style="list-style-type: none"> <li>• deliver £760m of infrastructure projects;</li> <li>• deliver a comprehensive Highways and Transportation Programme; and</li> <li>• extend the coverage of the Essex Superfast Broadband programme.</li> </ul>
There is significant potential to encourage the use of bus journeys, community transport and other forms of public transport as part of our efforts to change travel behaviours and reduce pressure on our road and rail networks.	We want to minimise the reduction in bus journeys in Essex over the next seven years.	We plan to deliver a comprehensive Highways and Transportation Programme, which will include improvements to passenger transport and bus operation support and information systems to encourage bus use.
Enhanced telecommunications infrastructure supports economic growth by helping to attract business and investment to Essex, and also as a means of preventing unnecessary journeys.	We want to maximise the coverage of superfast broadband for businesses and communities across Essex	We plan to deliver the Essex Superfast Broadband programme.

## Annex C

### People in Essex experience a high quality and sustainable environment

#### The story behind the strategy

Essex County Council (ECC) is committed to ensuring a better quality of life by conserving, developing and promoting a healthy, safe, diverse, clean and attractive environment. We will work directly through our commissioning decisions or indirectly through working with other public, private and voluntary sector partners to influence, lobby and lead communities to ensure that people in Essex experience a high quality and sustainable environment.

A high quality environment is important as it contributes to so many of ECCs other outcomes and is key to economic growth and improving public health. In 2013 ECCs survey of resident opinions showed that 81% of residents are satisfied with their local areas as a place to live. Over the coming years we need to develop a more detailed and localised understanding of the view of Essex residents towards services relating to the environment and how they contribute to overall satisfaction levels.

Delivering statutory duties – First and foremost we must discharge our statutory responsibilities. Legislation at the European and UK level sets much of the context in which our local approach to the environment is set. However, within this there is still a great deal of scope to create innovative solutions that are fit for Essex.

#### 1) Residual Waste Volumes

ECC is the Waste Disposal Authority and has agreed in partnership with local councils in Essex an approach to the future of waste management in Essex.

#### 2) Cost of Energy to Households

Over recent years energy prices<sup>1</sup> have increased consistently, whilst crucially for households' incomes, wage growth has been well below the rate of inflation. We know that the cost of energy to households is a significant component to a household's general cost of living and has a large impact on Essex households and businesses.

#### 3) Preventable Flooding Incidents

Extreme weather, existing buildings located in floodplains and a limited amount of funding means that we cannot stop flooding incidents in Essex. However, we can coordinate our services so that flood risk and localised flooding is reduced, and the aftermath of flood incidents is minimised. Landowners, communities at risk and businesses have a strong role to play in taking actions to minimise the risk of flooding as well as helping in the collective response when flooding does occur.

#### 4) Conditions of Roads and Footways

Our highways and transportation infrastructure represents one of ECCs largest assets and provides the connectivity needed by businesses, communities and individuals alike. Increasingly this network is coming under strain from extreme weather, natural ageing, increased demand and the effect of historic underinvestment.

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<sup>1</sup> As measured by the Consumer Prices Index

#### 5) Level of Pollution

A good quality environment free from pollution – be that air and water pollutants or noise, waste, chemical and light pollutants – is vital for our health and quality of life. We share delivery of this indicator along with our partners.

#### 6) Access to Valuable Open Spaces

Essex is a county of immense contrasts. It has a population of 1.6million and a series of large urban settlements, but with 72% of its land area devoted to agriculture the county is still significantly rural in character. If parks and green spaces are well managed, research has shown that communities use their local spaces more, have better relationships with other local residents and take pride in the area where they live.

#### 7) Perception of the quality of the environment on Essex's cities, towns and villages

The Essex Tracker Survey<sup>2</sup> results published in May 2013 has seen some gains compared with 2011/12 such as in people's overall sense of belonging (69% compared with 64%). We need to understand what people think about their natural, built and historic environment better, and then decide what we can achieve with our limited resources for our residents.

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<sup>2</sup> The Tracker Surveys are a series of public opinion postal surveys designed to monitor the public's perception on a range of key issues and services. Results are used to help inform and improve services delivery. The 2013 survey was sent to 23,868 residents with a response rate of 22% (5,321 valid responses).

<b>Residual Waste Volumes</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>As a society we will always consume resources and produce waste that will require treatment and disposal.</p> <p>In 2013/14, Essex produced approximately 706,000 tonnes of Local Authority Collected Municipal Waste. This untreated waste releases harmful gases. Landfill is also an expensive method of waste disposal, with Essex County Council paying over £24million in landfill tax in 2013/14.</p> <p>This will rise over the coming years if ECC continues to rely on landfill and levels of residual waste do not fall.</p>	<p>So that we manage waste in a way that is cost effective and minimises the impact on the environment, our ambition is:</p> <p><b><u>Almost Zero Landfill</u></b></p> <ul style="list-style-type: none"> <li>By the end of 2015/16 the amount of waste the County Council will send to landfill in Essex will almost be zero. Meaning a reduction in methane released into the atmosphere and less money wasted on landfill tax.</li> </ul> <p><b><u>Better use of environmental resources</u></b></p> <ul style="list-style-type: none"> <li>Essex will aspire to be a place where the environmental, social and economic value of waste resources are fully realised, to ensure a better service and value for money for the tax payer.</li> </ul> <p><b><u>Reduce impact of waste volumes</u></b></p>	<p>We will implement the Joint Municipal Waste Management Strategy for Essex including:</p> <p><b><u>Almost Zero Landfill</u></b></p> <ul style="list-style-type: none"> <li>The Mechanical Biological Treatment (MBT) plant in Basildon will treat residual waste and heavily reduce the amount of waste going to landfill sites.</li> <li>The letting of a long term contract for the provision of in-County biowaste treatment infrastructure, will enable greater opportunities for waste to be biologically treated and reduce levels going to landfill</li> </ul> <p><b><u>Better use of environmental resources</u></b></p> <ul style="list-style-type: none"> <li>Output of the MBT plant will be a refused derived fuel (RDF) which can be used to produce energy.</li> <li>Review of the Recycle Centre Household Waste estate will enable us to use the sites more effectively to deliver a more streamlined and efficient service to the public</li> <li>The development of a network of Transfer Stations will allow waste to be packed up and moved more easily in the future from various locations across the county to the new MBT plant, demonstrating better use of resources.</li> </ul>

	<ul style="list-style-type: none"> <li>• In 10 years' time Essex residents will fully understand the impact of waste volumes upon the local environment and economy. It will be normal practice to minimise, reuse, recycle and compost.</li> <li>• By the end of 2014/15, Essex will have established a Waste Prevention Plan, becoming a local leader in preventing waste and forging partnerships to raise awareness and access to waste prevention services.</li> <li>• Achievement of recycling and reuse targets of 60% by 2020 across Essex. <sup>3</sup></li> </ul>	<b><u>Reduce Impact of Waste Volumes</u></b> <ul style="list-style-type: none"> <li>• Press campaigns and advertisements on reuse, recycle and composting to get the message out to residents</li> <li>• Develop a much more coordinated approach with partners to reduce waste by focusing on education and behavioural change.</li> <li>• Review of partnership arrangements will allow us to deliver better value for money to the tax payer through greater emphasis on more efficient joined up working with partners.</li> </ul>
<b>Cost of Energy to Households</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>The increasing cost of energy is placing pressure on Essex households, businesses and public sector bodies.</p> <p>Households – Over recent years prices have been going up consistently, whilst crucially for household incomes, wage growth has been well below the rate of inflation. The latest data available from the <a href="#">Department of Energy and Climate Change</a> (2011 figures) shows that approximately 70,000 Essex households (9.6%) including Southend</p>	<p>ECC will have a clear approach to energy.</p> <p>We will clearly state how it will work to address its own energy costs as well as how it can help local businesses and households to:</p> <ul style="list-style-type: none"> <li>• Buy Better,</li> <li>• Use Less,</li> <li>• Generate More.</li> </ul> <p>In doing so, not only should Essex communities be more resilient to energy cost increases, but we will also see more use of renewable energy and the associated</p>	<p>We will develop and agree an Energy Commissioning plan to realise our ambitions.</p> <p><b><u>Buy Better &amp; Use less</u></b></p> <p>To ensure we can 'buy better' and 'use less' we will:</p> <ul style="list-style-type: none"> <li>• Coordinate further Energy Switching Schemes for Essex households to make sure they get the best possible deals from their energy provider;</li> </ul> <p>Build on outcomes of initial Community Energy Seminar, to help communities identify energy</p>

<sup>3</sup> The MBT facility once fully operational will enable a step change in this figure with 15% of waste received being recycled.

<p>and Thurrock are classed as fuel poor with particular problems in Uttlesford (11.1%) and Tendring (11.9%).</p> <p>Essex County Council – Is a large consumer of energy and is alert to its energy costs with annual energy bills across the ECC property portfolio totaling approximately £20m, with approximately £1.2m of this annual bill arising from the Carbon Efficiency Commitment Scheme which requires all non-energy intensive organisations to monitor use and surrender allowances to offset their emissions.</p>	<p>environmental benefits.</p> <p>Working with partners we will have in place schemes to raise awareness of initiatives to support all Essex households to get the best possible deal through switching providers and more energy efficient energy consumption behaviours.</p> <p>By 2020 ECC will be substantially immune to energy cost increases matching its energy production and consumption.</p>	<p>generation opportunities that are most appropriate and cost effective, and start an Essex network of community groups involved in energy projects and promote knowledge sharing and collaboration.</p> <p><b><u>Generate More</u></b></p> <p>To ‘generate more’ we will take the following actions:</p> <ul style="list-style-type: none"> <li>• Development of detailed strategy, plan, and, if appropriate business case for the long term use of the fuel produced by the residual waste Mechanical Biological Treatment plant;</li> <li>• Explore extending landfill gas extraction and develop a business case to support the investment of this.</li> <li>• Investigate solar farms at ECC closed landfill sites and, if viable, develop a business case to support the investment of it.</li> <li>• Explore the installation of solar photovoltaics on schools (and other public buildings);</li> <li>• Research opportunities presented by Bio-Energy</li> <li>• Determine if we should take solar beyond the schools and landfill initiatives identified above.</li> <li>• Determine the viability of district heating and heat take off schemes.</li> </ul>
<b>Preventable Flooding Incidents</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>

<p>Essex has an extensive coastline and network of rivers and canals, combined with a large number of towns and urbanised areas, which means it is at risk of flooding from a range of different sources.</p> <p>Responsibility for managing these risks is split across a range of agencies. Based on the evidence available we estimate that 50,000 properties are at risk of flooding in Essex.<sup>4</sup></p> <p>Government departments are starting to understand the economic impact of flood incidents, alongside impacts on people's properties and wellbeing. The Environment Agency calculates that for every £1 spent on flood defences, this reduces expected damage by £8.</p> <p>From early 2015, ECC will become a Sustainable Drainage Systems (SuDS) Approving Body (SAB). The role is significant and will see ECC approve and adopt sustainable drainage in new developments meeting certain criteria.</p>	<p>Our primary objective is to reduce the numbers of properties at risk.</p> <p>To help us achieve this we will work to establish baseline data and targets for the following indicators:</p> <ul style="list-style-type: none"> <li>• Number of properties at risk of flooding,</li> <li>• Number of properties flooded as a result of significant incidents, as captured in statutory flooding reports</li> <li>• Flooding hotspots</li> <li>• Economic impact of flood alleviation schemes</li> <li>• Number of sustainable drainage applications processed per year within 12 weeks of receipt (once legislation is commenced).</li> </ul> <p>ECC will maximise the opportunities for collaboration with partners so that:</p> <ul style="list-style-type: none"> <li>• Residents benefit from a single point of communications between risk management authorities</li> <li>• The combined resources of risk management authorities give us greater reach and deliver multiple benefits.</li> </ul> <p>We will achieve a fair share of funding from national sources.</p>	<p>To achieve this ambition we will:</p> <ul style="list-style-type: none"> <li>• Develop an integrated partnership approach to flood risk management to maximise opportunities for data sharing, pooled funding and fundraising, enforcement, shared public messages and collaborative delivery models.</li> <li>• Develop collaboration with parish councils and community groups to increase resilience.</li> <li>• Refresh the 2012 Essex local flood risk management strategy. This will reflect legislation on sustainable drainage approving once it is commenced. In doing so, we will give clear guidance to local planning authorities and developers.</li> <li>• Plan for operation of the Sustainable Drainage Approving Body (SDAB), which will help to reduce the risk of flooding and water pollution from new developments.</li> <li>• Deliver our role as a Category 1 Responder on emergency flood incidents. This is so that the aftermath of flood incidents is minimised. We will also take an increasingly preventative approach to flood incidents.</li> <li>• Maximise opportunities presented by an additional £500,000 capital/revenue investment. To include Essex Flood Hub as potential precursor to a single communications interface, which will enable greater efficiency in responding to flood incidents.</li> </ul>
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<sup>4</sup> Based on data in relation to surface water, groundwater and ordinary watercourses only.

	<p>The Lead Local Authority role will mature and increasingly focus on preventable flood incidents.</p>	<ul style="list-style-type: none"> <li>• Apply the new framework developed by Defra and Frontier Economics, and piloted in Clacton-on-Sea, to assess the economic impact flood alleviation. This is to help lever partner funding.</li> <li>• We will work towards the transfer of resources, skills and strategies between ECC 'flood management' services. As a result they will be more flexible and it will enable improved delivery achievement of multiple benefits.</li> </ul>
<b>Conditions of Roads and Footways</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>ECC is responsible for 5,100 miles of roads and 3,688 miles of footways. Much of the roads network has evolved over time and is not to modern construction standards. These roads are more prone to potholes.</p> <p>Increasingly this asset is coming under strain from extreme weather, natural ageing and increased demand. At the current state the whole highways asset is depreciating by approximately £65m annually.</p> <p>Our roads are key to the achievement of sustainable economic growth. They carry large volumes of traffic through and around Essex and are essential for</p>	<p>We will achieve the best possible road and footway conditions with the resources available (targets to be determined once funding confirmed).</p> <p>The best low cost and effective waste treatments will be used, exploiting existing and new innovative materials.</p> <p>We will enable economic growth to support the Economic Growth outcome and maximise opportunities to integrate new developments / growth hubs.</p> <p>We will adhere to the following principles:</p> <ul style="list-style-type: none"> <li>• Prevention is better than cure - so we will intervene at the right time to reduce the number of potholes forming and</li> </ul>	<p>To achieve this ambition we will:</p> <ul style="list-style-type: none"> <li>• Lobby Central Government to raise awareness of pressures on local government road maintenance budgets, highlighting linkages with road safety and economic growth agendas.</li> <li>• Explore alternative funding sources for road and footway maintenance.</li> <li>• In recognition of the number of resident complaints and compensation claims for this area, develop a communications plan which clearly articulates the rationale for prioritisation and streamlines customer service element.</li> <li>• Carry out routine safety inspections monthly on the PR1* network, every four months on the PR2** network, and every twelve months on 'Local Roads'. SCANNER surveys will be</li> </ul>

the flow of commerce as well as the flow of other resources and services across the County. It is essential that the current road condition is safeguarded so that traffic remains free flowing, in order to encourage economic developments which will draw corresponding employment resources and other services to support the Councils objectives for growth.	<p>prevent the problem from getting bigger,</p> <ul style="list-style-type: none"> <li>• Right first time – so we address issues once and get it right, rather than face extra costs through repeat visits, and</li> <li>• Clarity for the public – so we are open with the public about our approach to maintaining the road and footway network.</li> </ul>	<p>undertaken 100% in both directions on the PR1 and PR2 network ('County Route' network) so that we have a full understanding of where the issues with our network are and can shape our response accordingly.</p> <ul style="list-style-type: none"> <li>• Through the Materials Working Group, monitor and explore the palette of treatments used so that existing as well as new and innovative materials can be exploited to best affect to ensure materials withstand the pressures they are put under by vehicles.</li> <li>• Explore the drivers behind public perception of road condition, using and building on National Highways and Transport Network (NHT) data.</li> </ul> <p>*PR1 = Priority 1 Roads – largely 'A' class roads **PR2 = Priority 2 Roads – largely 'B' road</p>
<b>Level of Pollution</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>Pollution – be that air, water, noise, chemical, waste or light is an issue that has significant interdependencies with our other outcomes. The decisions we take as a council have an impact on the environment including levels of pollution.</p> <p>The relationship between a high quality natural environment, prosperity and positive wellbeing are well evidenced. However the relationship between</p>	<p>So that we can make informed decisions going forward it is our ambition in the short term that:</p> <ul style="list-style-type: none"> <li>• We will have a clear understanding of pollution issues facing Essex and the implications of our activities.</li> <li>• We will have a clear understanding of the relationship between pollution and our other outcomes. In particular the impact on residents health and wellbeing, and the relationship with economic growth.</li> </ul>	<p>So that we can better understand the pollution issues facing Essex and the implications of our activities, we will:</p> <ul style="list-style-type: none"> <li>• Establish an accurate picture of key pollution levels in Essex. Analyse data with our partners and identify priorities.</li> <li>• Decide what action we need to take as a local authority and significant employer.</li> <li>• Deliver Trading Standards programmes; for example, ensure 100% of petroleum and explosives is stored properly in Essex.</li> <li>• Collect and analyse data on air quality</li> </ul>

<p>economic growth and the environment is often seen as being at odds.</p> <p>We do not have an accurate picture of past pollution trends in Essex or what we and our local partners do to mitigate it.</p>		<p>monitoring areas and produce a map of declared and possible undeclared areas and plan for catering for areas of high pollution from traffic emissions.</p> <ul style="list-style-type: none"> <li>• Produce noise contour maps as per EU directive.</li> </ul>
<b>Access to Valuable Open Spaces</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>Open spaces can add 'value' in a number of ways. It is in our open spaces that we find recreation, health and solace, and in which our culture finds its roots and sense of place.</p> <p>It is important that we remember that only a very small part of open space in Essex is owned by ECC. This indicator looks to address the value of open space in its entirety.</p>	<p>The values of open spaces across Essex will be maximised, be that value:</p> <ul style="list-style-type: none"> <li>- Economic,</li> <li>- Physical and mental health,</li> <li>- Crime and fear of crime,</li> <li>- Communities and a sense of place, and</li> <li>- Bio-diversity and nature.</li> </ul> <p>ECC country parks will be small net income generators.</p>	<p>We will take the following actions to achieve this ambition:</p> <ul style="list-style-type: none"> <li>• Deliver the ambition for ECC country parks to be small net income generators by 2017.</li> <li>• Explore options to maximise the value of ECC owned open spaces</li> <li>• Plan commissioning activity once data is updated, strategies refreshed; and a fundraising and marketing strategy for the Commissioning Strategy (Environment) is prepared.</li> </ul>
<b>Perception of the quality of the environment in Essex's cities, towns and villages</b>		
<b>What are the issues we need to consider?</b>	<b>What is our ambition?</b>	<b>What are our plans for achieving this ambition?</b>
<p>The quality of the environment – be that the built, natural or historical – is an important determinant on peoples wellbeing and contributor to the success of many of ECCs other</p>	<p>We will have a better understanding of the views of Essex residents as well as potential visitors or investors in the county regarding the quality of the environment.</p>	<p>So that we have a better understanding of perception and can use this to inform decision making we will:</p> <ul style="list-style-type: none"> <li>• Monitor perception and views.</li> <li>• Apply steps including marketing ourselves</li> </ul>

outcomes. It is important that we understand people's perceptions of the Essex environment, be they Essex residents and businesses or people who may wish to visit or invest in the Essex economy.		better, developing our collaborations, finding different funding solutions.
<b>Crosscutting</b>		
<b>What are the issues we need to consider?</b>	<b>What are our plans for achieving this ambition?</b>	
A number of cross cutting actions have also been identified which support multiple indicators within this strategy and will help us to work well with relevant public, private and voluntary organisations as well as Essex residents, so that people in Essex experience a high quality and sustainable environment.	<ul style="list-style-type: none"> <li>• Develop links between our environment, economy and health and wellbeing objectives.</li> <li>• Seek to establish relationships with key private, public, voluntary and community sector partners.</li> <li>• Develop a fundraising strategy with innovative funding solutions</li> <li>• Market ourselves better and target our messages to reflect each community's specific needs and wants.</li> <li>• Review how we can better use behavioural insight to bring about a difference to residents to support this goal.</li> <li>• Develop our approach to enforcement.</li> </ul>	

# **People in Essex live in safe communities and are protected from harm**

## **Essex County Council Commissioning Strategy (2014 – 2018)**

Version: consultation draft



## Version control

Version Number	Date	Author	Comment & nature of update
V0.1		Anna Hook	Initial population of template based on TTC
V0.2	26/02/14	Anna Hook / Sarah Roberts	Consolidation of indicator level information Addition of draft risk and finance info.
V0.3	21/03/14	Craig Elliott	Collates all information shared by commissioners to date
V0.4	09/04/14	Craig Elliott	Edited summary version – gaps to be filled by Commissioners
V0.5	24/04/14	Craig Elliott	Based on Commissioner/officer contributions by 22/04/14
V0.6	07/05/14	Craig Elliott	After bilateral meetings with Commissioners & operational staff
V0.7	09/05/14	Jane Gardner/Craig Elliott	Based on reflections of the Quality Assurance session 08/04/14
V0.8	12/05/14	Jane Gardner/Anna Hook	Updates to structure and layout
V0.9	15/05/14	Jane Gardner/Anna Hook/Adam Thompson	Significant restructure and update to reflect comments received by People Commissioning Management Team and Finance
V1.0	16/05/14	Jane Gardner/Anna Hook/Adam Thompson	Slides to inform CCB Discussion on 23/05/14
V1.1	27/05/14	Jane Gardner/Craig Elliott/Adam Thompson	Updated to reflect CCB Discussion on 23/05/14
V1.2	20/06/14	Craig Elliott/Anna Hook/Jane Gardner	Prepared for CCB (30/06/14) - updated to reflect workshops/feedback
V1.3	25/06/14	Craig Elliott/Jane Gardner	Prepared for CCB (30/06/14) - updated to reflect Officer/Member feedback – and revised in V1.3.1 (01/07/14)

## Ownership and responsibilities

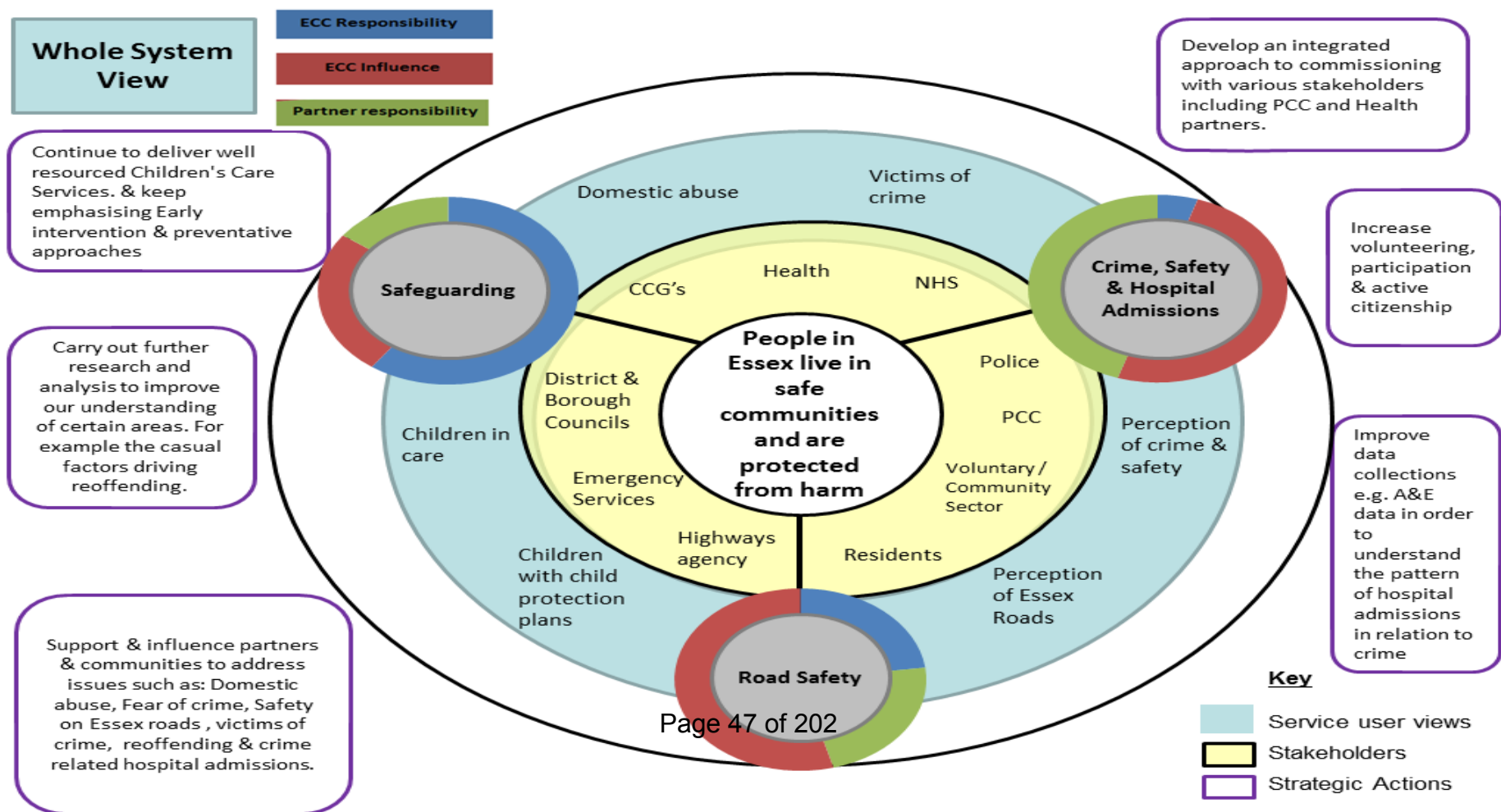
<b>Lead Member:</b>	Cllr. John Jowers	Cabinet Member for Libraries, Communities and Planning
<b>Lead Commissioners</b>	Paul Bird	Director for Commissioning: Transport and Infrastructure
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	Tim Coulson	Director for Commissioning: Education and Lifelong Learning
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## Content

Content		Slide Number
Background and Context		
The story Behind the baseline	<ol style="list-style-type: none"> <li>1) Vulnerable People are kept safe (Safeguarding)</li> <li>2) People live in safe communities</li> <li>3) People are kept safe on our roads</li> </ol>	
Service User and Customer Views		
1) Vulnerable People are kept safe (Safeguarding)	<ul style="list-style-type: none"> <li>• The curve we want to turn (our ambition)</li> <li>• Issues and Strategic Actions</li> <li>• Key partners and our relationship with them</li> </ul>	
2) People live in safe communities	<ul style="list-style-type: none"> <li>• The curve we want to turn (our ambition)</li> <li>• Issues and Strategic Actions</li> <li>• Key partners and our relationship with them</li> </ul>	
3) People are kept safe on our roads	<ul style="list-style-type: none"> <li>• The curve we want to turn (our ambition)</li> <li>• Issues and Strategic Actions</li> <li>• Key partners and our relationship with them</li> </ul>	
Delivering change within our Financial envelope		
Risks and Mitigations		
Links to other Outcomes and existing Strategies and Plans		

## Background and Context

The outcome this Commissioning Strategy seeks to achieve is : **People in Essex live in safe communities and are protected from harm**. The strategy offers Essex County Council a clear opportunity to rethink how we respond to new challenges, and potentially at a reduced cost. Key tenets of our approach are: understanding the issues better; working with partners and communities to find better solutions; and where possible early intervention and prevention. This wide ranging strategy plays out in three policy areas (as illustrated in the diagram): 1) *Vulnerable people are safe*; 2) *People live in safe communities*; and 3) *People are safe on Essex roads*. Whilst ECC has responsibility and budgets for ensuring that vulnerable people feel safe, the key to delivering this outcome lies in influencing the spend of partners. These issues and solutions are presented in more detail below.



## Background and Context

### *Why is this outcome important?*

The abuse and neglect of children or adults is intolerable. Safeguarding is everyone's responsibility, parents, relatives, the public and employees. Children in care also need to receive better support to ensure they can maximise their future potential. Issues such as social deprivation, parenting history, poor education, parental mental health, drug and/or alcohol misuse, can all impact on child neglect and abuse. Domestic abuse is also evident as a contributor to safeguarding and impacts on both adults and children.

Essex is already one of the safest places to live in the country, with low rates of crime compared to other areas. Furthermore, the long-term trend is that crime rates are falling. However, fear of crime is still an issue, and crime and protection in the broadest sense remains a key priority for Essex residents. The issues of domestic abuse, violence and burglary link closely with other issues related to criminality such as drug and alcohol misuse and anti-social behaviour.

While the number of people killed or seriously injured on Essex roads has significantly decreased and this trend maintained thanks to work with partners to deliver targeted education and enforcement. However ongoing work is required to maintain this trajectory focusing on those most at risk including motorcyclists, young car drivers and drink/drug drivers. Perception of safety on Essex roads does not correlate with these levels of performance.

Essex County Council has a strategic role to play in ensuring that it works with partners and individuals to build safe communities and to ensure that people are protected from harm. With diminishing resources across the public sector, partners need to collectively understand its resource priorities; these will be driven by our statutory responsibilities, what intelligence gathered tells us about where and on what activities and interventions we need to focus on and importantly what Essex residents are telling us is important to them. Building strong social capital can also provide the right opportunities for young people and the community to flourish.

As a local authority, Essex County Council can influence national policy and resource allocations, commission outcomes against available resources and work with communities to increase their resilience and enable them to provide for themselves.

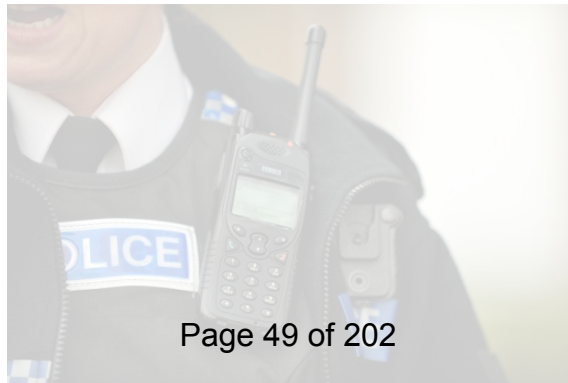
## Essex Context

Essex is a diverse county with a population of 1.74 million living within 1 city, 11 district councils and 2 unitary authorities. It is demographically complex, with a mix of urban and rural areas, often bordering each other. Densely populated settlements like Chelmsford, Colchester, Southend, and Basildon differ significantly from the less densely populated areas of Braintree, Maldon and Uttlesford.

Essex has an extensive travel infrastructure, linked via a strategic road network, home to London's third largest airport (Stansted), hosting a comprehensive rail network and having the longest coastline of any county. This creates a range of challenges as well as real opportunities to work in partnership and make a significant difference to ensuring that people in Essex and the communities they live in are safe.

The sheer diversity of Essex means that on a daily basis, police have to respond to a wide range of crimes and anti-social behaviour, with differing levels of demands on policing and public services as a result. Whilst this diversity brings challenges, Essex remains a vibrant and a safe place in which to live and work. The third sector and volunteers also continue to play an increasingly important role in strengthening communities and in making them more resilient. Further evidence of Essex's diversity includes: -

- Unemployment rates lower than national averages - However a threefold variation exists at a district level (from 13.2% to 4.6%).
- Young people from more disadvantaged communities are at a higher risk of becoming NEET.
- Life expectancy is increasing - but is 7.3 years lower (men) and 4.9 years lower (women) between most and least deprived areas.
- A 17% difference exists across our districts in people's perception of their quality of life
- Attainment has improved, however disparity across Essex exist for educational achievements at GCSE level



***Some of the big issues faced that this strategy seeks to address are:***

Safeguarding is an important issue to ECC and whilst we are improving, in the light of new duties under the Care Act, how do we continue to ensure this with diminishing resources?

Improving the joint commissioning approach, focusing on “healthy relationships”, to reduce the incidence of domestic abuse, improve reporting, and make those who report or are affected by it safer?

Fear of crime and safety on our roads in increasing yet actual crime and safety are improving – how do we reconcile this?

How can we reduce hospital admissions with relation to crime, anti-social behaviour, drug and alcohol misuse and road traffic accidents?

Reducing offending and reoffending are vital to reducing crime. How can we best respond to transforming rehabilitation?

***The strategy encapsulates actions that will seek to turn the curve in these areas, these actions will seek to:***

- Influence national and local public sector decisions and spending
- Commission/deliver services
- Drive research, data collection and improving our understanding of causal factors
- Focus on early intervention and preventative approaches
- Work with partners families and communities
- Increase volunteering, participation and active citizenship



## The Story behind the baseline – (1) Vulnerable People are safe (Safeguarding)

The abuse and neglect of children or adults is unacceptable. Safeguarding is everyone's responsibility, parents, relatives, the public and employees. All employees who have direct or indirect contact with children, or who have access to information about them at work, have a responsibility to safeguard and promote their welfare. The introduction of the Care Act 2014 will extend our shared safeguarding and wellbeing duties to adults. (Domestic abuse is considered in more detail in Section (2) in slides 17-18).

### Safeguarding Children

Safeguarding children is about protecting children and young people from abuse and neglect, but it has a much broader concept than child protection. Safeguarding emphasises prevention and focuses on promoting welfare and wellbeing of children and young people. It raises questions of how we can ensure that children and young people are healthy, are developing appropriately, are brought up in caring and safe environments, both in and out of the home, and are able to maximise their life chances. The breadth of safeguarding is reflected in the range of activities in which children and young people need not only to be safe and well cared for, but to feel safe and well cared for. These include being safe on the way to and from school, at school, at clubs and other leisure activities, and on the streets. It includes issues of bullying, internet and mobile phone safety, gangs, youth crime, or where there is domestic abuse, alcohol and drugs misuse, or mental health issues within the family. It includes the safety and wellbeing of those who are sexually active, at risk of exploitation, teenage pregnancy, obesity, and those at risk of accidents at home and outside.

Whilst safeguarding is everyone's responsibility, all agencies and individuals need to participate in a co-ordinated, multi-agency and manifold response. Child protection is a part of safeguarding and promoting welfare. It refers to activity undertaken to protect children identified as either suffering or at risk of suffering significant harm as a result of abuse and neglect. The key strategic principle is to meet the need, at the right place and at the right time - with the overarching aims of keeping children safe within their families and out of care, and to reduce the period of time that children are in care by facilitating transitions into safe sustainable placements.

The Safeguarding Children Board has a statutory role to shape the partnership response to safeguarding children and young people. The Board has strengthened its position in recent years and has identified priority areas. It has conducted multi-agency audits and deep-dives into child protection practice, and rolled out a new strengths based approach to conducting child protection conferences, the learning from case reviews and a revised response arrangements to unexpected deaths. This has resulted in qualitative improvements in the service we offer to families. The Board's priorities are considered as part of a multi-agency performance framework. A performance dashboard allows the Board to review and challenge the performance of partners. Further work will be undertaken in respect of pre-birth referrals, multi-agency assessments, and a range of safeguarding issues around young people e.g. for those who are sexually active, at risk of exploitation, at risk from bullying/grooming, and those involved in substance abuse. In addition, we are keen to continue to engage children and young people in developing solutions to safeguarding and protection issues. *(Customer views are captured in slide 24).*

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Due to statutory requirements that all policy and delivery information on children's services need to be in one place, this strategy needs to be delivered in line with ECC's Children's Commissioning Intentions Document and ECC's Children' and Young People's Plan.

Since the Baby P case in 2009, Essex showed a consistent fall to below Eastern Region and Statistical Neighbour averages. This has resulted from the redesign of services around the 'windscreen of need' and investing more in preventative services. There are four levels of increasing need: 1) *universal services* – children with no additional needs; 2) *vulnerable* – children with additional needs; 3) *complex* – children with complex needs; and 4) *acute* – children whose needs are complex, prolonged or critical. The latter is where care services intervene and where our indicators are focused i.e. related to: *children in need*; *children with protection plans*; and *children in care*.

At each level, the services that are available locally include: *Level 2* - Children's Centres, extended pupil premium, increasing the number of health visitors by 270 in 3/4 years (a service that moves to ECC in October 2015), sexual health, school nursing, and the establishing the Family Nurse Partnership from autumn 2014. *Level 3* - is delivered through Family Solutions, which offers targeted early help for families with complex needs. *Level 4* offers social care through Divisional-Based Intervention Team (D-BIT) supports those at risk in each quadrant for a maximum of 12 weeks and Multi-Systemic Therapy (MST) – which builds on the Social Impact Bond and offers intensive parenting support.

**Essex has turned the curve dramatically on child protection** with significant reductions of children in need, child protection plans and children in care. It has been clear about thresholds of care, has focused activities on targeted services specifically for the harder to help, by managing the gateway into the care system, and through staff development, training and support. The recent trends are as follows:

- **Children in Need** - On 31 January 2014, 6,220 children had been identified through assessment as being in need of a specialist children's service. This is a reduction from 6,739 at 31 March 2013. Having already turned and maintained the curve, ECC has moved from a position of firefighting to one where we can consider early intervention opportunities. Abuse and neglect are the key factors. 1,136 disabled children receive a service and disabled children are known to be at greater risk of abuse and neglect.
- **Child Protection Plans** - On 31 January 2014, 438 children and young people were subject to a child protection plan (CPP). Since 2011/12, ECC has turned the curve, with notable reductions from 547 in 31 March 2013. ECC aims to maintain the positive status quo. Domestic abuse, mental health and drink/drug abuse are common risk factors leading to children being taken into care and becoming subject to a child protection plan. The main reasons are: neglect (over 54% of plans); emotional abuse (28%); physical abuse (9%); sexual abuse (5%); and 'multiple abuse' (3%). ¾ of children with CPP are under 10 years.
- **Children in Care** - On 31 January 2014 the number of children in care was 1,139; a rate of 38.4 per 10,000 children. This is a reduction from 1,260 at 31 March 2013; a rate of 42 per 10,000 children. This continues the falling trend from 2011/12. There is higher proportion of 10-15 and 16-17 year olds in care in Essex, with an increase in entries at 14+. D-BIT and MST are addressing this successfully however these numbers continue to increase despite this.

ECC aims to continue to reduce the numbers by continuing to promote and encourage the use of Special Guardianship Orders (SGO), adoption and fostering as is appropriate. ECC's 'Placement Strategy', established some 18 months ago, has been able to deliver sustainable and safe placements for children leaving care. Only 7% are not sustained for 2 years. Although churn does occur beyond 2 years, this is mainly for different reasons. ECC will continue to maintain low levels of children in care through early intervention and by reducing the period of time that children remain in care by easing transition into safe sustainable placements.

Essex has the second lowest incidence (per 10,000) of children in care by local authority. It is expected that the number of children in care will reduce to 1,000 (mainly 16-17 year olds) by 2015. Whereas the number of child protection plans should not fall any further, as it may be viewed as unsafe, leading to questions of what support and oversight Essex provides the most vulnerable. Hence, more may be better.

(NB: A new Centre for Social Justice report calls for a royal commission on child protection issues due to perceived raising of care thresholds).

## Adult Safeguarding

- The Commissioning Strategy offers ECC an opportunity to rethink how it responds to new challenges, particularly the Care Act 2014.
- With regard to adult safeguarding, the Care Act 2014 requires ECC to ensure enquiries are made for suspected abuse or neglect cases. It formally establishes Safeguarding Adults Boards which must have representation from the LA, Clinical Commissioning Groups (CCG), Police. It requires ECC to arrange an independent advocate for the person subject of a safeguarding enquiry or SAR. It requires all partners cooperate to protect adults experiencing or at risk of abuse or neglect. The most significant changes are that adult safeguarding becomes a statutory duty for the first time. The model appears to be proactive rather than reactive as now. It applies in all settings so requires a multi-agency and community response. It gives a key role to the Essex Safeguarding Adults Board, placing it on a similar footing to the Safeguarding Children Board. Adult safeguarding will need to be evident in our market development and commissioning activity and response. The Care Act asserts that local authorities need to offer lower level services, universal brokerage for domiciliary and residential care (including for self funders), and financial advice from 2015.
- Adult safeguarding applies to everyone over 18 years and is underpinned by 6 principles: 1) empowerment/personalisation; 2) prevention/early intervention; 3) proportionality; 4) protection; 5) partnership (working with communities); and 6) accountability. Traditionally, efforts focused on protecting people from abuse in residential and domiciliary care, now our responsibility is universal.
- The Care Act has significant implications not just for the care system, but for wider ECC and public services, including the built environment, housing, health, employment/welfare, police and prison services, and the wider community.

## Indicators

- The current indicators collected by the service are effectively performance measures for operational delivery, rather than indicators, these include: 1) Alerts – concerns raised; 2) Referrals; 3) Breakdown data into categories – by customer or by provider; 4) Assessment; 5) Appropriate Pathway (leading to success/reablement); and 6) Repeat clients (failure).
- GAPS: 1) No dashboard – can our manual data system be digitised?; 2) No People Feel Safe/Protected indicator → STRATEGIC ACTIONS?
- **Potential overarching indicators in response to the Care Act (2014):** 1) Whole Population Wellbeing – People feel safe/protected from harm; 2) People feeling able to participate fully in society; and 3) % of customers feeling safer through safeguarding intervention(s)

## Turning the curve and issues

- Safeguarding is everyone's business. Understanding abuse and neglect is key to prevention - what are the triggers for escalation?
- ECC will need to work with a range of public, private and voluntary sector partners and the wider community to deliver our ambition of improved wellbeing, more cohesive and safer communities, and a renewed focus on prevention and early intervention.
- In a crisis, there is a multi agency action group style response to incident management.
- For current indicators, more alerts may be good, as it may suggest that early interventions could be made, addressing needs before they become critical. This could reduce costs of critical safeguarding interventions. Over time this may deliver a reduced number of referrals
- Right solution at the right time - Finding the most appropriate pathway – the outcome is defined by the customer. Getting people back on track is the key – hence the focus is on reablement and finding sustainable solutions. (Continued overleaf)

### **Turning the curve and issues - continued**

- Market sustainability – Recent moves from small to larger providers to reduce risk. Issues: regulated and unregulated markets. ECC has more leverage over (and accountability for) the regulated market (care providers) as it is regulated by the Care Quality Commission (CQC). This includes workforce planning. ECC has less control over day care and personal assistants market, which is unregulated. Nevertheless, we still have a responsibility to ensure that people are safe. We will be focusing on this via Making Safeguarding Personal during 2014/15. As commissioners, there is pressure to harmonise with prescriptive NHS contracts, rather than our more flexible black box contracts.

### **Adult Safeguarding and the Care Act – new support for prisoners**

The Care Act (2014) requires local authorities to provide social care for prisoners:

- Clause 72 of the Care Act sets out the responsibilities for provision of care and support for adult prisoners and people residing in approved premises (which includes bail accommodation). Where it appears that adults in prison or approved premises have needs for care and support, they should have their needs assessed by local authorities and where they meet eligibility criteria, have services provided by the local authority in question. Prisoners' non-eligible needs will be met by the prison.
- This clause clarifies the application of care and support law to people in prison and bail accommodation. This reflects existing legal opinion and practice; but the current law is unclear on the matter. With a turnover of c.2000 prisoners per year in Chelmsford Prison this could have a significant impact.

***(Domestic abuse – is a cross-cutting theme of Safeguarding and Crime, and is captured in Section (2) on slides 17-18.)***

### ***(1) Vulnerable People are safe (Safeguarding) – Our Ambition***

- Care is available on the basis of need
- Children are supported with the right care at the right time
- Early intervention and prevention services reducing the number of children in care
- Families are supported to become more resilient
- The time that children are in care is reduced through effective interventions
- Sustainable and safe placements are achieved for more children in care
- All partners will take responsibility for safeguarding local people of all ages
- The commissioning of the full range of services across the local partnership will consider how to protect vulnerable people and how to contribute to community wellbeing
- ECC will consider social value as well as best value in the commissioning of services for vulnerable people
- To create a fully functioning care market, integrating health and social care, that ensures that vulnerable people are protected

## The Story behind the baseline – (2) People live in safe communities

Ensuring that people live in safe communities encompasses a wide range of issues from crime and anti-social behaviour, including domestic abuse, and drug and alcohol misuse, to reducing re-offending, through to hospital admissions of adults and children caused by the above.

Whilst ECC has some direct influence over approaches to drug/alcohol abuse and mental health, almost all other areas fall under the responsibility of partners. As a result, there is a need to support and influence partners and communities to deliver services that tackle the causes of crime and anti-social behaviour.

The delivery of the community safety agenda is supported through the Safer Essex Partnership, which brings together Essex County Council functional services (Trading Standards, Community Resilience, In Person Services in respect of developing community hubs etc....) all unitary, district and borough councils through their Community Safety Partnerships, the office of the Police and Crime Commissioner, Essex Police, Essex Fire and Rescue Services, Probation Services and the voluntary and community sector. Essex has a national reputation and track record for successful partnership working; delivering innovative business change by trying something new and acting together it can mobilise and respond quickly. Partners are committed to work together to reduce re-offending, protect the public, reduce the number of victims of crime, by delivery of joined up and integrated services that actually does transform rehabilitation, eliminate bureaucracy, focuses on outcomes not process, reduces risk and increases opportunity.

The following sections consider the low level of crime and anti-social behaviour, the paradoxically high fear of crime, reducing reoffending and transforming rehabilitation services, domestic abuse, the role of trading standards and the problem of hospital admissions as a direct result of crime, anti-social behaviour, drug and alcohol misuse and road traffic accidents.

**The level of crime in Essex** (per 1,000 residents) is lower than our nearest statistical neighbours, although comparable with the East of England. Crime levels have fallen consistently since 2009/10 and significantly in the year to 2011/12. Monthly figures for 2012/13 have plateaued. The level of crime affects the entire population, yet it is associated with social disorganisation, dysfunctional communities, deprivation and inequalities and therefore may affect certain sections of the community differently. Some minority groups, such as those by ethnicity, sexuality and disability, experience prejudice or hate crime (research figures).

The Police and Crime Commissioner (PCC), who is accountable for local crime figures, has emphasised the need to focus on the causes of crime, not just crime types and will promote activities that support the victims of crime. We recognise that as an indicator of achievement against our overall outcome, a reduction in those figures is desirable. We are currently working with the PCC to influence provision (e.g. crime detection) and to understand the opportunities for joint commissioning. We are also keen to exploit our influence over other local services ( e.g. the NHS and Public Health to address mental health and drink/drug abuse) which can address some of the causes of crime and anti-social behaviour.

***Anti-social behaviour affects both crime levels and the fear of crime:***

- From April to October 2013, there were 36,366 anti-social behaviour incidents in Essex. This compares with just over 46,500 incidents of anti-social behaviour in 2011 (by persons of all ages).
- Anti-social behaviour may impact the entire Essex population, but may differ by locality. Harlow has the highest rates of offending and anti-social behaviour incidents in Essex. Residents here and in Basildon and Colchester are more likely to be victims of anti-social behaviour than those who live in Maldon, Uttlesford and Rochford.
- Anti-social behaviour may be more likely where a child/young person/adult: has witnessed domestic abuse; suffers from post-traumatic stress and has serious social and behavioural problems; lives in a family/household with complex needs or disadvantage; or is misusing drugs and/or alcohol.
- Anti-social behaviour at age ten is a powerful predictor of the total cost of public services used by age 28 years, with criminal justice costs the highest. Children who engage in anti-social behaviour are disproportionately likely to face a lifetime of social exclusion and offending, however, early bad behaviour does not necessarily predict serious offending later in life.
- Pupils in Essex who have had a Police warning are more likely to: be NEET, have poorer levels of wellbeing, lose their temper twice or more per week, say their school deals badly with bullying, say they have been a victim of crime, smoke and drink regularly or have taken drugs. They are less likely to: feel they are listened to and taken seriously at home/school, to enjoy, and try their best at, school, want to go to university, and say that there is enough to do in their area.

Risk taking behaviours, possibly fuelled by alcohol misuse, can lead to high levels of crime and violence, risk to personal safety as well as poor mental health, some of which will continue into adulthood. Drug misuse contributes to the associated health and crime burden in Essex with nearly 4600 known opiate and crack users and an increase in young people (under 18 years) accessing treatment.

A number of risk factors can contribute to the likelihood of young people (10 to 17 years) becoming known to the local police and entering the youth justice system. These range from; poor family relationships, poor educational attainment, absenteeism or exclusion from school, associating with offending or risk-taking peers, drugs or alcohol use, mental health issues, accommodation in a high crime area or temporary accommodation / homelessness, poor communication or comprehension skills, anti-social attitudes or behaviour and thinking skill issues including impulsivity, risk taking and lack of victim empathy. Children who are in care or looked after are over-represented in the youth justice system.

***Fear of Crime remains persistently high***, and paradoxically, it does not correlate directly with actual crime levels which are very low. **The percentage of residents who feel safe after dark** peaked in 2010/11 but has fallen sharply year on year since then, in line with falling crime levels. Crime is generally low but feedback indicates that people believe that keeping it low is important. Nevertheless, the fear of crime can have a devastating effect on a person's sense of personal safety, lifestyle and quality of life. These effects can curtail social activities through an unwillingness to leave our own homes. They can increase stress, fear and anxiety. They can lead to an increase in household costs, for example, choosing a car or taxi instead of public transport or installing home security systems. They also prompt us to make less use of local amenities, leading to greater economic and social costs for local communities.

There are a number of external factors which may significantly increase the fear of crime in the community, including: media sensationalism when reporting crimes; perceptions of vulnerability; infirmity and limited mobility; loneliness and social isolation; disorderly surroundings such as litter, abandoned buildings/cars, graffiti and broken/barricaded windows; and disruptive behaviour such as rowdy youths, homeless people, beggars, drunks and inconsiderate neighbours.

***The percentage of residents who feel safe after dark*** is a standard perception measure of the fear of crime, which affects the entire Essex population. Women (29%), those over 65 (28%), those living in social housing (40%), and those with disabilities (32%) are more likely to feel unsafe after dark; compared with men (18%), all residents (24%), owner-occupiers (21%), and able bodied (20%), respectively. Where residents live affects how safe they feel after dark. Uttlesford (75%) and Maldon (68%) residents feel the safest outdoors after dark, followed by residents in Chelmsford and Colchester (65% in both cases). However, residents are less likely to feel safe after dark in Castle Point (49%), Basildon (48%), and particularly in Harlow (where 37% feel safe). Following a trial in Maldon in 2007, the roll out of a central management system for part night street lighting was undertaken in 2011, resulting in the roll out of part night street lighting across districts last year, (with street lighting being turned off between 0:00 and 5:00). To date there is no evidence that crime levels have been impacted as a result but more work is required to fully understand the impact this activity has upon fear of crime or how safe people feel after dark as a result.

### ***Reducing re-offending and transforming rehabilitation***

Transforming Rehabilitation Services requires ECC to take a fundamental role in influencing commissioning and reshaping of services to reduce reoffending. From 1<sup>st</sup> April 2015, a new refocused National Probation Service will be tasked with keeping the public safe from the most dangerous and high-risk offenders. A Community Rehabilitation Company will be established in Essex, run by a private and/or voluntary sector organisation, and will work together on closing the 'revolving door' of the criminal justice system by tackling lower risk offenders. For the first time all offenders, including those serving less than 12 months, will be subject to mandatory supervision and tailored rehabilitation on release from prison. The delivery of offender services in the community aim to reduce reoffending rates whilst delivering improved value for money for the tax payer. This is of particular significance given that Chelmsford Prison has been designated as our local resettlement prison. This means that all prisoners who are Essex residents will complete their prison term and be released back into the community from Chelmsford Prison. Traditionally the prison has incarcerated prisoners with sentences of less than 12 months.

Rates of reoffending may need to be reduced to deliver even lower levels of crime - as a high proportion of crimes are committed by a small number of offenders. 23.5% of ex-offenders in 2010 reoffended within the first 12 months of release. This fell to 23.0% in 2011. The average number of re-offences committed per offender from a rolling 12 month cohort rose slightly from 0.65 to 0.66 in the same period. These are below the regional and national averages. At a national level, the figures increase significantly over a three year period. As reoffending rates fluctuate over time, we aim to retain low levels of reoffending than the national and regional averages.

The underlying principle of measuring re-offending is that someone who has received some form of criminal justice sanction (such as a conviction or a caution) goes on to commit another offence within a set time period. Official records are taken from either the police or courts, but they will underestimate the true level of re-offending because only a proportion of crime is detected and sanctioned and not all crimes and sanctions are recorded on one central system. Other methods of measuring re-offending, such as self-report studies, are likely to be unreliable.

***Youth offending*** is falling. In 2011/12, the Youth Offender Service (YOS) caseload was 1,061 in 2011/12, down from 1,220 young people in 2010/11. Over the same period, the number of first-time entrants fell to just over 800 from 940 following the consistent national trend. The re-offending rate was 1.53:1 and of 176 young people in the 2011/12 cohort, 41 reoffended within three months and 82 re-offended within 12 months. The highest rates of first time entrants (per 1,000 population aged 15-19) were in Harlow and Basildon, while Uttlesford, Colchester and Chelmsford had rates below the county average. Harlow has the highest rate of offending in Essex, with the rate being nearly double the county average, and the highest rates of anti-social behaviour incidents, first time entrants to YOS and YOS caseload. In 2011/12 the proportion of young offenders in suitable education, training or employment (ETE) fell to 49% - its lowest level in four years.

## ***Cross-cutting Themes – Crime & Safeguarding***

***Domestic abuse*** - Incidents of domestic abuse are difficult to calculate and there is dissonance between actual figures and academic estimates, indicating that there is a need to improve reporting. Domestic abuse impacts on both adults and children, and makes up one fifth of all police incidents (29,000) - with Essex Police receiving around 80 domestic abuse related calls a day. Around half of these are repeat police incidents, with women most likely to be the victims and to have a higher risk profile. In 2009, using the British Crime Survey, it was estimated that there were over 44,000 incidents in Essex per year (Walby 2009). Some 14,000 (4.5% of) children experience severe domestic abuse before they reach 16 in Southend, Essex and Thurrock (Stanley 2011). Child neglect and abuse is understood to occur as a result of a number of factors: social deprivation, parenting history, poor education, parental mental health, and drug and alcohol misuse. The Essex Drug and Alcohol Partnership (EDAP) estimates there are 5,240 families in the county with four or more vulnerabilities, with a greater concentration of these families in deprived areas. Other estimates suggest that there are 57,902 children in Essex with at least one parent abusing alcohol, 7,300 children with at least one parent who is a dependent drug user, 46,636 children with at least one parent with a mental health problem. Most of ECC's looked after children have parents with two or more of these vulnerabilities.

The causes of relationship conflict and domestic abuse are complex and deeply embedded in social structures and behaviour. Addressing these causes is difficult and unlikely to achieve total success. Partners are committed to developing a range of evidence based interventions to protect victims and address perpetrating behaviour. Individuals and families will have different needs. For example, measures to improve safety within a relationship (40% of police incidents) where the victim does not wish to leave will vary from measures required to improve safety when the victim wants to leave, known to increase danger, or they live separately from the perpetrator (60% of police incidents).

***Domestic abuse*** has been a focus of ECC and partners in Essex for a significant period of time, and has been part of the Whole Essex Community Budget (WECB) work. The main lessons learnt from the WECB work on domestic abuse include: family, financial and housing factors make it difficult to escape domestic abuse; victims are often unable to talk about domestic abuse, even with health and care professionals, due to social stigma/shame; tackling the issue before behaviour escalates and becomes more severe can make the system easier and less fearful to navigate.

**As a safeguarding issue** as well as a criminal activity, domestic abuse is everyone's responsibility and therefore requires a multi-agency partnership approach. Much work has been undertaken within the WECB to understand the roles that multiple agencies have with relation to domestic abuse, with ECC taking a leading role. This has culminated in the establishment of a joint decision-making framework. The Domestic Abuse Strategic Board (DASB) works to define the strategic direction and approach across Essex and is chaired by Essex's Police and Crime Commissioner. This body links with other relevant bodies like the Safer Essex Partnership and the Safeguarding (Adults & Children) Boards and wider stakeholders. DASB has developed a performance dashboard, which enables the partnership to review performance across a range of cross cutting measures and hold each other to account for delivery of improvements. The commissioning and implementation of the strategy is co-ordinated through the Domestic Abuse Commissioning Group.

## ***Cross-cutting Themes – Crime & Safeguarding***

**At a high level, the WECB Domestic Abuse progress report for June 2014 identified the following:**

- The Basildon and Braintree pilot has supported 504 domestic abuse victims by the 29<sup>th</sup> of May 2014
- The Joint Domestic Abuse Triage Team (JDATT) – a multi-agency hub to combat domestic abuse is being developed
- An information sharing agreement for JDATT has been approved and signed off by partners
- North Essex Partnership Mental Health trust is engaged in a month long information sharing pilot with the JDATT
- Commitments totalling £931,000 have been secured to resource the Domestic Abuse programme in FY2014/15

### **Next steps - key activities**

- Complete training of the additional 6 advisors (IDVA's) recruited to support high risk victims of domestic abuse across the county
- Complete the tender specification for the IDVA Support Services contract
- Work with health partners to identify locations for case finding pilots

*Illustrating the extent of partnership working, these activities are also stated in the Police and Crime Plan 2014.*

The partnership needs to focus on and understand a number of other issues including:

- Developing a shared definition of what constitutes domestic abuse, when compared with domestic personality conflicts.
- How does interpretation currently affect the responses of agencies involved with domestic abuse in Essex?
- Perceptions of domestic abuse as a crime and how levels of risk and severity are identified and responded to?
- Shared understandings across agencies involved in domestic abuse is essential to enable us to put in place a robust, flexible and bespoke suite of interventions that help to address the issue. This includes understanding that when victims make a life changing action that makes them more vulnerable than when they were under the threshold.
- Early intervention will require fuller engagement with health and housing partners to identify cases of domestic abuse at an earlier stage.
- Evidence suggests that education and support in schools related to understanding and developing 'healthy relationships' can have significant impact on domestic abuse incidents and more generally in addressing conflicts across a multitude of relationships, thereby addressing causal factors across a range of outcomes.
- Other streams of work that need to be developed further include: work with perpetrators, work with health, education around healthy relationships and attainment, resettlement and housing, which is a key cross cutting theme over many outcomes.

Where children are victims of domestic abuse, all interventions and proposals proposed in the strategy need to be delivered in line with ECC's Children's Commissioning Intentions Document and ECC's Children and Young People's Plan.

## ***Cross-cutting Themes – Crime & Safeguarding***

***Trading Standards*** activity cuts across safeguarding and crime and safety:

- Doorstep crime - Victims are generally older, often single, and the financial loss to the consumer of these crimes can range from a few hundred pounds to many tens of thousands. Once identified as vulnerable, victims are often repeatedly targeted. This type of crime is on the increase across the country and is happening in Essex. Trading Standards undertake preventative activities designed to tackle this type of criminality, such as implementing No Cold Calling Zones (NCCZs), operating a Buy With Confidence TS approved trader scheme, attending Police led roadside stop checks and working with Care providers such as Essex Cares to provide information to vulnerable groups and help care workers to identify and report changes in possible victims behaviour that might indicate a doorstep/ rogue trader presence.
- The Licensing Act 2003 made Trading Standards a responsible authority to formally enable alcohol test purchases to be made using a minor. ECC identified issues in local communities of anti-social behaviour directly attributed to young people consuming alcohol. Furthermore it was thought to be a contributory factor in unwanted teenage pregnancy. Test purchases helped to establish a base line of the number of businesses prepared to sell alcohol to minors at 35%.
- The police see Trading Standards as major contributors to tackling the sale of knives, spray paints and fireworks to minors. These all have direct links to instances of antisocial behaviour and criminal damage in local communities.

# Hospital Admissions

Hospital admissions caused by injuries to children and young people & Hospital admissions caused by injuries to adults – are relevant to this Outcome only where injuries are as a result of crime, anti-social behaviour, drug and alcohol misuse or road traffic accidents. We estimate that the numbers admitted to hospital related to this outcome will be quite small. However, by focusing the measure on the use of Accident & Emergency will allow us to understand the full extent of injuries sustained as a result of crime, anti-social behaviour, drug and alcohol misuse and road traffic accidents. This will allow ECC and partners to develop commissioning responses that could reduce the number of people affected.

As has been identified earlier in the strategy, much of this is interlinked with the causes of crime or its manifestations – including; drink, drugs, mental health issues, domestic abuse, etc. People who take part in excessive alcohol consumption are at higher risk of accidental injury and death. It is also relevant to understand how drug and alcohol abuse, the night time economy, and general health trends contribute to hospital admissions as a result of injuries to adults:

- Although Essex has a lower proportion of people consuming higher levels of alcohol, many young people are engaging in harmful drinking and we continue to see a rise in alcohol related hospital admissions. Evidence also suggests an increase in people consuming high levels of alcohol at home. This is fuelled by the accessibility of low cost, ‘loss leader’, alcohol via supermarkets. The practice of getting drunk at home before entering licenced premises removes an important check and balance in the night time economy’s management of alcohol misuse.
- In 2011/12 binge drinking was highest in West (19.6%) and Mid Essex (20.5 %). North East Essex (18.7%), South East Essex (18.8%) and South West Essex (18.9%) all had rates similar to the East of England (18.3%). This behaviour increases the risk of CVD, cirrhosis, poor mental health, unemployment, accidental injury and death. Factors that can trigger hazardous drinking amongst adults include bereavement, mental stress, physical ill health, loneliness, isolation and loss.
- Drug misuse contributes to the associated health and crime burden in Essex with nearly 4,600 known opiate and crack users and an increase those under 18 accessing treatment.
- Risk taking behaviours, possibly fuelled by alcohol misuse, can lead to high levels of crime and violence, risk to personal safety as well as poor mental health, which may continue into adulthood.
- A wide range of problems, from poor health to crime to low educational attainment are associated with deprivation or low income. Overall in Essex it is estimated that 25.1% of the 20% most deprived communities smoke compared to only 17.5% in the remaining 80% of the population.

***(2) People live in safe communities - Our Ambition:***

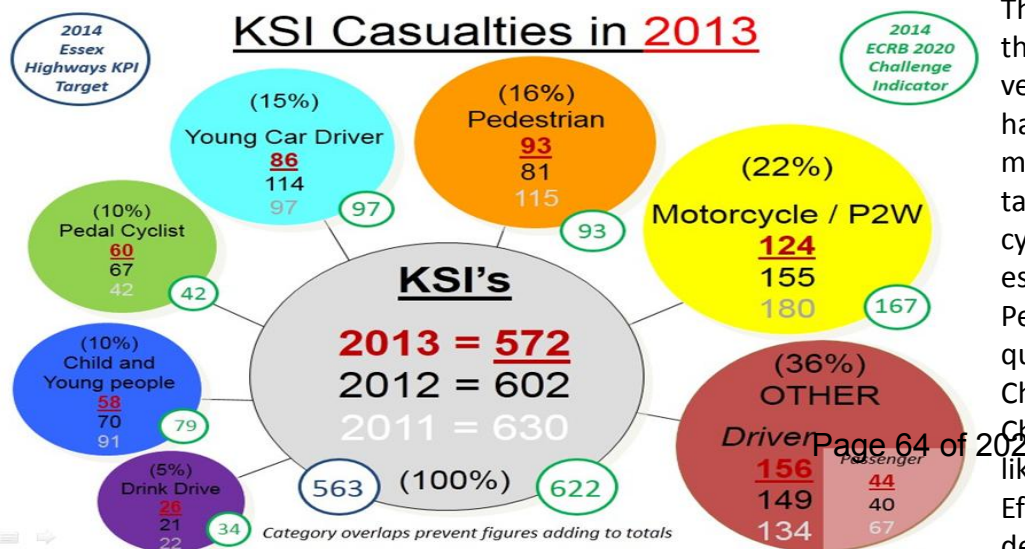
- Essex will continue to have low levels of crime
- Essex will understand and address the causes of crime
- Essex will reduce and support the victims of crime
- Essex residents will feel able to report domestic abuse.
- Essex will reduce the incidents of domestic abuse through early intervention and prevention.
- Essex will improve the services to make domestic abuse victims safer.
- Essex residents will be more aware of Essex's low crime rate and will feel safer after dark
- ECC will understand why people do not feel safe in Essex
- Essex will have reduced re-offending and will be seen as an innovator in transforming rehabilitation
- Essex residents will be more engaged in finding solutions to crime and disorder problems, they will engage in volunteering and will be supportive neighbours.
- With regard to this outcome, Essex will understand the causes of hospital admissions, will work with the NHS to prevent hospital admissions, and will reinvest savings to the NHS in further prevention interventions.

## The Story behind the baseline – (3) People are safe on Essex's roads

ECC has a role in influencing the partnership response to road safety in Essex. The number of people killed and seriously injured on Essex roads is the key issue we face. Whilst these numbers are falling five years ahead of schedule, the number of people 'slightly injured' and the percentage of people that feel safe on Essex's roads are still undesirably high.

The safety of people on Essex roads is measured by the number of people Killed and Seriously Injured (KSI) and is an essential part of keeping both residents and visitors safe in our county. The impact goes much wider however as it is estimated that each fatal casualty costs £1.65m on average (due to lost economic output, medical and healthcare costs, material damage, police costs, insurance administration, and, legal and court costs).

**The number of people killed or seriously injured on Essex roads (KSI)** has decreased significantly since 2010 (a year which was a blip to the previous downward trend since 2006) and ECC work very hard with its partners to deliver targeted education and enforcement to maintain a downward trend. The proposed KSI targets for 2015 fulfil our ECRB 2020 targets five years early. Setting this in the context of increasing traffic numbers, this is an extraordinary achievement for Essex. Road traffic collisions continued the downward trend in 2013 with 572 people being killed or seriously injured on Essex roads. In 2012, 602 people were killed or seriously injured on Essex roads (down from 630 in 2011, and significantly less than the 2005-09 baseline of 840). The highest levels of KSI in Essex were in Chelmsford, Colchester and Epping Forest. The lowest were in Harlow, Maldon and Rochford. Those affected are shown in the diagram below.



There are various modes of transport, groups and situations that are affected. These include powered two wheel vehicles, young car drivers and drink/drug drivers. At least half of KSI casualties were car occupants and a quarter were motorcyclists. Cyclist's road safety also remains a concern. A targeted approach aims to address the improved safety of cyclists – building on the Essex Cycling Strategy, motorbikes - especially middle aged men, young male new drivers etc. Pedestrians and children and young people represent over a quarter of KSIs. Child KSIs are referred to the Safeguarding Children Board, those killed also to the Child Death Board. Children from the lowest social class are five times more likely to die in road accidents than those from the highest. Effective targeting of action to tackle clusters of issues for deprived communities will be important.

**Slightly Injured/near miss figures** saw a spike from 2010 to 2011 and remains at twice the ECRB 2020 target. This needs to be understood from local Police statistics – anecdotally this has been linked with a downturn in the economy and people making claims against insurance, but it may also be as a result of successful local interventions to reduce the speed of drivers and hence also collisions, which may have reduced the severity of accidents from KSI to slightly injured in recent years. The trajectory line from the 2005-9 average baseline indicates that our ‘target’ for slights for 2014 should be 3179. We are therefore 250 slights (7%) over where we would ideally like to be. ECC therefore hopes to use more publicity within the new safety partnership and to enhance campaigns already running to maximise coverage. This may also help with the KPI S3 – people feeling safe of the roads.

**The percentage of residents who feel the Essex roads are safe.** The National Highways and Transportation survey question relating to the perception of road safety in 2013/14 resulted in a score of 56.8. This is a slight decrease from the previous three years which have remained static around 59. Compared to other Authorities the decline was more marked from 59.35 to 56.8 over the same period, dropping Essex from 14 to 21 in the peer comparison group ranking. Satisfaction with the road safety environment (which includes speed limits, number and location of speed control measures, safety of walking, cycling etc.) has been maintained from 2012, this is in line with the peer comparison group average. The percentage of residents who feel the Essex roads are safe is something that we have measured for some time but that we still do not understand the causality for the lack of feeling safe on roads. This has obvious cross cutting implications to the condition of Essex roads.

**Essex Casualty Reduction Board** is the key forum in the fight for safer roads in Essex. ECC is a full board member and is jointly developing a Partnership through which road safety activities will be planned and delivered bringing a single point of focus to road safety across the County. This partnership has oversight of the Essex Safety Camera Partnership. It also helps to shape and generates additional revenue through the provision of NDORS (National Driver Offender Retraining Scheme). This revenue could be used to deliver new and innovative preventative activity, focused on accident reduction, better driving or possibly school crossing patrols.

This strategy looks to strategic actions that will reduce accidents and increase the perception of safety on Essex roads. Success will be represented by an actual reduction in accidents and a measured change in the perception of safety. Being data and evidence led will allow us to ensure that the strategic actions arrived at in this strategy are the right ones to achieve this.

### ***(3) People are safe on Essex's roads – Our Ambition***

- Essex will continue to have safe roads by minimising the number of people killed or seriously injured
- Essex will reduce the number of people who are slightly injured on Essex roads
- Essex residents will feel safer on Essex roads

## Service user / customer views – All themes

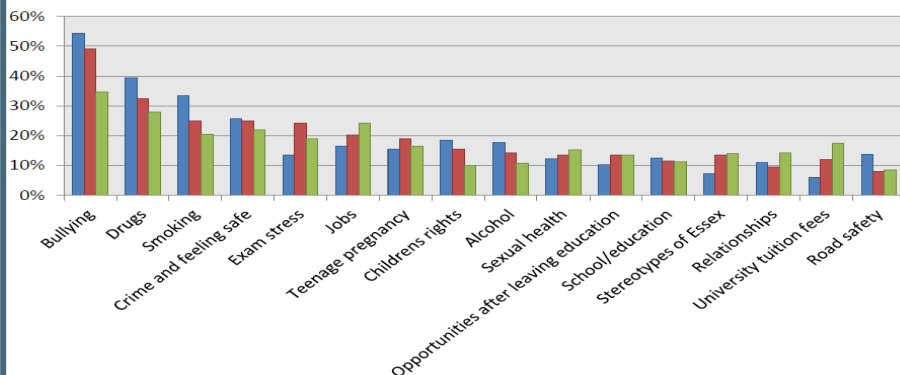
A full customer intelligence report has been created and can be read here (and summarised in the following slides) –



Customer  
Intelligence

### Young people's perceptions of crime

■ To age 12 ■ Age 13-15 ■ Age 16+



- The Young Essex Assembly Survey received 11,876 responses from young people, asked to identify their priority issues. The top three priorities identified were bullying, drugs and smoking. Crime and feeling safe was fourth - identified by 2,954 young people, particularly girls.. Road safety (1,201) was the lowest priority identified.
- Concern about crime and feeling safe decreases with age (or as children progress through their school. Life).
- Police were seen by respondents as too remote with improved communication and interaction between them and young people/communities identified as an area for improvement.

### The Schools Health Education Unit Survey 2013

- The Schools Health Education Unit Survey (SHEU) survey is a wellbeing survey used to collect robust information about children and young people's lifestyles. One measurement in the survey is young people's views on feeling safe. The key findings were:
  - 18% of secondary School pupils in Essex worry quite often or very often about crime in their local area.
  - When pupils are asked why they don't feel safe in various situations, the most frequent responses are; The dark/no streetlights etc. including people hiding, People e.g. nasty, noisy, scary, suspicious etc., Violent crime e.g. murder/rape/mugging/weapons/paedophiles.

- General insecurity e.g. trust issues/worried.

### The Essex Residents Survey 2013

- The Essex Residents Survey 2013 measured feelings of safety in the local area during the day and after dark.
- The 2013 survey showed that the majority of Essex residents feels safe outdoors in their area during daylight (88%) and very few feel unsafe (4%). Yet after dark, fewer feel safe (59%) and a larger proportion feels unsafe (24%). Women feel more unsafe after dark than men (29% vs. 18%), as do older residents (28% of those aged 65+ vs. 24% overall). Uttlesford (75%) and Maldon (68%) residents feel the safest outdoors after dark. Residents are less likely to feel safe after dark in Castle Point (49%), Basildon (48%), and particularly in Harlow (37%).
- The findings from the above three surveys are particularly relevant to planning actions under indicator 2 (residents who feel safe)

### Whole Essex Community Budgets: community Safety

- In 2012 Whole Essex Community Budgets: community safety carried out a small scale service user consultation with people who have experienced domestic abuse. A total of three focus groups engaged with 16 adults who were currently supported through either refuges or domestic abuse specialist outreach services in Greater Essex. Key findings include:
- Everybody who took part said that one of the biggest barriers to seeking support was not knowing that they were experiencing domestic abuse. Societal views, 'shame' and feeling judged were identified as the most significant barriers to addressing domestic abuse.
- The findings are particularly relevant to planning actions under indicator 2 (incidents of domestic abuse)

### National Highways and Transportation Survey 2013/14

- The National Highways and Transportation survey question relating to the perception of road safety in 2013/14 resulted in a score of 56.8. This is a slight decrease from the previous three years which have remained static around 59.

### **Domestic abuse**

- A focus group with 16 adults highlighted that victims - found it difficult to define, did not report it immediately due to social stigma/shame, and were unable to talk about it with doctors/professionals..
- Family , financial and housing factors made it difficult to escape and are also fundamental factors in resettlement of victims.
- When police were called, most were disappointed by the light response and would have preferred an arrest or a court injunction instead.
- It was felt that victim support services would be improved by former victims being involved.
- 81 out of 95 young people, who attended the PSHE/Staying Safe conference (12/12/2013), completed a domestic abuse survey. Most stated they could distinguish between domestic abuse and unhealthy relationships. 63% and 73% of young people, respectively, thought these were issues in young people's relationships either quite a lot, or a lot, of the time. Over 50% associated domestic abuse with violence/physical abuse (36%) and mental/emotional abuse (15%).

### **Children in Care Involvement**

- 83% of children and 82% of young people do not feel they are treated unfairly because they are in care. 98% of children and 89% of young people feel they are listened to in relation to their care. 88% of children and 89% of young people in care feel healthy and well. 22% of children and 17% of young people feel they do not see enough of their social worker. 76% of young people on care feel they are being given opportunities to achieve and succeed.


## The curve we want to turn – (1) Vulnerable People are kept safe (Safeguarding)

For all indicators attention will be paid to disparities in outcomes between different geographical areas and vulnerable groups with the aim of narrowing the gap through targeted activity.

No.	Indicator	Lead(s)	The curve to turn (Our Ambition)		
			1 year	3 years	5 years
1a	Number of children subject to child protection plans	Chris Martin Barbara Herts	Maintain the low number of child protection plans achieved		
			TBC	TBC	TBC
			Reduce the period of time that children are subject to child protection plans		
			TBC	TBC	TBC
1b	Number of children in care		Continue the reduction in children in care numbers in line with the ECC Placement Strategy.		
			1050	1000 after 2 years – then to continue reductions at slower rate	
			Reduce the need for high cost interventions through early intervention		
			TBC	TBC	TBC
			Reduce the period of time that children spend in care		
			TBC	TBC	TBC
1c 1d 1e	Adult Safeguarding (proposed)  Adult Wellbeing indicator - People feel safe/protected from harm People feeling able to participate fully in society % of customers feeling safer through safeguarding intervention(s)	Simon Hart	TBC		
			Develop indicators and establish baselines	TBC	TBC

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## Issues and Strategic Actions – (1) Vulnerable People are kept safe (Safeguarding)

Issues this is seeking to address	<p><b>Children’s Safeguarding</b></p> <ul style="list-style-type: none"><li>Domestic abuse , Mental Health and Drink/Drug abuse are a common risk factors leading to children being taken into care and becoming subject to a child protection plan (CPP).</li><li>At 31 January 2014 the numbers of children in care was 1,139. We want to reduce the number of children both entering and remaining in care and need to understand both early interventions to prevent this and what can be done to prevent children remaining in care.</li><li>There is higher proportion of 10-15 and 16-17 year olds in care in Essex, with an increase in entries at 14+.</li></ul> <p><b>Adult Safeguarding</b></p> <ul style="list-style-type: none"><li>Need to respond to the new statutory requirements of the Care Act, which are proactive, partnership based, and require a more holistic response from all services, not just the care system</li><li>This requires new overarching indicators measuring <i>wellbeing</i>, rather than the current performance measures used</li><li>Market sustainability is a key issue, best value and social value need to be considered in contracts, this could be constrained by harmonisation with prescriptive NHS contracts</li></ul>	Indicators on which the actions will impact		<p><b>Children’s Safeguarding</b></p> <p>(1a) Number of children subject to child protection plans (1b) Number of children in care</p> <p><b>Adult Safeguarding</b></p> <p>(1c) Adult Wellbeing indicator - People feel safe/protected from harm (1d) People feeling able to participate fully in society (1e) % of customers feeling safer through safeguarding intervention(s)</p>
Proposed Strategic Actions		Impact	Priority	Risk areas for budget Reduction (10/20%)
	<p><b>Children’s Safeguarding</b></p> <ul style="list-style-type: none"><li>Work with families to address the causal factors that resulted in the issue of a child protection plan to ensure children can live in a safe and secure environment</li><li>Work with partners and communities to facilitate safe and sustainable resettlement of children leaving care</li><li>Accelerate the process of supporting children to leave care and (re-)integrate into families and society permanently and safely</li><li>Understand and identify why there is a higher proportion of 10-15 and 16-17 year olds in care in Essex and what interventions could be implemented once causality is identified</li></ul> <p><b>Adult Safeguarding Strategic Actions</b></p> <ul style="list-style-type: none"><li>To develop new overarching indicators that respond to the requirements of the Care Act</li><li>To work closely through the Safeguarding Adults Board to develop the partnership’s commissioning response to the Care Act emphasising early intervention and prevention</li><li>Improve market development to deliver sustainable solutions</li></ul>	High  High High  Medium	High  Medium Medium  High	By focusing on early intervention this is a save to invest priority. However there is an ongoing cost to existing cases until the interventions take effect.
	Page 69 of 202			Ideas for proposed activity
				<div><p>Proposed Activity</p><p>1</p></div>

## Key partners and our relationship with them – (1) Vulnerable People are kept safe (Safeguarding)


Name of key partners	How they will contribute to addressing these issues	How we will work with them
Police & Crime Commissioner	Strategic impact of crime related responsibilities on Domestic Abuse.	Through the Crime Panel. PCC is also a member of the Essex Partnership Board.
Essex Police	Operational impact of statutory responsibilities on Domestic Abuse.	Through Countywide and District Community Safety Partnerships and through thematic focused partnerships and WECB activity
Probation Service	Responsible for pre-sentencing reports on perpetrators of abuse, and delivery of some sentences such as perpetrator programmes.	Through the domestic abuse strategic board., and Criminal Justice Board.
Crown Prosecution Service	Responsibility with the police for ensuring that Domestic Abuse cases are pursued.	Through Essex's Safeguarding Boards
District Councils	Influence on Housing issues for both children leaving care and for victims of domestic abuse.	Influence on approached to Domestic Abuse through CSP's and on Housing through Essex Housing Officers Group (EHOG). Locality Officer and Cabinet Member leads are also aligned with each District. Engage strategically through the Essex Partnership Board.
Voluntary and Community Sector Organisations	VCS with a specific focus on Fostering and Domestic Abuse .	Through the VCS alliance and Essex Association of CVS's
Health Partners (CCG's)	Exploration of information sharing agreements. Supporting teenagers in care by integrating CAMHS services. Early intervention in domestic abuse cases	Through the Health and Wellbeing Board (HWB)
Schools and Colleges	Responsibilities relating to educational provision for children in care as well as safety related issues concerning safeguarding. Educational services provided to prevent young people becoming victims or perpetrators of DA	Relationships through Secondary and Primary headteacher associations.
<i>All key partners</i>	Safeguarding Children's Board and the Safeguarding Adults Board have statutory responsibility for safeguarding issues.	We will co-ordinate the partnership's policy and commissioning responses to address safeguarding issues

## The curve we want to turn – (2) People live in safe communities

For all indicators attention will be paid to disparities in outcomes between different geographical areas and vulnerable groups with the aim of narrowing the gap through targeted activity.

No.	Indicator	Lead(s)	The curve to turn (Our Ambition)		
			1 year	3 years	5 years
2a	Level of crime in Essex	Jane Gardner Ben Hughes	Continue the downward trajectory by focusing on the prevention of crime		
			PCC Office to provide		
2b	Rate of anti-social behaviour in Essex		Reduce the incidence of anti-social behaviour		
			PCC Office to provide		
2c	Incidents of domestic abuse		Increase reporting of domestic abuse (to address issues of underreporting)		
			Baseline	Increasing	
			Reduce incidence of domestic abuse		
				Baseline	Decreasing
2d	Percentage of residents who feel safe		Increase the percentage of residents who feel safe		
			Increasing	Increasing	Increasing
2e	Rates of re-offending		Reduce reoffending rates		
			An annual lower rate of re-offending than the national and regional averages, with the ambition of securing greater than 1 standard deviation below these averages.		
2f	Hospital admissions caused by injuries to children and young people	Chris Martin	Reduce hospital admissions to children and young people as a result of crime-related incidents, anti-social behaviour and road traffic collisions		
			Need to establish a baseline	TBC	• TBC
2g	Hospital admissions caused by injuries to adults	Barbara Herts, Helen Taylor, James Bullion, Nick Presmeg, Mike Gogarty	Reduce hospital admissions to adults as a result of crime-related incidents, anti-social behaviour and road traffic collisions		
			Need to establish a baseline	• TBC	• TBC

## Issues and Strategic Actions – (2) People live in safe communities

Issues this is seeking to address	<ul style="list-style-type: none"> <li>We have responsibility over approaches to drug/alcohol abuse &amp; mental health, but almost all other areas fall under the responsibility of partners - we need to support &amp; influence partners and communities to deliver services that tackle the causes of crime and anti-social behaviour rather than simply focus on types of crime</li> <li>Ensure the appropriate level of support provision for the victims of crime</li> <li>We need to support &amp; influence partners and communities to deliver services that tackle the causes of anti-social behaviour</li> <li>Tackling domestic abuse before behaviour escalates and becomes more severe can make the system easier and less fearful to navigate.</li> <li>Domestic abuse is a common risk factor leading to children being taken into care and becoming subject to a child protection plan (CPP).</li> <li>Family , financial and housing factors make it difficult to escape domestic abuse, and victims are often unable to talk about it due to social stigma/shame</li> <li>There are a number of external factors which may significantly increase the fear of crime in the community, including; Media sensationalism when reporting crimes; Perceptions of vulnerability; Infirmary &amp; limited mobility; Loneliness &amp; social isolation; Disorderly surroundings such as litter, abandoned buildings/cars, graffiti &amp; broken/barricaded windows; Disruptive behaviour e.g. rowdy or drunken youths or neighbours, homeless people.</li> <li>Lack of understanding of the causal factors driving offending and re-offending</li> <li>Enabling offenders to change their behaviour and become productive members of society will lower the rates of re-offending, whilst delivering wider societal benefits</li> <li>Lack of understanding of the causal factors in hospitalisation of Adults and children and young people, and therefore a lack of understanding of how we reduce the number of hospital admissions caused by injuries to adults and children and young people</li> </ul>	Indicators on which the actions will impact		(2a) Level of crime in Essex (2b) Rate of anti-social behaviour in Essex (2c) Incidents of Domestic Abuse (2d) Percentage of residents who feel safe (2e) Rates of Re-offending (2f) Hospital admissions caused by injuries to children and young people (2g) Hospital admissions caused by injuries to adults
Proposed Strategic Actions		impact	Priority	Risk areas for budget Reduction
	<ul style="list-style-type: none"> <li>Develop an integrated approach to commissioning with the PCC that supports the delivery of multiple corporate outcomes.</li> <li>Support &amp; influence partners and communities to deliver services that:               <ul style="list-style-type: none"> <li>tackle the causes of crime rather than simply focus on types of crime</li> <li>support victims of crime</li> <li>tackle the causes of anti-social behaviour through diversionary activities, education &amp; outreach to young people &amp; adults</li> </ul> </li> <li>Improving services for Domestic Abuse by: identifying risk early; improving referral pathways through a single point of contact for victims and professionals; prevention through education on “healthy relationships”; improving services to victims (including a key worker for high risk victims &amp; the redesign of MARAC); improving the skills of staff to identify &amp; support victims of domestic abuse; and reducing the number of prolific perpetrators of domestic abuse.</li> <li>Influence national and local public sector decisions and spending</li> <li>Increase volunteering, participation and active citizenship to help to reduce anti-social behaviour</li> <li>Work with partners and communities to:               <ul style="list-style-type: none"> <li>identify an approach to recasting the contract between citizen &amp; state – with communities playing a greater role</li> <li>Increase reporting to understand the interventions that contribute to reducing the prevalence and impact of domestic abuse incidents and use this to shape our commissioning intentions</li> <li>transform rehabilitation and resettlement services – focus on interventions around the seven pathways to offending and reoffending</li> </ul> </li> <li>Understand why people and communities do not feel safe and, if appropriate to do so, develop targeted interventions with partners and communities to address this.               <ul style="list-style-type: none"> <li>Engage people to Increase volunteering, participation and active citizenship around the community safety agenda (through Safer Essex and Local CSP's)</li> <li>Re-assure Essex communities in relation to Crime Reduction and Community Safety</li> </ul> </li> <li>Research the causal factors driving offending and re-offending to inform our commissioning intentions.</li> <li>Improve data collection to understand the pattern of hospital admissions related to this outcome to inform the reinvestment of savings into preventative initiatives; to tackle the cause rather than the symptoms.</li> </ul>	High  High Medium High  High  High High  High  High  High	High  High High Medium  High  High Medium  High  High  Medium	Activities are primarily associated with influencing partnership spend thereby reducing ECC's ability to reduce investment in this area.
		High	High	Ideas for proposed activity
		High	High	
		High High	High High	 <b>Proposed Activity</b> 2

## Key partners and our relationship with them – (2) People live in safe communities

Name of key partners	How they will contribute to addressing these issues	How we will work with them
Police and Crime Commissioner	Responsibility for the development and implementation of the Police and Crime Plan and mobilisation of the resources across the whole County. Exploring opportunities for Joint commissioning. Impact of responsibilities on hospital admissions.	Through the Crime Panel. And the Essex Partnership Board
Essex Police	Operationally and in relation to deployment and tasking issues in relation to Crime Reduction, Domestic Abuse, Re-offending and Anti-social behaviour	Through Countywide and District Community Safety Partnerships, the WECB programme (Reoffending and Domestic Abuse ), and through other thematic partnerships (Essex Crime Reduction Group, Essex Criminal Justice Board and Crime Reduction Forum).
Essex Probation	Bearing in mind the current Transforming Rehabilitation agenda and the split in responsibilities for the future the need to engage effectively with the new National Probation Service (NPS) function as it will exist in Essex for the Court liaison functions and High Risk Offender supervision. In addition liaison with the developing Community Rehabilitation Company function and the contract and performance management of this function by the Ministry of Justice following the outcome of the current procurement exercise being undertaken – in relation to Medium and Low risk offender supervision ETC.	Collaboration through the Essex Reoffending Board and joint work on the WECB project relating to reducing reoffending.
HM Prison Service	HMP Chelmsford and the new role it will fulfil as the re-settlement prison for Essex. Specific focus in relation to reoffending and knock on implications for other crime related measures.	Collaboration through the Essex Reoffending Board
Essex Fire and Rescue Service	Responsibilities relating to hospital admissions through injuries.	Through Safer Essex, CSP's and the CRB
East of England Ambulance Service		
District Councils	In relation to their statutory function at a local level and through their Community Safety Partnerships. Delivery of WECB Domestic Abuse Pilot activity.	Locality Officer and Cabinet Member leads are aligned with each District. Engage strategically through the Essex Partnership Board.
Southend and Thurrock Councils	Policing and CCG boundaries cut across ECC and unitary council areas of responsibilities so require collaboration across upper tier authorities.	Engage Strategically through the Essex Partnership Board and Safer Essex.
NHS England	Offender Related Health. Delegate authority to commission prison based substance misuse services to ECC and with responsibility for the wider Offender Related Health commissioning agenda for Essex (FME, MH/LD Liaison and Diversion and others)	1-2-1 relationship with commissioner (Ben Hughes – Head of Commissioning Public Health and Wellbeing)


Name of key partners	How they will contribute to addressing these issues	How we will work with them
NHS partners <ul style="list-style-type: none"> <li>Clinical Commissioning Groups</li> <li>Community health Services</li> <li>Hospital s and Hospital Trusts</li> </ul>	Specific impact on number of hospital admissions for both Adults and Children.	Latest Restructure aligned health related commissioners with CCG boundaries
Voluntary and Community Sector Organisations	A range of VCS partners often focused on specific safety related issues (e.g. Domestic Violence and victims of crime) and also drug and alcohol related services.	Through Safer Essex and district CSP's and 1-2-1 relationships with a range of commissioners
Non ECC Maintained Schools	Educational services provided to prevent young people re. Crime and issues surrounding Alcohol and substance misuse	Relationships through Secondary and primary headteacher associations.
Housing Providers		Essex Housing Officers Group

## The curve we want to turn – (3) People are kept safe on our roads

For all indicators attention will be paid to disparities in outcomes between different geographical areas and vulnerable groups with the aim of narrowing the gap through targeted activity.

No.	Indicator	Lead(s)	The curve to turn (Our Ambition)		
			1 year	3 years	5 years
3a	Number of people killed or seriously injured on Essex roads	Paul Bird Peter Massie	Sustain current downward trajectory of people killed or seriously injured		
			563	Having reached the ECRB 2020 target (year 1), to continue to reduce KSI albeit at a slower rate but encourage ECRB to review the KSI target to provide challenge and focus to road safety delivery to save more lives each year and to provide economic benefits to the county.	
			Reduce the number of people slightly injured in road traffic collisions		
			If agreed with ECRB a new Year 1 target could be 3346	By 31/12/2020 target 1748,as set by ECRB , but encourage ECRB to review the Slight target to enable it to remain challenging but to be achievable in the context of numerous contributory factors outside the control of the ECRB.; possibly a 33% reduction from 4371 baseline 2005-09 .	
3b	Percentage of residents who feel that Essex roads are safe		Increase the percentage of residents who feel that Essex roads are safe		
			Under review figures being negotiated with ECRB		

## Issues and Strategic Actions - (3) People are kept safe on our roads

Issues this is seeking to address	<ul style="list-style-type: none"><li>• People are killed and seriously injured on Essex Roads</li><li>• Some residents do not feel that Essex roads are safe</li></ul>	Indicators on which the actions will impact		<p>(3a) Number of people killed or seriously injured on Essex roads</p> <p>(3b) Percentage of residents who feel that Essex roads are safe</p>
Proposed Strategic Actions		impact	Priority	Risk areas for budget Reduction
	<ul style="list-style-type: none"><li>• Further develop the PROACTIVE preventative approach to road safety through education, enforcement, outreach &amp; local community action focusing on the main causal factors of people who are killed or seriously injured (e.g., seatbelt wearing, mobile phone use, careless driving, speed, inexperience, inattention).</li><li>• Further to the action above, undertake activity to identify opportunities around these and other measures with the Local Highways Partnerships and as part of this opportunities to increase local influence, raise the profile locally and to identify alternative possible funding opportunities (for example , through the ECSP)</li><li>• Deliver data led priorities to REACTIVELY reduce serious collisions, by influencing decisions and spend of Essex Casualty Reduction Board partners to maximise collective impact</li><li>• The ECRB partners will deliver a joint communications strategy and will aim to raise the profile of road safety activity and the new road safety partnership – to include targeted campaign activity and identify options for campaign message related use of existing information indicator boards</li><li>• Understand why people and communities do not feel that Essex roads are safe and develop targeted interventions with partners and communities to address this</li></ul>	High	High	Current performance is good but experience tells us that a reversal of the current trend could lead to a high level of attention from Central Government
		High	High	ECC will not understand root cause of perception of safety, thereby reducing likelihood of changing perception
		High	Medium	
				Ideas for proposed activity
				<div></div> <p><b>Proposed Activity</b> 3</p>

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## Key partners and our relationship with them – (3) People are kept safe on our roads

Name of Key Partners	How they will contribute to addressing these issues	How we will work with them
Police & Crime Commissioner	Strategic impact of prior mentioned crime related responsibilities on Road Safety	Through the Crime Panel. PCC is also a member of the Essex Partnership Board. The Essex Casualty Reduction Board.
Essex Police	Operational impact of statutory responsibilities on Road Safety	Through Countywide and District Community Safety Partnerships and through thematic focused partnerships e.g. Essex Integrated Substance Misuse Commissioning Group and through the Essex Casualty Reduction Board and joint road safety Team
Essex Fire and Rescue Service	Responsibilities relating to numbers killed or seriously injured on roads and hospital admissions through injuries.	Essex Casualty Reduction Board and joint road safety Team
East of England Ambulance Service		
Local Highways Panels (LHPs)	Local support and sponsors on road safety initiatives	Part of the localism agenda – we devolve a level of funding to them to meet the needs locally of public realm issues
Voluntary and Community Sector	A range of VCS partners often focused on specific protecting from harm related issues (e.g. Road Safety)	Through the Essex CRB, Community Speedwatch and 1-2-1 relationships with a range of commissioners
All Schools	Responsibilities relating to educational provision for children in care as well as safety related issues concerning road, especially for at risk groups.	Relationships through Secondary and primary headteacher associations.
Highways Agency	Specific responsibilities relating to road safety and associated perception measures.	Nationals Highways plans and infrastructure development.

## Delivering change within our financial envelope – All themes

Public spending is facing unprecedented pressure, which is likely to continue for some years to come and this context sets a long-term and substantial financial challenge; Partnering organisations vary significantly in terms of available resource and are not equally well placed to meet the financial challenges. The increase in demand for services is managed against a background of variable levels of financial resilience and varying scope for making savings without affecting frontline outcomes. This will intensify unless resources are shared and deployed more flexibly.

If the current service delivery and silo efficiency approach is maintained across partners, there is a real risk that decisions will be taken to reduce expenditure in ways that risk disparities emerging in service capacity and capability and affect front line outcomes for some communities.

The programme's financial objective is to provide a sustainable model, ensuring that unnecessary expenditure is avoided and that available resources are used most efficiently for the long-term benefit of the community. Achieving sustainable change is likely to take time and it will be essential to balance affordability and service provision appropriately across the county over the next 4 years whilst reducing public spend and contributing to the financial savings set out in the medium term Resource plan.

This commissioning strategy has been developed to cover the 2014/18 medium term resource period. Resources totalling £152.6m (£10m Capital and £142.1m revenue) is available in 2014/15 to build safe communities and to ensure that people are protected from harm. The resources will be linked to specific outcomes in three key areas: - keeping vulnerable people safe from harm (Safeguarding), ensuring people live in safe communities and keeping people safe on the counties roads

### Current Financial Position

#### Capital

The Medium Term Resource Plans (MTRP) contains capital funding equating to £22.8million for the period 2014/17. c. 50% (£10.3m) of which is earmarked for the Adults and Children Social Care Case Management System. £1.7m will support Road Safety infrastructure and £3.5m for a range of community based projects (including library investment)

Capital Budget	2014/15 Budget (£m)	2015/16 Budget (£m)	2016/17 Budget (£m)	Total (£m)
Total	10.5	8.2	4.0	22.8

#### Revenue

Resources totaling £142.1million is available in 2014/15, c.£115.0million (80%) of the overall budget is aligned to safeguarding, this is not only confined to safeguarding management but a range of placement costs, assessments and also includes resource to support Women's Refuge. Excluded from the reported budget figures but aligned to the outcomes and strategic actions is a further £2m related to the Safeguarding of vulnerable adults.

A range of universal services are delivered and whilst not a primary focus for the strategy are key services for the community. A budget of c.£20m is available to support these functions, which are namely Customer services, Libraries, Registrars and Council Tax.

Recognition will need to be given that costs and benefits aligned to a range of indicators will not directly link to ECC's resource envelope e.g. Hospital Admissions.

Revenue Budget area	2014/15 Budget (£m)
**Safeguarding	115.0
Safe Communities	4.1
- Hospital Admissions	0.0
Road Safety	3.3
<b>Sub Total</b>	<b>122.3</b>
Universal (Community Services)	19.8
<b>Total</b>	<b>142.1</b>

\*\* The Council is budgeted to spend a further £1.8m Safeguarding Adults in 2014/15 - this fund is not included in the figures above

## External Funding

External funding opportunities are being explored (e.g.. Big Lottery Funding ) which in many cases will assist ECC in its role of enabling innovation and partnership working £700,000 is currently in the pipeline (Reaching Communities and Police innovation fund) and based on the historic success factor of 50%, could present further opportunities of £350,000.

External Funding	Pipeline Bids (£m)	Success Factor (£m)
Current Bid Pipeline Activity	0.7	0.35

In commissioning on an outcomes basis, the Council has had to consider which broader range of improved outcomes for our community might reduce pressure on local public services, thereby unlocking further potential savings, whilst still meeting our legal and social responsibilities.

## MTRP Funding Gap

The Council's Medium Term Resource Plan currently has a funding gap of approximately £50million for 2015/16 rising to £69million by 2016/17 and it is expected that commissioning outcome strategies will overcome obstacles, and identify ways in which this gap can be closed; this could mean that activities may have to be dramatically reduced or stopped.

Whilst the actual investment requirements for delivering the full range of strategic actions can not be determined until the strategy is further developed and more detailed work has been undertaken and preventative and early help programmes tend to pay back over longer time frames; the actions highlighted will need to be seen within this context and further work will need to be undertaken to prioritise actions so as to ensure that a reduced funding envelope is used most effectively to deliver the best possible outcomes.

The table identifies the impact of reduced funding on the revenue budget if there were expenditure reductions of 10% or 20%.

Revenue Budget area	2015/16 Budget as per MTRS (£m)	2015/16 budget with 10% reduction (£m)	2015/16 budget with 20% reduction (£m)
<b>**Safeguarding</b>	113.7	102.3	91.0
<b>Safe Communities - Hospital Admissions</b>	3.9 0.0	3.5 0.0	3.1 0.0
<b>Road Safety</b>	2.9	2.6	2.3
<b>Sub Total - Budget 2015/16</b>	<b>120.4</b>	<b>108.4</b>	<b>96.3</b>
<b>Universal (Community Services)</b>	16.5	14.9	13.2
<b>Total Budget 2015/16</b>	<b>137.0</b>	<b>123.3</b>	<b>109.6</b>

**\*\* The Council is budgeted to spend a further £2.0m Safeguarding Adults in 2015/16 - this fund is not included in the figures above**

### **Key financial considerations to support a sustainable strategy:**

The Fiscal climate, market forces and increased competition has made it an absolute necessity for the public sector to be innovative to reduce referrals to specialist services. We are committed to delivering value for money through service improvements and will ensure that approaches considered will represent the best value whilst delivering maximum social return.

Cultural changes redefining the way public services work together are required, creating a more effective and financially sustainable way to coordinate services and to this effect we will:

- Enable solutions starting with the end in mind
- Develop deep customer and market insight to ensure we commission the right mix of services
- Adopt a robust evidence based approach
- Take and adapt proven ideas and lessons learned from others
- We will work with our partners to develop innovative solutions that support our vision and evidence the financial and non-financial benefits
- Create a mechanism for coordinating government, private sector investors and voluntary sector service providers
- Consider aligning or pooling funding
- Consider providing upfront funding to service providers enabling them to more easily participate in results-based contracts.
- Seek flexibility to spend capital on services to adapt provision and deliver outcomes which avoid or reduce the revenue cost base

## Risks and Mitigations **COMPLETE WHEN OTHER SLIDES POPULATED**

Key risks to the delivery of the Commissioning Strategy and subsequent achievement of the outcome should be identified, assessed and mitigated.

Risk No.	Details of Risk Event	Cause / Triggers	Impact / Consequences	Review period	Current Assessment of Risk			Risk Owner	Mitigation Approach	Mitigating Actions / Controls	Review period	Control Owner	Controlled Assessment of Risk						
					Current controls in place									Treat Tolerate Transfer Terminate			With ALL controls in place		
					Impact	Likelihood	Risk Rating										Impact	Likelihood	Risk Rating
1						0								0					
2						0								0					
3						0								0					

To achieve effective risk management that supports the Commissioning Strategy there needs to be:

- Awareness and understanding of what could derail the outcome and what needs to be done to manage the risk.
- Active risk dialogue and challenge - process of engagement - not working on risks in isolation.
- Escalation and reporting through the appropriate channels.
- Use of risk management as a tool to influence, change, draw attention to the 'killer' risks as well as supporting delivery of the strategy.
- Risk registers developed and maintained for each outcome/group of outcomes with the ability to view the whole risk portfolio.
- Consistency.
- Risk ownership agreed, with risk owners having responsibility to ensure their risks are managed.
- Regular review of risks as part of the tracking process for outcome success.

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Corporate Risk Matrix

			Impact (Negative)			
			Minor	Moderate	Major	Critical
			1	2	3	4
Probability	4	Almost Certain	Medium (4)	High (8)	Very High (12)	Very High (16)
	3	Likely	Medium (3)	High (6)	High (9)	Very High (12)
	2	Possible	Low (2)	Medium (4)	High (6)	High (8)
	1	Unlikely	Low (1)	Low (2)	Medium (3)	Medium (4)

# Risks – to be fed into main sheet

- People are killed and seriously injured on Essex Roads
- Some residents do not feel that Essex roads are safe
- Understanding cause and factors behind accidents & safety – be data/evidence led.

## Links to other Outcomes and existing Strategies and Plans

This Strategy makes links with all of its six sibling Commissioning Strategies in the following ways:

Outcomes/Commissioning Strategies	Description of link to this strategy
Children in Essex get the best start in life	
People in Essex enjoy good health and wellbeing	<ul style="list-style-type: none"> <li>• impact of Mental Health and Drug and Alcohol abuse which tends to underpin levels of crime</li> <li>• Being safe from injury and harm</li> </ul>
People have aspirations and achieve their ambitions through education, training and life-long learning	<ul style="list-style-type: none"> <li>• Education and training in schools in relations to road safety and developing good relationships</li> </ul>
Sustainable economic growth for Essex Communities and Businesses	<ul style="list-style-type: none"> <li>• Reduction in KSI also reduces lost economic output</li> <li>• Early intervention measures in causes of crime and DA should reduce the dependency on ECC services</li> </ul>
People in Essex experience a high quality and sustainable environment	<ul style="list-style-type: none"> <li>• Safety/ quality of roads</li> </ul>
People in Essex can live independently and exercise choice and control over their lives	Page 83 of 202

## Links to existing strategies and plans

This Strategy also recognises that there are important links to key existing ECC and partner strategies and plans , as follows

Safeguarding	Crime and Safety	Road safety
<ul style="list-style-type: none"> <li>• Children, Young People and Families Partnership Plan (CYPFPP) 2013-2016</li> <li>• ECC Domestic Abuse Strategy</li> <li>• Essex Safeguarding Adults Board Business Plan 2013-15</li> <li>• Essex Safeguarding Childrens Board – Priorities</li> <li>• ECC Placement Strategy</li> <li>• Joint Health and Wellbeing Strategy for Essex 2013-2018.</li> <li>• Public Health Category Plan</li> </ul>	<ul style="list-style-type: none"> <li>• National Crime Prevention Strategy.</li> <li>• Police and Crime Plan</li> <li>• ECC Domestic Abuse Strategy</li> <li>• National Drug strategy</li> <li>• National Alcohol Strategy</li> <li>• Transforming Rehabilitation Services</li> </ul>	<ul style="list-style-type: none"> <li>• Local Transport Plan</li> <li>• Speed Management Strategy</li> <li>• Traffic Management Strategy</li> <li>• Essex Highways Maintenance Strategy</li> <li>• Essex Cycling Strategy</li> <li>• Essex Transport Strategy</li> </ul>
	<b>Hospital Admissions</b> <ul style="list-style-type: none"> <li>• Joint Health and Wellbeing Strategy for Essex 2013-2018.</li> <li>• CCG Operational Plans x5</li> <li>• Public Health Category Plan</li> <li>• National Drug strategy</li> <li>• National Alcohol Strategy</li> </ul>	

This report has been prepared by  
Essex County Council's People/Place Commissioning and STC functions

**Essex County Council, Commissioning Support**  
**PO Box 11, County Hall, Chelmsford, Essex CM1 1QH**



# **Sustainable Economic Growth for Essex Communities and Businesses**

**Essex County Council Commissioning Strategy  
2014 - 2021**

Version: consultation draft



## Ownership and responsibilities

### Roles and responsibilities

<b>Lead commissioner(s):</b>	Paul Bird: Director of Commissioning for Transport and infrastructure Tim Coulson: Director of Commissioning for Education and Life Long-learning	
<b>Supporting Commissioner(s):</b>	Dominic Collins – Head of Commissioning, Future Development Adam Bryan – Head of Place Partnership Integration Tim Rignall - Head of Commissioning, Economic Growth and Development Chris Stevenson – Head of Commissioning, Connected Essex & Integrated Transport Pete Cook – Head of Commissioning, Education and Lifelong Learning	Major Infrastructure (non-transport) SELEP and partnership relations Enterprise and innovation Major infrastructure (transport) Skills
<b>Other key contacts:</b>	Richard Puleston: Director of Strategy and Communications Alastair Gordon: Head of Policy and Strategy (Place) Sharon Spicer: Senior Policy and Strategy Advisor Tom Day: Head of Commissioning Support Anna Hook: Commissioning Support Manager Denise Murray Head of Finance Place Karen Williams Head of Funding and Investment	

### Version control

Version number	Date	Author	Comment & nature of update
0.1	4 March	Ryan Pitt	Initial population of template based on TTC
0.2	17 March	Sharon Spicer	Early draft to inform discussions with commissioners
0.3	20 March	Sharon Spicer	Developing draft to incorporate discussions with commissioners on 20/3/14
0.4	24 March	Sharon Spicer	Draft to be circulated ahead of workshop on 25 March
0.5	26 March	Sharon Spicer	Draft following commissioner workshop (shared with S151 Officer in advance of CCB)
0.6	27 March	Sharon Spicer	Draft circulated in advance of commissioner review session
0.7	28 March	Sharon Spicer	Draft circulated following commissioner review session
0.8	31 March	Sharon Spicer	Draft circulated in advance of Corporate Commissioning Board (3 <sup>rd</sup> April)
0.9	1 April	Denise Murray	Draft circulated in advance of Corporate Commissioning Board 3 <sup>rd</sup> April (financials update)
0.10	12 May	Sharon Spicer	Draft circulated in advance of Corporate Commissioning Board 19 <sup>th</sup> May
0.13	20 June	Dominic Collins/Tim Rignall	Draft completed in advance of Corporate Commissioning Board 30 <sup>th</sup> June

## Executive Summary

**This Commissioning Strategy sets out the strategy for achieving the outcome of “Sustainable Economic Growth for Essex Communities and Businesses” and will provide a focus for Commissioners in targeting resources and subsequently for customer operations in shaping service delivery.**

### *The baseline*

- The population of Essex is forecast to grow by 71,000 in the period up to 2021. To sustain economic growth and support economic prosperity an additional 33,000 jobs will need to be created by 2021.
- While there are many strengths in the Essex economy there is a need to improve economic resilience by diversifying the economic base and securing growth in key opportunity sectors.
- Historically wage levels in Essex have been low so it is important to ensure that people within local communities have the skills and competencies that they need to be able to access and benefit from these opportunities.
- There has been insufficient supply of housing in Essex to meet household growth and enable economic growth. To address this 34,000 additional homes will need to be provided by 2021.

### *The outcome*

ECC, working with partners, has a key role to play in delivering sustainable economic growth for Essex communities and businesses. This role is focussed on:

- Enabling factors – those strategic elements that must be firmly in place to support employment and housing growth;
- Embedding factors – elements required to ensure that growth is sustainable and impacts directly on the communities of Essex.

### *Turning the curve*

Employment growth will be targeted in both existing core employment sectors (financial services, construction, manufacturing, tourism and logistics) and opportunity growth sectors (advanced manufacturing, low carbon & renewables, logistics, life sciences & healthcare and digital, cultural & creative).

To support this employment growth and ensure that the labour market functions new, good quality homes will be provided which meet a range of needs.

Growth will be focussed in locations along four growth corridors:

- A120 Haven Gateway
- A13/A127 Thames Gateway South Essex
- A12 and Great Eastern Mainline
- West Essex M11 (London-Stansted-Cambridge)

To enable growth through this strategy we will focus on a number of priority actions:

- Generating a stronger skills base
- Ensuring relevant physical infrastructure is in place
- Delivering quality new homes to meet local need
- Maintaining a relevant business support offer and structures
- Raising aspirations for growth locally
- Improving the inward investment offer
- Improving partnership working

To embed growth we will focus on the following strategic actions:

- Ongoing improvement of business space
- Developing effective innovation capacity
- Establish effective supply chain networks
- Improving the quality of the environment
- Increasing economic participation and reducing inequality

Together these actions form our Commissioning Strategy framework.

## Purpose and structure

In February 2014, Essex County Council (ECC) adopted a new Corporate Outcomes Framework – a statement of ambition setting out the seven outcomes that would guide its activity to 2018. This framework includes an outcome of “Sustainable Economic Growth for Essex Communities and Businesses”. This outcome is defined by twelve indicators which help to explain what the outcome will look and feel like if it is achieved. These indicators are set out in full on pages 10 -12.

The purpose of this Commissioning Strategy is to set out ECC’s strategy for moving from the current baseline position to the desired outcome. The strategy will provide a focus for Commissioners who will be looking to target resources, capacity and capability (internal and external) at activities, projects and services which will deliver the change required to turn the curve.

It should be noted that:

1. The strategy has been prepared to cover the period 2014-15 to 2020-21, but reflects ECC’s aspirations to sustain economic growth over the longer-term. It has been prepared to this six year timescale to align with the Single Local Growth Fund regime introduced by HM Government and the new programme of Structural Funds from the European Union. Both of these provide the opportunity to access funding for key activities that support the delivery of this strategy over and above core budget activities.
2. The strategy is designed to be a working document that will be reviewed regularly and which will guide the work that we and our partners do on an ongoing basis.
3. This strategy is a core element of the Strategic and Resource Planning Framework and has been shaped to reflect the principles of Outcomes Based Accountability. It is organised as follows:
  - **Page 3** provides an executive summary
  - **Page 5** sets the context for the strategy and why it is a priority
  - **Pages 6-9** outline the baseline position and highlight key challenges to be addressed by the strategy

- **Pages 10 to 12** set out the indicators that ECC will use to track progress towards the outcome and future trends we wish to see within Essex
- **Page 13** presents the commissioning strategy framework
- **Pages 14 -15** identify the sectors in which we will be looking for employment growth
- **Pages 16 – 20** give an outline of each of the growth corridors
- **Page 21 – 22** outline the issues we need to address to ‘turn the curve’ and secure these future trends within Essex. This section focuses, specifically, on where ECC and partners need to affect change and the issues we need to tackle
- **Pages 23 – 33** set out the high-level action plan through which ECC Commissioners propose to deliver growth. This action plan is organised into a series of the six work streams:
  - Major infrastructure
  - Enterprise and innovation
  - Skills
  - Housing
  - Connectivity
  - Lobbying and influencing
- **Page 34** considers the key risks to the delivery of the strategy and how these will be mitigated
- **Pages 35 – 37** summarise the key financial implications of the strategy

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## Sustainable Economic Growth for Essex Communities and Businesses

**Essex County Council has a strategic role to play in achieving sustainable economic growth for Essex Communities and Businesses. That role requires a focus on activities that both enable growth and embed it ensuring that the benefits of growth are realised by local communities and businesses.**

1. Essex has many economic strengths and is home to a number of global companies. The County has much to offer to businesses and investors, including through our location as a gateway to London, Europe and the rest of the world. However, our economic performance is mixed and there are particular challenges that need to be addressed to secure sustainable economic growth.
2. ECC and its partners have key roles to play in this, particularly in terms of creating the right conditions for growth, either through the exercise of our statutory responsibilities (e.g. as highways authority through the management and provision of transport infrastructure) or by exercising our general competence through interventions which address specific areas of market failure. In some cases where we are exercising our statutory responsibilities, the impacts will be county wide. Where we are targeting specific areas of market failure, the impacts will initially be more localised.
3. Economic growth is vitally important in enabling the public sector to respond to the current financial challenges, both nationally and locally. By increasing economic participation and reducing unemployment and dependency we will reduce pressure on the public purse. By attracting jobs and housing growth we will also generate increased income for ECC and our public sector partners.
4. Furthermore, financial circumstances are an important factor in residents' overall satisfaction with their local area and with their district council and ECC (Essex residents survey 2013). Those who are struggling financially are among the most critical about life in Essex, whether it be the local area, the performance of local councils, possible financial problems and perceptions of safety and anti-social behaviour. We also know that unemployment has a serious detrimental impact on all aspects of physical and mental health, not just on the person who is unemployed but on their whole family.
5. ECC is therefore committed to delivering sustainable economic growth for the county. This includes activities across a breadth of areas, from supporting residents to raise their aspirations and achieve their ambitions through education, training and development; to securing investment for the county so that we can create the jobs and housing needed for healthy and prosperous communities. The growth envisaged will lead to pressures elsewhere, such as the additional numbers of school places needed, and the impact across all outcomes will need to be taken into account.
6. While we recognise that ECC cannot deliver economic growth on our own, the authority has a crucial role in driving this agenda and maximising opportunities for future growth. We will do this by intervening where we can add most value and taking action where the market is not currently operating effectively. In this Commissioning Strategy we set out how we will do this by:
  - Ensuring our infrastructure is maintained and used efficiently and investing in key new infrastructure;
  - attracting investment in jobs and growth;
  - supporting our businesses with the potential to create higher value added jobs to grow;
  - enhancing the key skills of our workforce;
  - creating effective delivery mechanisms to support the delivery of major infrastructure projects; and
  - lobbying Government to secure support and resources for Essex.
7. The indicators that we will use to measure the success of this Commissioning Strategy are aligned to the plans outlined in our Economic Plan for Essex – a multi-partner expression of Essex's plans for growth; and the Strategic Economic Plan – the Plan through which the South East Local Enterprise Partnership seeks to negotiate a Growth Deal with HM Government and secure funding through the Single Local Growth Fund.

## Strategic analysis and insight – the story behind our baseline position

This section sets out Essex's baseline position with regard to the outcome – sustainable Economic Growth for Businesses and Communities across Essex – and its supporting indicators. In doing so, it draws on data on past trends, available insight into the drivers of these trends and anticipated future trends. This section also addresses the policy context – local and national decisions that shape local activity – and the existing activity/provision upon which ECC and partners will build in order to secure further progress.

### *Job growth, productivity and demographic change*

8. Essex already has a large economy, supporting over 600,000 jobs and 60,000 businesses and with a total output valued at £30bn per year. However, levels of productivity continue to lag behind the national average.
9. Essex will experience substantial demographic growth between 2014 and 2021:
  - growth in the overall population of around 71,000 (4.9%) ;
  - growth in the working-age population of 13,000 (1.4%); and
  - growth in the number of households of some 33,000 (5.5%).
10. To support this level of growth Essex will need to secure:
  - a net increase of 33,000 local jobs by 2021 – further growth will help exert downward pressure on unemployment and net commuting; and
  - a net increase in dwelling stock of 34,000 homes – it is estimated that a further 18,000 further homes would be required to tackle currently unmet demand.
11. This level of job and housing growth is not currently visible within Essex. Overall employment levels remain lower now than in 2009 and rates of house building are slow.
12. Demographic projections also suggest that the working-age population will grow at a substantially slower rate than the general population. This means a smaller proportion of the population will be required to support a larger number of 'economically inactive' residents. Without increases in the productivity, we risk a long-term reduction in living standards and a sustained squeeze on revenues that fund public services.
13. Essex has the potential to overcome this 'productivity challenge'. The county's dynamic business community and the opportunities afforded by Essex's links to London and international gateways (London Gateway, Tilbury and Haven Ports; Stansted and Southend Airports), position the county well for the medium-term.
14. A historic deficit in local employment opportunities means that many communities across Essex are reliant on out-commuting – particularly to London. An estimated 64,000 (net) commute out of Essex to work on a daily basis. While this results in higher salaries flowing back into the Essex service economy it can also lead to challenges for local businesses who struggle to recruit suitably skilled employees and places a strain on transport infrastructure.
15. Increases in local employment have been driven by traditional core sectors. In many cases these sectors are vulnerable to economic changes or tend to support low value-adding jobs. Strengthening the resilience of the Essex means diversifying the economic and identifying and exploiting growth opportunities.
16. Median earnings amongst those working in Essex are consistently below those of comparator counties. This presents a challenge for Essex's relative prosperity, particularly in recent years as increases in the cost of living have placed ever-greater pressure on household budgets.

## Strategic analysis and insight – the story behind our baseline position

### *Essex's Business Community*

17. Essex has a relatively high number of businesses in relation to our population. The vast majority of Essex business are micro businesses – nine in every ten businesses has fewer than ten employees (and the majority have less than five) and only 1% of Essex businesses employ over 100 people. Evidence suggests, however, that it has become harder to set up and sustain a small business in Essex in recent years. The number of business start-ups has reduced, from almost 7,000 per year in 2007 to 6,540 in 2012. Business closures have also increased from 5,700 in 2007 to 6,200 in 2012.
18. The fact that Essex's business community is dominated by SMEs is a challenge for increasing productivity. To address this it is important that support services help small businesses to innovate, to commercialise new ideas, to access development finance, to explore new markets (including export markets) and to attract investment.
19. The growth of the business community in Essex is of direct financial interest to ECC and district/borough councils through its impact on NNDR.

### *Skills*

20. While skills levels in Essex are improving, they remain below the national average. Only 27% of working age people have degree level skills compared to 34% nationally; 49% have A Level or equivalent compared to 55% nationally; and 69% have GCSE or equivalent compared to 72% nationally.
21. This 'skills deficit' is reflected in lower value-add employment, lower productivity levels and lower earnings. It also has a direct impact on businesses' ability to recruit and retain employees with the right skills.
22. Skills gaps reported by local businesses include leadership and management, marketing, technical, literacy and numeracy skills. Recruiting people with specialist industry related qualifications is also a key issue, often leading people to recruit from outside of Essex. Moreover, feedback from employers suggests that training is not always appropriate, with sector related courses

not meeting the needs of their company.

### *Transport Infrastructure*

23. Economic growth in Essex is currently constrained by the capacity of key transport corridors within Essex – (the A12/Great Eastern mainline; the M11/West Anglia mainline; the A120 and the A13/A127). Journey time reliability (JTR) on Essex roads has been under increasing pressure over the past ten years due to factors such as increased trade in goods through key ports and airports, increased car ownership and relatively limited use of alternative forms of transport.
24. National government policy changes – and the letting of short-term rail franchises – has militated against securing greater private investment in Essex's rail infrastructure during a period when rail travel has seen record growth with passenger demand expected to increase by a further 75% over the next 30 years.
25. Travel choices are a key factor influencing congestion and JTR. Take up of walking, cycling and public transport is relatively low in parts of Essex with substantial potential for growth.
26. Increased and improved broadband coverage will support businesses and attract investment to Essex. It also has the potential to increase opportunities for home and remote-working, reducing the demand on travel networks at peak periods.

### *Housing*

27. Housing is of fundamental importance both for the wellbeing of residents but also for the effective functioning of the local economy. Labour markets function more efficiently when there is ample supply of good quality housing for rent and for sale in all segments of the local market.
28. Issues that we need to address in term of housing are considerable and complex when People commissioning issues of need are also considered. In terms of economic growth however there are three key issues:

## Strategic analysis and insight – the story behind our baseline position

- An insufficient supply of housing to meet household growth. Between 2008 and 2011, in common with most of the rest of England, housing completions in Essex were well below the levels dictated by the Regional Plan. An objective assessment of housing requirements suggests a target annual build rate of between 6,500 and 7,000 homes per annum this compares to a current completion rate of around 4000 homes per annum. If current rates can't be increased then this would lead to a shortfall of between 16,000 and 24,000 homes over the next eight years.
  - These shortages mean that for many people, housing is simply too expensive. Over the past decade, average house prices have increased much faster than average earnings. In most communities in Essex, there are severe shortages of affordable housing.
  - Land is not being brought forward for development by house builders even though local planning authorities have allocated this land. It is important to recognise that in some areas, such as Basildon, housing completions are running at a high rate but development is constrained by lack of available development land and the impact of the Green Belt rather than private sector reluctance. In both cases, the end result is a shortage of housing, though the root causes mean that different approaches are needed in different areas.
29. We recognise that the wider planning environment has a significant impact on development– affecting businesses directly as well as through the supply of housing. It is therefore important that we improve our understanding of the planning environment in Essex and how it can better support growth.
- Policy context**
30. ECC's Cabinet has expressed a firm commitment to supporting and sustaining economic growth across Essex, working with key partners and with HM Government. Our most important partnerships in securing economic growth are those we have entered locally with Essex's District, Borough and City Councils around our key growth corridors; Higher Education Institutions (the University of Essex and Anglia Ruskin University); and at sub-national level through the [South East Local Enterprise Partnership](#) (SELEP).
31. SELEP has recently submitted its [Strategic Economic Plan](#) (to support its case for SLGF investment) for the period 2015-2021. Over summer 2014 a growth deal will be negotiated with Government and SLGF monies devolved to the SELEP in April 2015. SLGF funds will need to be supported with local public and private sector investments to introduce programmes and activities that unlock growth.
32. The County Council's umbrella transportation strategy is contained in its third Local Transport Plan (LTP3) that was adopted formally in July 2011. The Local Transport Plan Strategy to Support Economic Growth has been developed to strengthen and emphasise those parts of the LTP3 which support the ECC outcome of sustainable economic growth for Essex's communities and businesses, the delivery of the new Economic Plan for Essex (EPfE) and the delivery of the priorities identified by SELEP within its SEP.
33. In terms of geography, the economy of Essex is not bounded by administrative boundaries. Activities that support and promote the economic health of Essex will not be limited to the area covered by the administrative boundary of the county council. Economic activity taking place in areas that neighbour ECC's administrative boundary will benefit many residents and many businesses. To this end ECC must work with partners to support delivery of economic ambitions and where appropriate support the employment or training of residents.
34. Whilst it is also true that within Essex, economic activity does not recognise boundaries there are four relatively distinct economic geographies which are recognised. By identifying the key economic aspects and opportunities within these geographies we will be able to identify a series of activities and projects which will help us to deliver and sustain economic growth.

## Strategic analysis and insight – the story behind our baseline position

### *Resident/customer views*

35. The economy continues to be the most important issue facing Great Britain today, according to the latest polls by Ipsos Mori. In particular concerns over the cost of living, low wages and poverty/inequality are continuing to rise.
36. Locally 46% of Essex residents are concerned about their own current financial situation (Essex residents survey 2013). One in four residents said they only earned enough to meet basic expenses at best. One in five residents was also worried about the chance of redundancy or unemployment in the near future. Financial concerns are also higher in certain locations (e.g. Harlow) and population groups (e.g. tenants, BME communities, disabled residents, those with children and lone parents).
37. Confidence in the economy is crucial for business growth and the Essex Employer and Business Survey (2010) provides an insight into the views of business. The three factors considered most important were mobile phone coverage, the road network and high speed broadband (71%). Energy costs (49%), followed by increasing competition (44%) were also identified as the issues that were most likely to be impacting on the performance of Essex businesses.
38. Half of all Essex-based businesses identified skills gaps within their current workforce (49%). Gaps regarding school/college leavers and graduates having the appropriate skills and attitude to work were the most common, followed by gaps in communication skills and advanced IT or software skills.
39. The survey also highlighted differential impacts across our growth corridors; for example the high cost of local housing was mentioned as a factor affecting business performance more in Uttlesford than in any other district, while local traffic congestion was mentioned significantly more in both Colchester and Harlow.
40. The transport network is a crucial factor for Essex businesses and residents, and investment is required to improve key road and rail networks. Consultation with local businesses, members of the public and other local partners during

the preparation of the 2011 Local Transport Plan highlighted the following:

- Supporting the economy is the most important role for the LTP
- Condition of highways and pavements is a priority
- Congestion affects productivity and discourages investment in Essex
- Improved links to London are considered to be important, especially rail links
- Ports and airports are drivers of the economy, but need infrastructure to support their growth
- Links to the rest of the UK are essential for the economy of Essex
- There is a need for higher quality more reliable bus services

## The curve we need to turn

This section sets out the indicators through which we will judge our impact on the economic growth of Essex and illustrates the desired future trend for those key indicators.

41. In interpreting the data below, it is important to recognise that these are indicators of progress towards our desired outcome, rather than measures of the performance of the different projects and programmes advanced by ECC and its partners. This reflects the fact that, compared to the scale of private investment and trade flows within the Essex economy, local public sector spending on economic development is very small. We should not, therefore expect to see significant variations in these high level indicators as a direct result of our interventions.
42. In order to support performance management, and inform judgement of the impact we do have, each of our projects, programmes and interventions will be supported by a suite of performance measures which, taken together, will look to the quality and impact of our own interventions. This approach is consistent

with the principles of outcomes based accountability – the methodology upon which ECC's Strategic Planning Framework is based.

43. The purpose of the analysis summarised below is not to set hard targets for each outcome indicator, but to establish an agreed standard to help us quantify what good performance looks like from the outset and to help us quantify (and take action to manage) progress towards our goal.
44. Recognising the paucity of local economic data, ECC's Place Commissioning function, with support from ECC's Strategy team have commissioned Cambridge Econometrics to baseline the position for key indicators at 2014, establish seven-year projections and provide regular updates on changes in the local economy. This intelligence will allow us to make evidence-based judgements on where progress is being made and where further action is required.

**Tables 2-13: indicators to track progress against our outcome**

Indicator	Projected trend			
<b>EG1:a Job growth</b> – over the next seven years we want to see the number of jobs in the Essex economy increase in line with, or faster than, our demographic projections	After 1 year	After 3 years	After 5 years	After 7 years
	xxx jobs	xxx jobs	xxx jobs	xxx jobs
Indicator	Projected trend			
<b>EG1b: Job growth in key sectors</b> – over the next seven years we want to see the number of jobs in Essex increase in line with , or faster than, our demographic projections	After 1 year	After 3 years	After 5 years	After 7 years
	xxx jobs	xxx jobs	xxx jobs	xxx jobs
Indicator	Estimated planned house building			
<b>EG2: Housing growth</b> – over the next seven years we want to see levels of house building that keep pace with in Essex consistent with the full delivery of partners local development plans.	After 1 year	After 3 years	After 5 years	After 7 years
	xxx new homes	xxx new homes	xxx new homes	xxx new homes

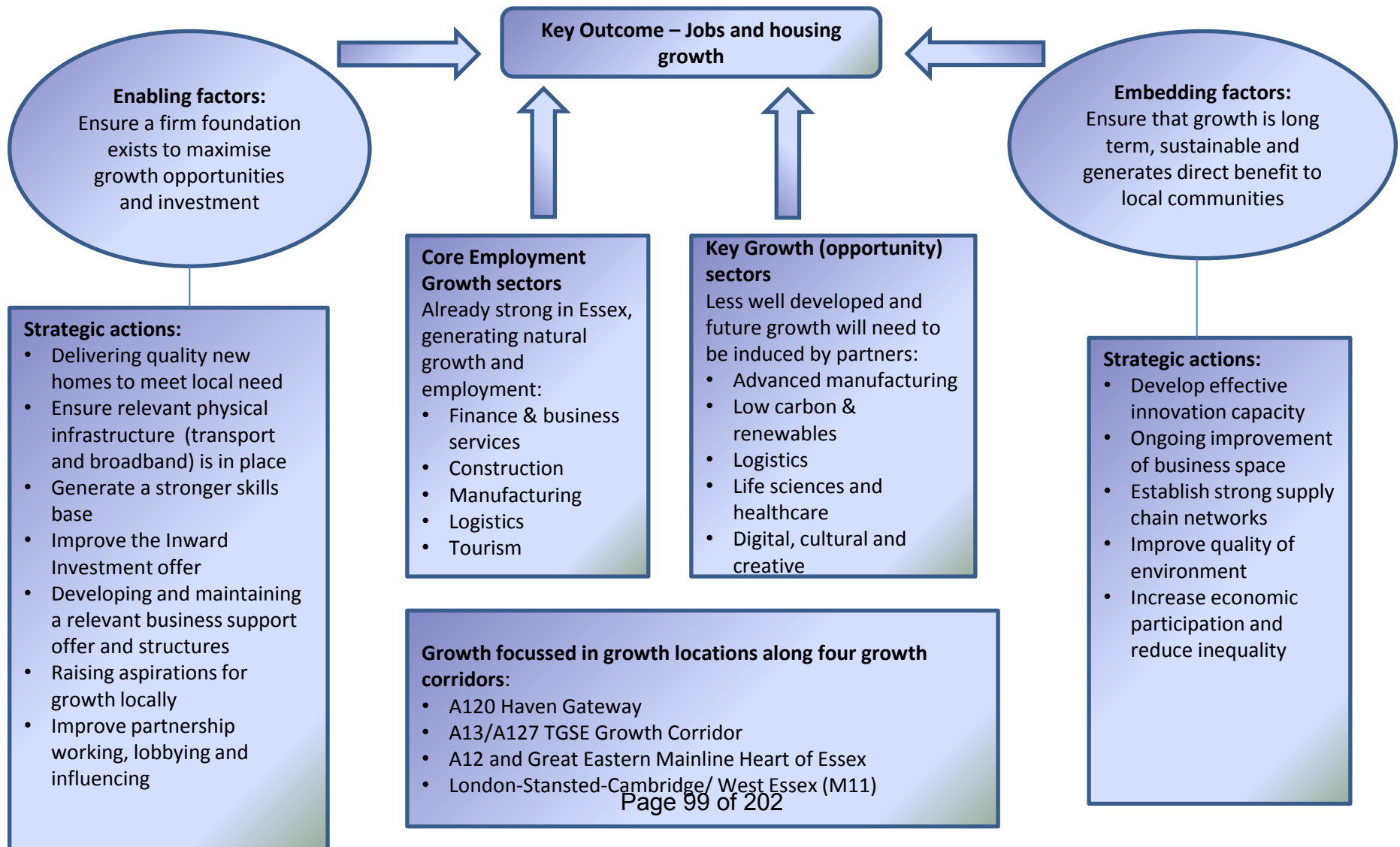
## The curve we need to turn

Indicator	Desired future trend			
<b>EG3: Supply of fit for purpose business premises</b> - we want to see businesses in key growth sectors reporting that they can access fit for purpose premises in Essex	After 1 year	After 3 years	After 5 years	After 7 years
	Year on year increase on baseline position			
Indicator	Desired trend			
<b>EG4: connectivity and journey time reliability</b> on priority route network (PR1) – we want to minimise the impact that increased traffic volumes have on journey time reliability	After 1 year	After 3 years	After 5 years	After 7 years
	Minimal reduction in JTR from baseline position			
Indicator	Desired trend			
<b>EG5: Number of bus and/or community transport journeys</b> – over the next seven years we want to minimise the reduction in bus journeys in Essex	After 1 year	After 3 years	After 5 years	After 7 years
	Minimal reduction in baseline position			
Indicator	Projected trend			
<b>EG6: Median earnings</b> - we want to see increases in the median earnings of those working in the Essex economy increase in line, or faster than, our independent projections	After 1 year	After 3 years	After 5 years	After 7 years
	£xx per year	£xx per year	£xx per year	£xx per year
Indicator	Desired trend			
<b>EG7: coverage of superfast broadband</b> – we want to maximise the coverage of superfast broadband for businesses and communities across Essex	After 1 year	After 3 years	After 5 years	After 7 years
	90%	xx%	xx%	99% coverage
Indicator	Desired trend			
<b>EG8: Sustainable business start-up rates</b> – we want to see more business start-ups surviving after 1, 3 and 5 years	After 1 year	After 3 years	After 5 years	After 7 years
	Increased survival rates at 1, 3 and 5 years from baseline position			

## The curve we need to turn

Indicator	Desired trend			
EG9: Essex businesses in key sectors can recruit <b>suitably skilled people</b>	After 1 year	After 3 years	After 5 years	After 7 years
	Fewer businesses reporting skills gaps from baseline position			
Indicator	Desired trend			
EG10: the <b>percentage of working age people in employment</b> - we want to see an increase in the number of residents in employment	After 1 year	After 3 years	After 5 years	After 7 years
	Increased employment levels relative to baseline position			
Indicator	Desired trend			
EG11: <b>Business rates growth</b> – over the next seven years we want to see sustained increases in the NNDR tax base	After 1 year	After 3 years	After 5 years	After 7 years
	Tax base increases at an average rate in excess of <b>xx%</b>			

# Sustainable Economic Growth for Essex Communities and Business - Commissioning Strategy framework



## Employment Growth

Employment is at the heart of the strategy and the overarching objective is to achieve a significant increase in net employment by focussing on growth that is available in the county's main employment sectors (core sectors) whilst also stimulating growth in a series of opportunity sectors. Overall this employment growth will come from three main sources:

- Expansion of enterprises already present in Essex. This is most likely to be the source of employment growth for 'core sectors'.
- New inward investment from incoming operators and occupiers from either domestic or international sources. This could be relevant to core and opportunity sectors.
- New business starts which are likely to be very small or micro in scale.

### ***Supporting growth in core sectors***

Existing core sectors, collectively, provide a strong platform for ongoing employment growth. There are, however, a number of issues to be considered in taking these sectors forward:

- The need to facilitate continued employment growth by delivering or promoting the main components for growth in terms of sites and premises, skills, market access and well established supply chains.
- Enabling the internal diversification of these sectors through access to a flexible, high quality skills base, to R&D and innovation services as well as effective managerial capacity.
- Establishing a sub-regional and regional level 'critical mass' in certain activities in order that they form a core component of a broad geographic economy.

### ***Supporting growth in opportunity sectors***

Growth in core sectors must be fully complemented by the growth and development of a number of sectors which offer additional sources of new employment and which simultaneously contribute to the twin goal of economic diversification. A number of interventions will be required to support growth of these 'opportunity sectors'. Key components of a sector strategy for each target sector will involve the following components:

- *A specific investment marketing offer* – It is important that Essex develops a positive marketing offer for both core and opportunity sectors. Key activities will need to include detailed sector intelligence, identification of potential investor segments, pre-emptive skills development activity and development of tailored marketing messages.
- *Premises/property* – premises, property and land for initial location, relocation and expansion is critical for business and employment growth.
- *Transport issues* – all sectors to some extent rely on the movement of goods and services on to national and international markets. Road congestion has a significant impact on the perception of the county.
- *Staff training and recruitment* – it is fundamentally important that skill levels are improved.

## Employment Growth

- *Innovation* – supporting innovation within existing businesses will be critical to generating an increase in higher skilled employment.
- *Business support* – it is important to ensure that available business support is effectively penetrating businesses in target sectors.
- *Improving operations* – Developing new approaches to actually doing business will be important.

### Opportunity Growth Sectors

The following opportunity sectors have been identified:

Sector	Role in the Essex Economy
Advanced manufacturing	The advanced manufacturing sector in Essex consists of an estimated 960 companies with a combined GVA of £1.7bn. It employs some 21,900 people (c.1.6% of the jobs in Essex) but accounts for 6.7% of Essex's total outputs.
Low carbon & renewables	This is a significant sector across Essex, with a growing demand for low carbon and environmental goods and services to meet the UK's carbon reduction target of 80% by 2050. Based on research commissioned by the BIS in 2010, these sectors already account for almost £3bn in business turnover per annum, across 1,348 companies, and employing almost 20,000 people in Essex.
Logistics	The logistics sector in Essex accounts for approximately 1,800 firms, employing 17,800 people with an annual GVA of around £1.2bn. The sector is heavily dependent upon Essex's seaport and airport connections, and access to South East markets and Europe. Essex is the site of the largest combined deep sea container port and logistics park project in Europe (DP World/London Gateway) and the UK's third largest airport for freight and fourth largest for passenger travel (Stansted).
Life Sciences & Healthcare	This is the key sector in Chelmsford, Colchester, Harlow, Southend and Tendring . In 2014 there are estimated to be 59,000 jobs in the sector in Greater Essex making it the largest of the opportunity sectors. There has been an increase of 9,000 jobs over the period 2001-11, the majority of which have been in Basildon (3,800) and Chelmsford (2,700). Projections show that <b>an additional 13,000 jobs can be created in the sector over the period 2014-25</b> supported by growth in Basildon, Chelmsford, Harlow and Southend.
Digital, Cultural & creative	Basildon has the largest Digital, Cultural and Creative sector in Greater Essex accounting for 9% of the district's total employment. It is also Brentwood and Epping Forest's largest key sector. Over the period 2014-25 the sector in Greater Essex as a whole is projected to increase by 2,400 jobs , with largest growth in Basildon, Chelmsford and Colchester.

## Growth Corridors

Through the development of the Essex Economic Growth Strategy and more recently the Economic Plan for Essex, four growth corridors have been identified, namely:

- A120 Haven Gateway
- A13/A127 TGSE Growth Corridor
- A12 and Great Eastern Mainline Heart of Essex
- London-Stansted-Cambridge/ West Essex (M11)

These corridors collectively form the locations for housing and employment growth and they will each play a unique role in securing growth. These roles are based on location characteristic, local economic history and linkage to surrounding areas. Each corridor will be subject to a detailed master planning exercise which identifies sites for development and priority options for physical, economic and social improvement. Critically these corridors will provide a mix of housing which will allow new and existing residents to stay and grow in the county.

In each of the corridors there are developments and investments that need to be made to provide the impetus for growth and these are identified in the following sections.

## Growth Corridors: A120 Haven Gateway

The Haven Gateway Growth Corridor includes the districts of Braintree, Colchester and Tendring, linking Harwich International Port in the east to Stansted Airport and the M11 in the West via the A120. Employment growth will be targeted in the following sectors: low carbon and renewables, life sciences and healthcare, advanced manufacturing and logistics. Growth will be focussed on growth locations in Braintree, Colchester and Tendring.

In Tendring there is a natural clustering of activity in the **low carbon and renewables** and **logistics** sectors, particularly around Harwich which is one of the UK's largest and most experienced port complexes in the offshore renewables industry. Proposals to designate Harwich as a Centre for Offshore Renewable Engineering (CORE) location and Assisted Area Status for Tendring provide significant opportunity for further investment and as a result there will be significant additional growth beyond 2021. Key opportunities include the potential of offering operations and maintenance support to the renewable sector from Harwich and its surrounding area. This includes potential development at Gas House Quay as well as developments at Pond Hall Farm and Horsley Cross (Tendring Europark) and longer term plans to develop the port at Bathside Bay (a consented container terminal). In support of this, the development of an Energy Skills Centre in Harwich is currently underway.

Braintree provides the opportunity for significant growth. The second phase of Skyline 120 will create a further 1,100 direct jobs and over 1,000 indirect jobs and stimulate further housing and employment development in the corridor. Witham is a significant housing and jobs growth location with a further 900 houses and 2,000 jobs to be delivered in Maltings Lane/ Lodge Farm, including a 5 hectare Business Park. There is an opportunity to develop incubation and enterprise facilities to stimulate jobs growth through the development of an Enterprise Centre. Panfield Lane is a mixed use development which will include 600 new homes and a new employment site with the potential to create 2,800 jobs. There is also a concentration of **manufacturing** firms along the A120, with a noticeable cluster around Braintree. This, and other sectors, will be supported by the development of a STEM training centre at Braintree college.

Colchester will also accommodate significant future growth, with development planned for the town centre and the Northern Gateway which will be developed as leisure/sporting hub with the potential to create 3,500 jobs and 300 homes. Development of the University of Essex Knowledge Gateway will deliver a world class resource to support the use of data analytics and data science creating high value jobs. Further opportunities in this corridor include the **digital, culture and creative** sector, which has a significant cluster in and around Colchester. In support of this focus, a new digital incubation centre for the creative industries in the heart of Colchester is proposed. As a key retail and employment centre, Colchester's town centre is also of importance, as is the potential of its Stanway growth area. The development of a STEM training centre will help raise local skill levels.

As the only key east to west route cutting through Essex, the A120 as a gateway route is recognised not only by the Highways Agency (which has recently completed a Route Based Strategy across half of its length) but also by the three local authorities, who are working with ECC to establish selected sites as "Enterprise Areas" along the A120.

Housing growth in this corridor will mostly be delivered in Colchester and Braintree, whilst Colchester and Tendring are working closely together in recognition of the potential land available for housing on their border.

## Growth Corridors: A12/Great Eastern Mainline (Mid-Essex)

The Mid- Essex growth corridor runs through the centre of Essex linking London to the Haven ports and the key urban centres of Brentwood, Chelmsford, Colchester and Maldon. The corridor has strong links with the London labour market, supporting substantial commuter flows to and from the capital. These links will grow and strengthen as Crossrail is completed, when new services will stop at Brentwood and Shenfield, both of which will benefit from planned improvement works to facilitate these new services.

As a key growth location, there are significant growth initiatives and new business developments within the City of Chelmsford, supported by city centre public realm improvements. As the Essex home of the Anglia Ruskin University, Chelmsford is a major centre for higher education. ARU have ambitious plans to develop its strengths in the **life sciences and healthcare** sector, through the hosting of one of its three Med Tech Campuses in Chelmsford. The Chelmsford Campus already hosts the Medical Business innovation centre (MedBIC) and a further innovation centre is currently in delivery. The Anglia Ruskin MedTech Campus is an exciting and ambitious project to position Essex as a leading location for the development of the medical technology sector through a package of tailored business support and the development of three MedTech business parks in Chelmsford, Harlow, and Southend. In Chelmsford a site to the north of the city centre is being master planned which has the potential to create over 3,000 jobs.

In addition, there is a strong **finance and business services** focus within the city, providing employment growth opportunities within a well established sector.

Chelmsford is also a key city for housing growth in Essex. Whilst current delivery is high, plans are also developing further for an area in Northern Chelmsford, with a linked new railway station (Beaulieu Park) and business park. The city centre is also a key focus. With retail developments progressing (John Lewis and Waitrose) and further central housing sites (Chelmer Waterside), a key focus of activity for ECC is the delivery of an integrated transport package in and around the city centre.

Brentwood and Maldon also make significant contributions to the Essex economy in a number of sectors, notably **financial services, advanced manufacturing and life sciences**. There are particular challenges and opportunities linked to the future of the Bradwell power station site, currently in a de-commissioning phase. As such, the development of the local labour market in high-tech and **advanced manufacturing** industries is of interest here. One such development is of an employer-led STEM & Enterprise Skills Centre in Maldon which will support this by providing training and apprenticeships in STEM sectors. Additional growth plans include the Causeway regeneration programme and, relative to the district's size, a significant numbers of new homes.

## Growth Corridors: London-Stansted-Cambridge (M11/West Anglia Main Line)

The west of Essex forms part of the London-Stansted-Cambridge Corridor (LSCC), connecting London, Stansted and Cambridge, via the M11 and the West Anglia Main Line. The Corridor has enormous growth potential building on connections with London and local strengths in the **digital and creative** and **life sciences sectors**, particularly around Stansted Airport and in Harlow.

In this corridor growth will be focussed in Harlow. Harlow Enterprise Zone (EZ) has the potential to create 5,000 jobs in the life sciences and healthcare sector. Important elements of the EZ project are in development, including highways improvements and the refurbishment of the Nortel complex. The EZ's success is also dependent on further support including the development of the ARU Med Tech campus and the establishment of a Med Tech innovation centre. Inward investment activity will need to target investors from the life sciences and healthcare, advanced manufacturing and digital, creative and cultural sectors. Central to the success of the EZ, and to the unlocking of sites for several thousand homes, is the delivery of Junction 7a on the M11.

The significant **advanced manufacturing** sector in Harlow will also be supported through the development of the Harlow Manufacturing and Engineering Centre, which when delivered will provide state of the art facilities to meet the skills requirements of existing businesses and those investing in the corridor. This sector will be further supported through the opening of the first University Technical College to open in Essex, in Harlow in September 2014. An avionics hub will be developed in North Weald.

The advanced manufacturing sector will be supported by the development of the Harlow Manufacturing and Engineering Centre providing state of the art facilities and equipment to deliver continuous learning in support of local businesses in this sector and will support employers through the establishment of a Group Training Association.

In Stansted Airport, the LSCC has a key economic asset with significant potential to catalyse growth across the corridor and beyond. The airport is an important component of the Essex economy and a major employment hub, currently employing 10,900 workers, over half (59%) of whom live in Essex. Stansted Airport is a major freight transport asset as well as being the fourth busiest airport in the UK by passenger numbers. It has significant growth potential in the logistics sector with an operational capacity to handle up to 45 million passengers per annum. However, whilst currently operating at less than half its potential operational capacity, the airport has much growth potential and plans to deliver over the next 10 to 15 years. The surface access impacts of a growing Stansted therefore need careful consideration and investment. This includes not only road but also rail transport, with improvements to the West Anglian Main Line a key area of need, not just for Stansted but for the economic growth of the corridor through to Cambridge.

Considerable housing growth is possible in Harlow (approaching 20,000 homes), however this growth is currently constrained through transport/highways (J7a) and boundary issues (with East Herts and Epping Forest).

## Growth corridor: A13/A127 South Essex

The districts of Basildon, Castle Point and Rochford, along with the unitary authorities of Thurrock and Southend, form Thames Gateway South Essex (TGSE) which is part of Thames Gateway, the largest regeneration opportunity in Europe. Along this corridor the A13 links the key port infrastructure of Tilbury and London Gateway with London and wider strategic road networks, while the A127 corridor connects the capital to the manufacturing hub of Basildon, and to Rochford, Southend, London Southend Airport and surrounding employment areas.

The corridor is home to Basildon the innovation capital of Essex and TGSE and to support this it is planned to open the South Essex International Innovation Growth Hub. To remain a competitive location for growth, it is recognised that Basildon must continue to innovate and offer new and modern facilities and support for entrepreneurs and SMEs to develop technologies and benefit from the leading worldwide companies that are based in the district. This will in turn strengthen the economy through the creation of high value jobs and maintaining a local supply chain.

Basildon also has the largest concentration of employment in Essex and one of the largest concentrations of **advanced manufacturing** businesses in the South of England, including in the area of **low carbon and renewables**. In order to sustain and build on this position, significant effort is required to support the development of the existing local labour market, particularly in high skilled roles, by both up-skilling the local workforce and attracting talent into the area. ECC has been working with Prospects College, and local schools, to support this need. There are ambitious plans to redevelop the town centre and railway station including the relocation of South Essex College's Basildon Campus from Nethermayne to Basildon town centre, with a particular focus on supporting the **health sector**, and a resulting release of land for new housing.

London Southend Airport has undergone a transformational regeneration programme and is now an award-winning international gateway. The land on which the airport and the surrounding commercial estates are located spans the political boundary between Southend and Rochford. Accordingly, the authorities have jointly commissioned a Joint Area Action Plan (JAAP) which contains detailed proposals for the development of London Southend Airport and surrounding area to deliver new jobs and a high end business park. The new Saxon Business Park will be home to one of the Anglia Ruskin **Med Tech** campuses.

The transport package supporting the JAAP area includes site access, junction improvements and a range of sustainable transport measures.

Elsewhere in TGSE the development of London Gateway, the expansion of the port of Tilbury, High House Production Park at Purfleet and the creation of Thames Enterprise Park on the former Coryton Oil refinery site, along with other opportunities across South Essex as a whole, provide the opportunity for employment growth in a range of sectors and associated supply chains, including our key sectors of **advanced manufacturing, logistics, low carbon and renewables, digital, cultural and creative, and life sciences and healthcare**.

## Securing Growth - Issues to address in order to turn the curve

This section sets out the issues that ECC and its partners will need to focus activity and resources on if it is to secure progress towards the outcome as measured by the indicators on pages 10 to 12. These issues are reflected in the enabling and embedding factors that need to be addressed to sustain a 'turn in the curve' as articulated on slide 13.

To enable growth we will:

- *Generate a stronger skills base* - commission skills programmes that emphasise employability; give employers a greater role in influencing the skills system - closing the gap between the needs of business and the choices learners make; influence young people's perceptions of careers relating to STEM; and increase provision and facilities in the county to enable delivery of the skills programmes.
- *Ensure relevant physical infrastructure is in place* – economic growth requires that key components of physical infrastructure are in place including quality access infrastructure that facilitates the effective and efficient movement of goods and people; strategic employment sites in key locations that offer business and investors sound opportunities for future growth and development; and housing sites in key locations.
- *Deliver quality new homes to meet local need* - work with partners to develop a joined up housing strategy to determine overarching housing need; and develop a more proactive relationship with developers and housing associations to better understand the barriers to investment and development. Ensuring that the wider planning system is responsive to the need for job and housing growth.
- *Maintain a relevant business support offer and structures* – the business support offer and associated delivery arrangements should be configured specifically to encourage business growth and diversification. This includes diversification across sectors as well as within sectors. There is already a significant volume of business support available to businesses in Essex. A key requirement is that this existing infrastructure is utilised as effectively as possible while developing new support which adds to extends existing delivery.
- *Raise aspirations for growth locally* – the development of improved aspiration is key to successful economic development and employment growth. There is a role here for targeted marketing of opportunities emerging from the growth agenda and how these can be taken advantage of by local people. There is also an opportunity to tie learning processes to the needs of target sectors. This might include initiatives in schools to encourage young people to consider careers in target sectors.
- *Improve the Essex offer to attract inward investment* – in terms of growing employment a broad range of components must be in place to attract investment by employers new to Essex and also to encourage re-investment by existing employers. These include development ready sites; appropriate infrastructure; adaptable premises and business space; quality skills base; and high quality business support. Other enabling and embedding factors will seek to improve the offer which will need to be marketed to target markets and individual investors.
- *Improve partnership working* – a number of key partners and partnerships will play key roles in the delivery of this strategy.

## Issues to address in order to turn the curve

To embed growth we will focus on the following strategic actions:

- *Ongoing improvement of business space* – it is important to ensure that on an ongoing basis a relevant range of business space is available in Essex. This should allow firms to locate or start up in the area, to develop and expand further and ‘move on’ to other types of space as required. There is a need to ensure that when gaps become apparent in the range and usage of different types of space that steps are taken to fill that gap either through direct action or by encouraging developer interest.
- *Developing effective innovation capacity* – The twin goals of employment growth and economic diversification require that existing and new businesses create more diverse functions and develop new products and services. The development of greater innovation capacity across Essex’s business base will involve direct outreach support to firms so that they are able to identify and fully exploit key areas for research, innovation and product development.
- *Effective business processes* – It is important to ensure that existing and incoming businesses are able to identify and access strong supply chain networks. To this end continually engaging with key employers will help to understand whether their needs are changing over time. In this way it will be possible to adapt services as time goes by. For example, in a sector undergoing a form of business orientation a reshaping of local business support or skills development infrastructure will help business to maintain market position.
- *Improving the quality of the environment* – Access to quality environments (urban and rural) is important on a number of fronts. Quality environments are conducive to improved health of local communities, acting as a positive influence on economic activity. Quality in natural and built environments is also a key factor in an effective inward investment offer. As such it is important that both urban and rural environments in Essex and the public realm components of these environments are maintained and enhanced.
- *Tackling unemployment and deprivation in communities.* – economic growth is more likely to be achievable and have long lasting benefits where local communities are equipped to take advantage of opportunities. This requires that communities do not face unnecessary barriers to participation. This effort should build upon existing activity and utilise existing infrastructure for delivery of both mainstream and specialist support services to communities as well as the expertise and skills of the voluntary and community sector.

## Strategic Priorities

In pursuing the Commissioning Strategy framework, with a focus on growth locations and enabling and embedding factors, its aspirations have been summarised into six strategic priorities which will provide the focus for commissioning activity. These priorities are:

- Major infrastructure
- Enterprise and innovation
- Skills
- Housing
- Connectivity
- Influencing

The following pages detail the strategic actions which will be commissioned against each of these priorities. In this the first year of the new commissioning structure there are some areas where we will require further detailed work to be completed to ensure that the Commissioning Strategy, and the mandates which flow from it, remain focussed on the twin goals of housing and employment growth:

- We need to work with partners to prepare a master plan for each of the four growth corridors. These plans should build on the information provided on pages 17 – 20 of this strategy and identify a clear vision for growth, identify where the opportunities are and what we need to do to unlock that growth. They should also identify sites for development and consider other requirements such as skills and environmental improvements..
- We need to understand better the needs of our core and opportunity sectors and our coherent reaction to these across the priorities identified above. A key action, therefore, is to develop sector strategies for each of our key sectors, each of which will explore with the key businesses in those sectors what the skills, business support, infrastructure, connectivity and influencing requirements are to further develop within Essex.
- Within the county there is a clear requirement to develop new homes at a faster rate than they are currently being provided. Essex County Council needs to determine what its role will be in securing that growth so that it can commission appropriate actions and initiatives.

## Strategic Actions (1 of 10)

The tables below set out, for each work stream; the key strategic activities that will help us deliver progress towards our desired outcome over the period 2014-2021. Our strategic actions are divided into two broad categories: conventional 'commissioning and influencing activity' to enable economic growth, and activity focused on 'enhancing delivery' mechanisms to secure enhanced outcomes over the longer-term.

Major Infrastructure Commissioning & Influencing		This work stream will see ECC and partners bring forward a £1bn pipeline of enabling infrastructure, using over £100m of ECC's own resources (up to £115m) to support the early stages of development and to bring forward a total of £1bn in investment from the private sector, public partners and HM Government.	
Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
<b>MI.1</b>	Produce a master plan for each of the four growth corridors	External support will be commissioned to develop the master plans	EGS Capacity Fund
<b>MI.2</b>	Establish ECC's role in delivering housing growth across the county	In house: Policy support	Resourced through base budget for policy support team
<b>MI.3</b>	Delivery of key elements of the Highways and Transportation Programme (2014 - 2018); including Local Planning strategy development support; design and delivery of capital works to improve and extend the network; and strategic planning with partners in relation to national infrastructure.	In-house: Transport Strategy & Engagement team (TSE), Place Customer Operations, Essex Highways and private contractors	The total capital budget for the Highways and Transportation schemes aligned to this strategic outcome is £22.4m. Further developments beyond the Programme will be derived from SLGF resources to be committed in support of the EPfE. Given the constraints to public funds, innovative tools will need to be explored to supplement traditional funding sources. Infrastructure will ideally need to be designed to maximise its economic value and take account of the added-value that is generated. The alternative would be a shift from Predict and Provide on broad priorities to a more targeted approach, management of asset and demand.
<b>MI.4</b>	Negotiate with HM Government on the SLGF allocation to SELEP	N/a	Cabinet have delegated power to Cllr Bentley to negotiate as part of the SELEP team on the basis of a £115m maximum investment from ECC across the 6 year SEP period from 2015/16 to 2020/21 [the revenue impact of borrowing the full amount is £8m pa] .
<b>MI.5</b>	Development of project proposals already within the Local Transport Plan, EFPE and SELEP SEP project pipelines in readiness for delivery in 2015-16	In house through TSE and EG&D and in partnership with districts and other local partners	Resourced through base budget for in house operational teams and earmarked capital fund £3m for advanced scheme design.
<b>MI.6</b>	Identification of future projects for development pipeline (2015-16 – 2021) towards our target of £1bn infrastructure investment, based on the EPfE/SEP pipeline of £760m of enabling infrastructure projects.	In house: TSE and EG&D	Resourced through base budget for in house operational teams. Future delivery of projects to be resourced through LA capital investments (up to £115m for ECC), leveraging a further £645m in private and HM Government investment (dependent on the outcome of growth deal negotiations and other external funding opportunities) Officer support to be resourced through base budget for in-house operational teams.

### Major Infrastructure Enhancing delivery

In support of our work to deliver a pipeline of enabling infrastructure in Essex, and to ensure that this pipeline continues to develop and can be increased in scale and ambition over time, we proposed a programme of work to enhance delivery arrangements. This means working with partners to scope, design and develop a 'major infrastructure delivery unit'; develop a planning compact across Essex local authorities and establish a property partnership board to use public sector assets to incentivise private investment.

Activities to enhance delivery		Rationale	Financial Implications
<b>MI.7</b>	<p><b>2014-15</b> - Scoping, and securing agreement to the concept of a Major Infrastructure Delivery Unit with partners across Essex</p> <p>2014/15 – establish an Essex Developer Forum to proactively engage with private sector developers in order to fully understand their barriers to development and ECC's role in their resolution.</p> <p><b>2014-15/2015-16</b> - Developing an Outline Business Case and Full Business case for the creation of a major infrastructure delivery unit</p> <p><b>2015-16</b> – Launch of new Major infrastructure Delivery Unit</p>	<p>Mirroring practice currently employed in other areas of the UK, a MIDU has the potential to bring together skills, capacity and development experience from across the public and private sector in order to identify the key infrastructure investments required in support of growth, thus creating a single infrastructure plan for the county.</p>	<p>It is envisaged that in creating a new MIDU early revenue investment may be required. However, this would be in the context of maximising in-house ECC and partners capacity and the potential may exist for medium term efficiencies to be achieved via economies of scale and the creation of a more efficient delivery unit within ECC and across partners.</p>
<b>MI.8</b>	<p><b>2014-15</b> - Working with partners to scope and develop a planning compact building on the 'duty to cooperate' in existing legislation</p> <p><b>2015-16</b> – agreeing an Essex Planning Compact across Essex and exploring options for strengthening the planning compact</p>	<p>With a series of collective commitments in place, partners could deliver planning decisions faster, and with greater certainty. Partners could also share specialist expertise and to provide tailored support to customers bringing forward large planning applications that can unlock growth in homes and jobs</p>	<p>Earlier certainty and more effective decision making would yield efficiencies across partners; de-risking the proposal, reduce abortive cost, reduce overall costs of development and assist with leveraging secondary investment. These benefits could be aligned to participating parties to the development.</p>

## Strategic Actions (3 of 10)

Enterprise & innovation  
(Commissioning & Influencing)

This work stream will see ECC continue its work to support businesses across Essex, placing greater emphasis on our key sectors. Our work to support businesses will be delivered through the five programmes outlined below. Three of these programmes – business creation, innovation and inward investment have been supported with additional funding for 2014-15 under Essex's previous economic Growth Strategy. Without this additional resource, the programmes will make a contribution to the outcomes we seek, although this will diminish in line with resources.

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
El.1	Understand the needs of priority economic sectors (advanced manufacturing, logistics, life sciences and healthcare, digital, creative and cultural and low carbon and renewables) and develop coherent plans in partnership with the sectors themselves, in support of their growth and further economic success.	Commission external support	EGS Capacity Fund.
El.2	<b>Business Creation:</b> this programme aims to support business start-ups and innovative spin-offs to be successful and to position themselves for growth. Within this programme, ECC will run three business incubation centres (Clacton; Basildon; Ongar), using surpluses from the these centres to cover costs, make incremental improvements and invest in wider business creation programmes. (2014-15)	In house: ECC's enterprise and innovation service, which includes Invest Essex	Incubation centres are to generate a surplus of c£29k to be in line with their controllable budget. ECC's enterprise centres do generate income that funds the totality of their running costs, delivers a surplus for ECC and allow for investment in wider business creation programmes on an ad hoc basis and with commissioner agreement..  For 2014-15 additional funding of £131k has been made available to support business creation work through the terms of ECC's previous Economic Growth Strategy. There is no certainty that this will continue in 2015-16 and beyond. Whilst ECC will benefit from growth in business rates revenues, this will potentially increase short term budget pressures should alternative funding sources not be identified;.
El.3	<b>Innovation:</b> this programme aims to enhance business productivity through innovation. At the heart of the programme is mentoring scheme under which business mentors are assigned to clients over a period of 6-9 months to provide advice and support. Wider activities include networking, support for private sector funding bids, and supply chain development activity. (2014 – 15)	In house: ECC's enterprise and innovation service, which includes Invest Essex	The Innovation programme is supported by a core budget of £136k. For 2014-15 additional funding of £163k has been made available to support business creation work through the terms of ECC's previous Economic Growth Strategy. There is no certainty that this will continue in 2015-16 and beyond which will potentially increase budget pressures.
El.4	<b>Increasing exports programme:</b> this programme provides support for Essex companies looking to enter and expand in international markets. It focuses on our existing relationship with China, supporting around two trade missions per year and supports companies to trade by providing market research and intelligence to local firms. (2014 -15)	In house: ECC's enterprise and innovation service, which includes Invest Essex	The Increasing Exports programme is supported by a core budget of £246k. However, income earned through the provision of consultancy services and trading support to the private sector and under agreement with Suffolk and Norfolk County Councils, means that ECC's Nanjing office is, in effect, self funding.
El.5	<b>Inward Investment programme:</b> This programme promotes Essex as a business destination, targeting lead generation towards companies in sectors and international markets where ECC has prioritised growth. The programme supports investors through an account management approach, providing services that draws on the wider offer to business.	In house: ECC's enterprise and innovation service, which includes Invest Essex	The Inward Investment programme is supported by a core budget of £487k. An additional £166,000 was made available in 2014-15 under the terms of ECC's previous Economic Growth Strategy. There is no certainty that this will continue in 2015-16 and beyond which will potentially increase budget pressures.

## Strategic Actions (4 of 10)

Enterprise and Innovation  
(enhancing delivery)

At present, different partners across Essex typically work on a localised basis, which generates some highly effective local outcomes, but does not benefit from the scale which an Essex-wide perspective could bring. Going forward, partners in Essex – including the County Council, the District Councils, the University of Essex and Anglia Ruskin University – will work under one brand for Essex providing a joined-up and coherent service so that businesses understand where and how to access support. In doing so, we will work with business membership groups, particularly Essex Chamber of Commerce. We also recognise that there is a large ecosystem of private firms providing professional expertise and advice to companies already. Therefore, we will only seek to complement, and not to replace, existing provision in Essex.

Activities to enhance delivery		Rationale	Financial Implications
El.6	<b>Tourism:</b> Visit Essex provides promotional and marketing support for the Essex tourism industry, promoting Essex to tourists and business travellers through four campaigns per year.	Partnership: Visit Essex	Visit has an annual gross expenditure budget of £440k.
El.7	<p><b>2014-15:</b> Developing an integration framework with universities and other stakeholders and scoping out engagement with DC and BC partners.</p> <p><b>2015-16:</b> Integration phase 1 – enterprise and innovation support services across Essex are brought together are brought together under a single brand and provide a clear pathway for business to access services</p> <p><b>2016-17:</b> integration phase 2 – enterprise and innovation support services are brought together through joint commissioning with partners and through an integrated delivery vehicle.</p>	The integration of business support services – to different levels – will give businesses a clearer pathway for accessing support and allow more effective promotion of the ‘Essex offer’ to key growth sectors.	The integration of activity under a common brand is unlikely to deliver substantial savings opportunities, but integration of delivery vehicles and the exploration of joint commissioning options with partners may highlight opportunities.
<b>Review of commissioning activity</b> - <i>Recognising that existing commitments are in place for 2014 – 15, we will begin a process of review to consider where there is a case for commissioning new activities, decommissioning current activities or exploring alternative delivery models.</i>		Rationale	Financial Implications
EIR.1	<b>2014-15:</b> Review of the impact of ECC’s work to support international trade in China, exploring options for expanding this work to focus on other BRIC countries	If ECC’s work to support exports is demonstrated to have a substantive impact on outcomes for the client population, then expansion of the authority’s work to other growth economies could make a greater impact still.	This could represent a cost pressure – in the short-term at least – but options for working with national partners (e.g. UKTI) and for generating consultancy income may help to mitigate these.
EIR.2	<p><b>2014-15:</b> Review of Invest Essex activity to:</p> <ul style="list-style-type: none"> <li>• ensure outcomes are clearly linked to the needs of the Essex economy;</li> <li>• explore existing and alternative delivery models;</li> <li>• further exploit opportunities for trading, income generation and self-financing; and</li> <li>• ensure appropriate engagement with partners and prepare for any potential integration with delivery partners.</li> </ul>	A clear evidence base on the relative effectiveness of different programmes and on opportunities that might arise from integration with partners will be vital in helping to shape integration activity.	Undertaking the review is unlikely to have direct financial implications, although decisions taken as a result of review findings will need to be assessed in financial terms.

### Skills (Commissioning & Influencing)

Local partners want to see changes to the skills system that close the gap between employers and learners and give local businesses a greater role in influencing the local skills system. We also want to use the strength of our public-private partnership to improve the skills, unlock opportunity and enhance productivity across the labour market. It is the Greater Skills Evidence Base, combined with a suite of responses to it that are to be increasingly determined by industry, that will seek to ensure that future new jobs created have a readily available supply of local skilled people to fill them. In order to encourage a growing pipeline of talent which enters the labour market there are also a range of issues that need to be addressed with the schools system (including academies), which are covered in the commissioning strategy for Education, training and life-long learning.

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
S.1	<p><b>The Essex Apprenticeship Programme:</b> This programme is designed to stimulate an uptake of apprenticeships and support young people into jobs. The programme has supported 2,763 young people into jobs in over 100 apprenticeship frameworks – a third of which were STEM-related. Of those completed as of March 2014, 79% sustained employment (often with further training).</p> <p>The need for ECC intervention has always been seen as a short term need, with the intention that ECC's support should be focused on changing attitudes within key industries where Apprenticeships numbers have been low, and in ensuring that there is an employer demand which training providers can respond to and invest in.</p>	Financial incentives and employer-led skills brokerage through the Apprenticeship Training Agency and Group Training Association; also partnering with district councils.	£1.030M Due to the progress that has been made we should begin considering a planned withdrawal from direct financial intervention as numbers grow. The potential may exist for medium term efficiencies to be achieved
S.2	<p><b>The STEM Industry Project:</b> This project aims to raise awareness of, and demand to enter, STEM-related industries amongst young people. The aim is to ensure that young people can make informed training, qualification and career choices. This project has supported over 1,000 pupils at 12 schools to engage with key sector STEM businesses through company visits. Planned expansion to 18 schools in 2014/15 with proposed further increase to 36 schools by March 2016.</p>	The project is delivered through a range of Essex partners	£50,000 EGS (18 schools) £84,000 to increase to 36 schools
S.3	<p><b>The Skills for Economic Growth Project:</b> This programme will co-invest with private sector through training grants of an average £2,800 to help business fill skills shortage vacancies. It is designed to fill the gap in local skills provision, boost employment and support business growth. The project was recommended by the ESB based upon successful delivery of its similar predecessor programme that delivered an economic return of £26 for each £1 of public money invested, with an estimated impact of £5.6million.</p>	Training provider partners; administered by the Skills for Economic Growth team.	£675,440 (Skills Investment Fund)
S.4	<p><b>The Greater Essex Skills Evidence Base:</b> This programme develops an evidence base to accurately describe current and future skills and employment needs in Greater Essex. The information set out in the Evidence Base has led to investment in multi-disciplinary skills centre across Essex in a range of industries, including: environmental technologies; offshore wind and renewable.; marine engineering; and aircraft maintenance.</p>	Essex Skills and Employment Board	£5,000
S.5	<p><b>Strategic Leadership:</b> ECC undertake a pivotal strategic role in skills across the county and through the South East LEP, utilising the strength of the ESB and wider relationships with employers, partnership working with Providers and engagement with schools.</p> <p>ECC and the ESB will take a led role in the recommendations of Skills capital investment in Essex, through the LEP Local Growth Fund and activity for ESF commissioning (please see SA 6)</p>	Employability and Skills Team Essex Skills and Employment Board	Resourced through base budget for Employability and Skills Team

## Strategic Actions (6 of 10)

Skills  
(Commissioning & Influencing)

...continued

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
S.6	<p><b>Additional activities commissioned under European Social Funding, through the South East LEP:</b></p> <ul style="list-style-type: none"> <li>• <b>Employer-led Infrastructure &amp; Information, Advice &amp; Guidance (IAG):</b> This programme will provide clearer engagement routes for employers to ensure a better match between supply and demand for skills and recruitment. <b>Impact</b> - 10,500 additional face to face IAG support for over 15s through the National Careers Service; and 2,750 young people engaged in projects promoting STEM Industry in Schools</li> <li>• <b>Increasing apprenticeships &amp; other vocational provision</b> in priority sectors: This programme is designed to stimulate an uptake of apprenticeships and support young people into jobs through the use of employer-led skills brokerage and financial incentives. <b>Impact</b> - 3,500 additional apprenticeships targeting growth sectors</li> <li>• <b>Up-skilling the workforce &amp; SME Growth</b> – supporting employer-responsive provision. This programme funds training targeted at growth sectors by offering financial incentives and retraining opportunities for adults wishing to acquire skills for key growth sectors. <b>Impact</b> - 1,650 bespoke higher level skills courses for SMEs; and 1,750 adult retraining courses in priority sectors to promote economic growth</li> </ul>	<p>Essex Skills and Employment Board; Essex Portal; Priority sector guilds; enhanced IAG.</p> <p>Financial incentives and employer-led skills brokerage through the Apprenticeship Training Agency and Group Training Association; also partnering with districts.</p> <p>To follow</p>	<p>£6.72m in total (from 2014-21) ECC contribution is £0.3m (there is no certainty that this will continue in 2015-16 and beyond, which will potentially increase budget pressures) . £3.36 million in EU funding from ESF, SFA; £2.67m in external funding (including £0.37m from private sector); and £0.4m from FEI.</p> <p>£17.04m in total (from 2014-21) ECC contribution is £0.4m (there is no certainty that this will continue in 2015-16 and beyond, which will potentially increase budget pressures) . £8.5million in EU funding from ESF, SFA; £6.4m in external funding; and £1.7m from FEI.</p> <p>£13.48m in total (from 2014-21) No ECC contribution £8.5million in EU funding from ESF, SFA; £4.0m in external funding (including £1.9m from private sector); and £2.7m from FEI.</p>

These programmes will drive forward the direction set by the Essex Employment and Skills Board to:

- create a balanced approach to training provision to better ensure the needs of employers and young people are met; particularly focusing on increasing the talent pool for and within STEM-related sectors; and
- increase participation of young people aged 16-24 in work, education and training through enhancing employability and basic skills, raising awareness of careers in key sectors, and stimulating apprenticeships and other employer supported vocational pathways.

### Housing (Commissioning & Influencing)

This workstream will see ECC take a greater strategic role in relation to housing development in Essex. While Local Plans that set out the scale of housing required are prepared at a district level, ECC supports this process and is keen to ensure that we have a comprehensive understanding of the level of housing need and the plans in place to deliver it so that we are better able to work with partners to address barriers and promote development, particularly in our growth locations.

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
<b>H.1</b>	Development of a clear understanding of housing need in Essex (to be reflected in Local Plans) based on the needs of all resident groups and the economic needs of the county.	In house: People and Place Commissioners, finance	Resource implications to be considered as a result of this activity, including an understanding of the impact on housing development on tax revenues
<b>H.2</b>	Development of a clear understanding of the barriers to housing growth and the role that ECC can play in addressing these, including activities to promote a coordinated approach to planning (link to MI.7 and MI.8)	In house: place Commissioners	Resource implications to be considered as a result of this activity
<b>H.3</b>	Development of strategic options to be considered by CCB and SCB in relation to ECC's wider engagement in housing. These plans will then frame commissioning work on housing across all outcomes.	In house: People and Place Commissioners	Resource implications to be considered as a result of this activity

## Strategic Actions (8 of 10)

### Housing (enhancing delivery)

ECC recognises that a significant barrier to growth in Essex is the stalled housing market. This workstream will deliver partnership projects that seek to remove some of the barriers to housing development, in particular by releasing land for development.

Activities to enhance delivery		Delivery Mechanism	Budget/resource issues
<b>H.4</b>	<b>2014 -15</b> - Establish a property delivery unit to support the Housing and Public Sector Land Public Service Reform Project. This project will deliver more land to housing by working across partners to develop a financially sustainable model to bringing forward public sector land to address housing need.	Partnership: Whole Essex Community Budget Programme	2014-15 - £0.35m investment approved by ECC, with an additional £0.2m to be approved, for initial development of the model.
<b>H.5</b>	<b>One Public Estate Programme:</b> Essex is one of 12 pilot areas for this Government Property Unit/Local Govt Association sponsored programme, with the aim of helping local and central government asset holders to 'unblock' any barriers that may be preventing a more integrated approach to capital assets across a locality.	Partnership	£40,000 of funding has been allocated which is enabling progress through locality reviews and engagement with a range of partners

## Strategic Actions (9 of 10)

Connectivity  
(Commissioning & Influencing)

Connectivity is vitally important to our residents and also to our ability to attract businesses to locate in Essex. This workstream contains activities that will improve the capacity and reliability of transport within the county, and exploit the potential of telecommunications infrastructure as a means to prevent unnecessary journeys and improve connectivity for our business community.

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
<b>C.1</b>	<p><b>Essex Superfast Broadband (2013 – 2016)</b></p> <p>This programme will deliver significant improvements to broadband connectivity to Essex. When the current programme is complete it will enable over 87% of Essex premises to access superfast broadband services (&gt;24Mbps download speed). The overall ambition of Superfast Essex is to extend the delivery scope further to reach 95% of Essex premises with superfast services by 2017.</p>	<p>ECC has contracted with BT to deliver the physical infrastructure improvements needed to the broadband network.</p> <p>There is a small team (approx. 7 FTE) working internally to facilitate this complemented by a team within BT. The programme is also actively engaged with a wide variety of stakeholders in Essex though the Superfast Essex Board, which helps guide delivery decisions.</p>	<p>Whole programme is worth £24.6M</p> <p>ECC has committed £6.46M over next three years &amp; overhead/revenue costs</p>
<b>C.2</b>	<p>Delivery of key elements of the Highways and Transportation Programme (2014 - 2018) including:</p> <ul style="list-style-type: none"> <li>highways asset replacement and maintenance programmes to ensure that roads in Essex have a good level of service to provide travelers with a network which is fit for purpose and well managed;</li> <li>management of the highway network to ensure the efficient and reliable flow of traffic;</li> <li>Managing the demand for travel; Travel Planning and promoting a blend of “Smarter Choices” to encourage the use of alternatives to the car;</li> <li>for specific and targeted projects examine how other forms of demand management such as access control and road tolling could contribute to achieve funding for large projects or contribute to access strategies for town centres;</li> <li>surface access strategies to ports and airports and station travel plans for large rail interchanges;</li> <li>improvements to passenger transport and bus operation support and information systems to encourage bus use; and</li> <li>forward planning, feasibility, design and delivery of capital works to improve and extend the network supporting the delivery of Local Plans and addressing network resilience .</li> </ul>	<p>In-house: TSE, Essex Highways and private contractors</p>	<p>The activities outlined are interrelated to the people in Essex experience a high quality and sustainable environment strategy, with Highways Maintenance capital and revenue funding incorporated there; thus secondary influence only applicable.</p> <p>Primary Influence and budgets are aligned to Integrated Transport outlined below: In 2014/15 revenue budgets are £34.2 M increasing to £36.1M in 2016-17. Further budget is anticipated within the capital programme and SLGF resource committed in support of the EPFE (see MI.1).</p> <p>There are a broad range of both capital and revenue activities and we should seek to achieve the best whole life value , optimise capital / revenue mix and explore options which provides long-term solutions for economic and demographic growth in a reduced base envelope.</p> <p>This may require further prioritisation of activity, with many co-ordination activities being revenue intensive.</p>

## Strategic Actions (10 of 10)

### Influencing (Commissioning & Influencing)

Economic growth is influenced by many factors, only some of which are within ECC's control. Therefore this work stream recognises the important activities that we must continue to engage in to work with local and national partners to secure a common approach and the resources to deliver this, and to influence policy and planning that will impact on our local economy.

Commissioning influencing activities		Delivery Mechanism	Budget/resource issues
<b>I&amp;L.1</b>	Influencing local partners to increase investment in local infrastructure projects and focus on cross impacts of economic growth (Essex districts and boroughs, GLA, London authorities, Suffolk, Herts etc)	In house and through key advocates and interest groups	n/a
<b>I&amp;L.2</b>	Influencing HM Government through negotiations on the Growth Deal, including the Single Local Growth Fund	In house and through key advocates and interest groups	n/a
<b>I&amp;L.3</b>	Influencing within SELEP to secure resources for Essex	In house and through key advocates and interest groups	n/a
<b>I&amp;L.4</b>	Influencing HM Government and their agencies' decisions on improvements to the existing network and Major National Infrastructure, including the Lower Thames Crossing, Crossrail, Crossrail 2, HS2, and ports and airports.	In house and through key advocates and interest groups	n/a
<b>I&amp;L.5</b>	Influencing on county deal agenda	In house and through key advocates and interest groups	n/a
<b>I&amp;L.6</b>	Influencing on Fiscal events (CSR2015)	In house and through key advocates and interest groups	n/a
<b>I&amp;L.7</b>	Influencing bordering counties and London to reflect HM Government's focus on growth corridors	In house and through key advocates and interest groups	n/a
<b>I&amp;L.8</b>	Further develop the link between this commissioning strategy and that of People have aspirations and achieve their ambitions through education, training and lifelong learning	In house and through key advocates and interest groups	n/a
<b>I&amp;L.9</b>	Develop the link between this commissioning strategy and that of People in Essex enjoy good health and well being.	In house and through key advocates and interest groups	n/a
<b>I&amp;L.10</b>	Develop the link between this commissioning strategy and that of People in Essex experience a high quality and sustainable environment.	In house and through key advocates and interest groups	n/a

The Public Services (Social Value) Act 2012 places a duty on ECC to consider improvements to the economic, social and environmental wellbeing of an area when buying and commissioning goods and services. Being a commissioning led organisation requires us to ensure that future procurements of goods/services deliver improved social value as well as best value. While the immediate financial cost of services, and quality considerations have traditionally been the focus of commissioning, progress in considering social value has already been made since the launch of the act, including updating our Invitations to Tender (ITT) documents to reflect SVA criteria. Our future challenge when commissioning activity identified through this strategy is to ensure SVA's ongoing consideration and that we are able to quantify social value so that it is contestable and comparable.

## Risks and Mitigations

Key risks to the delivery of the Commissioning Strategy and subsequent achievement of the outcome should be identified, assessed and mitigated.

Risk No.	Details of Risk Event	Cause / Triggers	Impact / Consequences	Review period	Current Assessment of Risk			Risk Owner	Mitigation Approach	Mitigating Actions / Controls	Review period	Control Owner	Controlled Assessment of Risk		
					Current controls in place								With ALL controls in place		
					Impact	Likelihood	Risk Rating						Impact	Likelihood	Risk Rating
1	SLGF resource envelope secured through Growth Deal with government is less than anticipated	SEP does not provide a compelling case for investment to Government	Essex would not be able to deliver against our pipeline or would need to identify additional investment to do so.		3	4	12	Paul Bird	Tolerate	Different funding scenarios have been modelled and prioritisation of projects has taken place. ECC will continue to develop the EPfE to ensure we are in a strong position to negotiate positive outcomes for Essex from the Growth Deal. In addition we will work to identify alternative financing routes.			2	2	4
2	Partners in Essex do not support the 12 point plan articulated in the EPfE and SEP	Political tensions between partners, lack of engagement	Essex would not be able to deliver the full ambitions of this strategy and the EPfE/SEP		3	2	6	Paul Bird	Treat	Ongoing engagement and dialogue with districts, sub-regional partnerships, HEIs and Essex Business Board to ensure commitment to the ambitions of the strategy			3	1	3
3	Investment and activities planned to achieve the outcome fail to have the impact on economic growth expected	Global, national and local external factors impact on the Essex economy	Growth in the Essex economy is restricted, impacting on all other indicators		3	2	6	Paul Bird	Tolerate	Manage expectations of Members, partners and residents in relation to the level of influence that ECC has over the outcome and the related indicators			2	1	2
4	New businesses do not invest/locate in Essex and/or existing businesses relocate outside of the county	Essex fails to maintain/enhance its reputation as a business destination, amongst public and private investors	Economic growth, and specifically job creation, is restricted, impacting on all indicators		3	2	6	Paul Bird	Treat	Activities within this strategy, and that of the EPfE and SEP will help to promote economic opportunities in Essex. We will continue to review and respond to feedback on the appetite for investment in Essex e.g. through GEBB and other stakeholders.			2	1	2
5	ECC and partners have insufficient resource, capability and capacity to deliver planned activities	Local financial pressures impact on staff and budget resources	Ability to deliver against programmes of activity would be reduced and/or delayed		3	3	9	Paul Bird	Tolerate	Continue to monitor ECC resource implications, seeking to influence and prioritise budget decisions of ourselves and partners			2	2	4

## Delivering change within our financial envelope (1/3)

This Commissioning Strategy provides the framework for our economic development activity and addressing the constraints that are preventing further economic growth across the county. The Council’s budget for Sustainable economic growth for Essex communities and businesses contains capital and revenue funding and in addition to this a range of external funding opportunities are being explored.

### Current Financial Position

#### Capital

The Medium Term Resource Plans (MTRP) contains capital funding equating to £58.1million for the period 2014/17, primarily attributed to Highway and Transport infrastructure. A further ceiling contribution from the Council of up to £115 million (£12 million included in the MTRP figure above) between 2015 and 2021 is being negotiated with government as part of the Essex element of the Growth Deal

Capital Budget	2014/15 Budget (£m)	2015/16 Budget (£m)	2016/17 Budget (£m)	Total (£m)
Named Scheme / Block	36.0	12.9	6.3	55.1
Scheme Design	3	0	0	3
<b>Total</b>	<b>39.0</b>	<b>12.9</b>	<b>6.3</b>	<b>58.1</b>

#### Revenue

Resources of £42.9million are available in 2014/15, this incorporates one-off funding of £3.4million (Economic Growth Strategy £2.0 million, Essex Skills Board £1.0million and Community Budget £0.390million). Of the residual £39.5million, circa £30.5million is utilised to support local bus & concessionary fare arrangements

A programme of this nature would be expected to have a cost spike in the early years (not currently built into the MTRP), with interim pump priming resource required to assemble the necessary package of investment and ensure the availability of the appropriate resource commensurate with the task and skills required to move forward the developments.

Revenue Budget area	2014/15 Budget (£m)
Major Infrastructure	2.3
Enterprise and Innovation	2.6
Skills	1.5
Housing	0.39
Connectivity	35.9
Lobbying and Influencing	0.2
<b>Total</b>	<b>42.9</b>

#### External Funding

In addition to the funding being negotiated as part of the SLGF, other external funding opportunities are being explored (e.g.. BDUK programme) which in many cases will assist ECC to innovate projects, enabling innovation within finance and partnership, working across the organisation and external stakeholders. £7.6million is currently in the pipeline and based on the historic success factor of 50%, could present further opportunities of £3.8million.

External Funding	Pipeline Bids (£m)	Success Factor 50% (£m)
Current Pipeline Activity	7.6	3.8

## Delivering change within our financial envelope (2/3)

The investment required to deliver this strategy (in excess of £1bn) will come from a variety of sources, from across both public and private sector and is subject to securing a contribution from HM Government of £347million through the Single Local Growth Fund. As part of this proposal ECC has made an “in principle” commitment to provide up to £115million (revenue financing cost of £8million if fully funded by borrowing).

Figures within the financial model are for the construction (capital) only. Other expenditure will be required such as life cycle; operating costs; minimum revenue provision; interest; IT infrastructure; procurement cost; feasibility work; research and development; programme management; supporting investors, developers and landowners; culture change management; these are not factored into the MTRP and will be subject to further capital and revenue approval as details are further developed.

### MTRP Funding Gap

The Council’s Medium Term Resource Plan currently has a funding gap of approximately £50million for 2015/16 rising to £69million by 2016/17 and it is expected that commissioning outcome strategies will identify ways in which this gap can be closed. In addition to this if central government investment is less than expected and alternative funding not secured, this would mean that proposed activities may have to be reprioritised, dramatically reduced or ceased.

The actions highlighted within this strategy need to be seen within this context and further work will need to be undertaken to prioritise actions so as to ensure that a reduced funding envelope is used most effectively to deliver the best possible outcomes.

Following adjustment for one-off funding the table identifies the impact of reduced funding on the revenue budget if there were expenditure reductions of 10% or 20%

Revenue Budget area	2015/16 Budget as per MTRS (£m)	2015/16 budget with 10% reduction (£m)	2015/16 budget with 20% reduction £m)
Major Infrastructure	2.3	2.1	1.8
Enterprise and Innovation	1.1	1.0	0.9
Skills	0.0	0.0	0.0
Housing	0	0	0
Connectivity	36.8	33.1	29.4
Lobbying and Influencing	0.2	0.2	0.2
<b>Total Budget 2015/16</b>	<b>40.5</b>	<b>36.4</b>	<b>32.4</b>

### Benefits

Whilst the scale of the actual investment required to facilitate the developments across the County, achieve the annual milestones and overall growth potential of 66,000 jobs and 39,000 new homes by 2021 are not fully quantified; given the scarcity of public funds, it will be necessary to consider how we supplement and compliment traditional funding sources with innovative financing mechanism.

The benefits of the programme extend across the full economic, social and environmental aspects of the County. The pipeline will generate a range of income streams that creates the basis for leveraging private sector investment. How we can capture more of the economic benefits of infrastructure investment, take account of the added value that is generated, in order to provide new or enhanced revenue streams will need to be explored. The value of the infrastructure should be clearly linked to the economic activity that it stimulates and the additional increases in asset value accrued. This provides the opportunity to align the outcomes and benefits between participating parties and could include but are not exclusive to the following:

Council Tax, business rates retention; Community Infrastructure Levy (CIL); Section 106 (S106); social housing (saving or cost avoidance); private residential rents; sale of homes and other commercial opportunities.

### Governance

**As the programmes of work develop the governance procedures will adhere to the council's constitution and relevant Statement of Recommended Practice (SORPs) (recommendations on accounting practices).**

### External Funding

The Council and partners (public and private) will be required to match investment from public sector sources, including the Single Local Growth Fund – (devolved to SELEPs) and other European sources of funding e.g. Horizon 2020.

There is the option to think 'creatively and bigger' and consider a range of further public and private sector sources, including but not limited to the following:

- Creation of a council commercial investment fund - focus on commercial investment for financial gain & non-commercial with strong economic benefit
- Regional revolving investment fund - pooling of investment to create a county region fund for economic investment
- Public sector assets; surplus and redundant assets / land optimisation or leverage
- Crowd funding – sourcing funds from a crowd of likeminded people
- Social investment – utilise social investment to deliver
- Overseas Sovereign Funding – Infrastructure

This report has been prepared by  
Essex County Council's Place/People Commissioning and  
STC functions

**Essex County Council,  
PO Box 11, County Hall, Chelmsford, Essex CM1 1QH**

# People in Essex experience a high quality and sustainable environment

**Essex County Council Commissioning Strategy  
2014 to 2018**

Version: consultation draft

## Ownership and responsibilities

### Roles and responsibilities

<b>Lead commissioner(s):</b>	Peter Kelsbie Mike Gogarty	
<b>Supporting Commissioner(s):</b>	Paul Bird Jason Searles Deborah Fox	Highways Integrated Waste Management Sustainable Essex: Protection
<b>Cabinet Member (s)</b>	Cllr Roger Walters (Lead) Cllr Rodney Bass & Cllr John Jowers (Supporting Cabinet Members)	
<b>Other key contacts:</b>	Matthew Brown – Commissioning Support Manager	

### Version control

Version number	Date	Author	Comment & nature of update
0.1	February 2014	Peter Kelsbie	Initial draft
0.2	17.02.14	Nicole North / Matthew Brown	Consolidation of indicator level information Addition of draft risk and finance info.
0.3	20.02.14	Nicole North / Matthew Brown	Changes to story behind the baseline slides.
0.4	10.03.14	Nicole North / Matthew Brown	Incorporation of subject matter expert comments (operational)
0.5	06.04.14	Nicole North / Matthew Brown	Incorporation of feedback from Place Portfolio Group
0.6	11.04.14	Deborah Fox	Incorporation of feedback from workshop with heads of Place commissioning. Plus meetings with People commissioners - Public Health and Wellbeing/ Active Essex; Visit Essex; and meetings with Place service leads
0.7	22.04.14	Chris Carpenter	Incorporation of Cllr Walters comments.
0.8	28.04.14	Nicole North / Matthew Brown	Incorporation of feedback from following workshop.
0.9	07.05.14	Nicole North / Matthew Brown/ Deborah Fox	Incorporation of feedback from Finance and Richard Puleston
0.10	09.05.14	Deborah Fox / Peter Kelsbie / Jason Searles / Chris Stevenson/ Matthew Brown / Nicole North	Incorporation of feedback
0.11 (CCB)	19.05.14	Nicole North / Matthew Brown/ Deborah Fox	Incorporation of feedback
0.12 (PLT)	27.05.14	Nicole North / Matthew Brown	Incorporation of feedback, updated finance slides, removal of out of date highways content
0.13 (SCB)	29.05.14	Nicole North / Matthew Brown	Updated highways slides incorporated
0.14 (PPC)	24.06.14	Nicole North / Matthew Brown/ Daniel Baker	Updated for public & partner consultation

CONTENTS	
<b>Pages 4 and 5</b>	Outline why it is important to ECC that People in Essex experience a high quality and sustainable environment.
<b>Page 8 to 10</b>	Sets out the views, opinions and preferences of Essex residents, specific service users and wider national opinion polls of issues relating to a sustainable environment.
<b>Pages 12 to 46</b>	<p>Outline the current position in Essex regarding a sustainable environment. This provides a strategic overview of past, current and future anticipated trends; the policy context in which this sits and an overview of current activity. These pages also articulate our ambition for a high quality and sustainable environment. In doing so it articulates the ‘curve that we will turn’ against our 7 indicators and paints a picture of what will be different in the short, medium and longer term. The issues that we will need to address, either alone or working with partners, are addressed here. This information is presented by indicator:</p> <ul style="list-style-type: none"> <li>• Residual Waste Volumes – page 12</li> <li>• Cost of Energy to Households - page 16</li> <li>• Preventable Flooding Incidents – page 20</li> <li>• Level of pollution – page 25</li> <li>• Condition of roads and footways - page 29</li> <li>• Access to valuable open spaces – page 38</li> <li>• Perception of the quality of the environment - page 43.</li> </ul>
<b>Page 47</b>	Identifies who are the partners ECC will need to work with in order to achieve a sustainable environment. In doing so it highlights the roles that different partners will have to play and how we will work with each of these partners.
<b>Pages 48 to 52</b>	Provides details of the strategic actions which ECC will commission in order to achieve this outcome. Associated high level timescales and resources are provided here.
<b>Pages 53 to 57</b>	Provides details of the financial envelope within which this strategy will be delivered. The key risks to the delivery of the strategy are also captured here.

## People in Essex experience a high quality and sustainable environment

In February 2014 Essex County Council (ECC) adopted a new Corporate Outcomes Framework – a statement of ambition setting out the seven outcomes that would guide its activity to 2018. This Commissioning Strategy sets out ECC's strategy for securing progress towards one of these outcomes "People in Essex experience a high quality and sustainable environment". It is an expression of how ECC Commissioners will use resources, capacity and capability within ECC, across partners and through the provider market.

**Essex County Council is committed to ensuring a better quality of life by conserving, developing and promoting a healthy, safe, diverse, clean and attractive environment. In order to do this, the Commissioning Strategy sets out how we will act – either directly through our commissioning decisions or indirectly through working with our partners to influence, lobby and lead communities to ensure that people in Essex experience a high quality and sustainable environment.**

- ❖ **Lead by example** - We recognise that our operations and statutory duties have an impact on the environment and as an organisation we have a responsibility to manage and mitigate these impacts where possible. In working towards a more sustainable future we are committed to minimising our adverse impacts and maximising the positive impacts on our environment including utilising our estate in the most effective and sustainable way.
- ❖ **Collaborate** - We recognise that we cannot achieve this outcome by ourselves. Partners in the public, private and voluntary sector will all be key. Be that in a delivery capacity, in developing solutions, by lobbying for the right legislative freedoms for Essex or by creating an environment in which others - be they local businesses or local communities - can innovate.
- ❖ **Quick wins and longer term solutions** – We recognise that to fully realise this outcome some of the actions we take will have a medium to longer term payback eg. initiatives that require large scale infrastructure. However, these will be interspersed with actions that will have immediate impacts on Essex residents.
- ❖ **Innovate** - Within a challenging financial envelope we must blend the best of current practice with the development of new innovative approaches. We will look at fundraising in a more strategic way, and services should cover more of their costs where practicable.
- ❖ **Preventative and early intervention** - This strategy takes a preventative approach where possible to ensure that issues are addressed before they become a demand drain on ECC or other public services.
- ❖ **Empowering communities to create cleaner, greener neighbourhoods** - All Essex residents will also have a role to play in understanding their own impact on the environment and taking actions accordingly.
- ❖ **Realistic and deliverable** - We will consider all funding mechanisms and opportunities to achieve this outcome and promote the multiple benefits from these resources, but must recognise that we are operating within a reduced financial envelope.
- ❖ **A learning organisation** - We will continue to monitor and evaluate transformational activity and pilot at a localised level where appropriate.

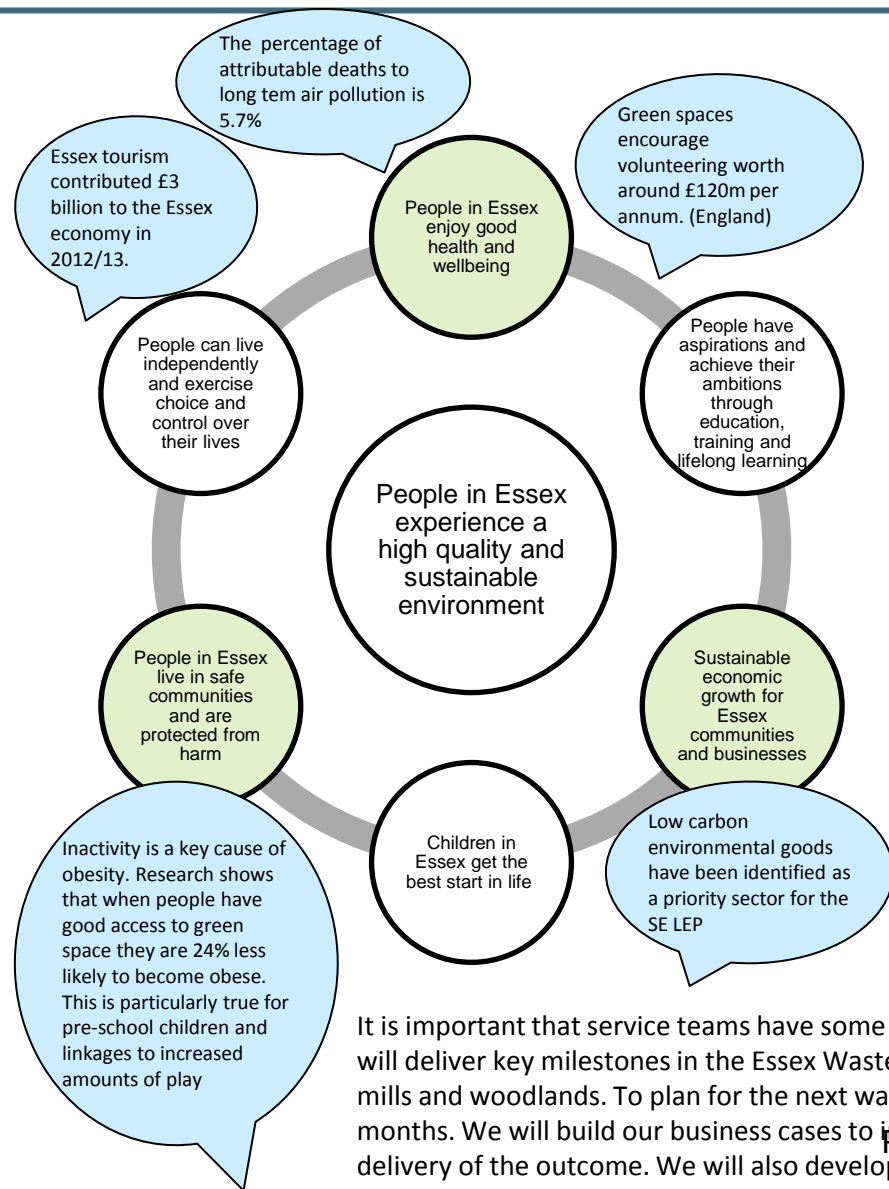
A set of 7 supporting indicators will help quantify the achievement of our outcome. These are interconnected and supportive:

• Residual Waste Volumes	• Cost of Energy to Households	• Preventable Flooding Incidents	• Access to Valuable Open Spaces
• Condition of Roads and Footways	• Level of Pollution	• Perception of the quality of the environment in Essex's cities, towns and villages	

The achievement of a sustainable and quality environment is interlinked to our other outcomes, and is expanded on throughout this strategy.

The policy context in which this outcome for Essex sits is complex and contextually driven. Page 128 of 202  
European and UK legislation at a European and UK level sets much of the context in which our local approach to waste, energy, pollution and flood risk is set. As such our strategy sets out how we will continue to influence this to the benefit of Essex whenever possible. However, within this there is still a great deal of scope within the legislative and policy context for innovation to meet the specific challenges and opportunities facing Essex.

## People in Essex experience a high quality and sustainable environment



This strategy aims to draw out areas of mutual benefit across Essex County Councils 7 outcomes. In doing so it also highlights potential tensions that we need to be alert and mindful to in our future planning.

The scope for delivery is shared with a range of partners including other local authorities, risk management authorities and established partnerships. We have a real opportunity to lead by example.

The high quality and sustainable environment evidence base requires significant long-term development in a number of key areas. This will be important as some actions will require infrastructure investments which have long term pay back periods.

All Essex residents experience our waste, highway and environment services. Collectively, they are a highly visible barometer of how the council is doing. Individually, it is easy to target these services for year-on-year savings. Sometimes they may seem like a barrier to development. Increasingly however, we understand them to be key to economic growth and improving public health. To attract high-end businesses and build our visitor economy, we will need to invest in waste disposal, energy provision and management of open spaces. Families and businesses will want to re-locate to Essex and grow our GVA if our places are attractive. Properties and businesses will need to be protected from flooding. Households will want to pay a reasonable price for their energy supply, which implies new energy facilities. People want a clean environment, free of pollution. Existing residents already appreciate what is on offer. Young families discover the benefits of our country parks together. People use our public rights of way network to get to work and enjoy their leisure time. To get inactive people into our open spaces for moderate activity however, we will need to make places more accessible.

It is important that service teams have some certainty. Services will deliver existing objectives, including those in delivery transition. We will deliver key milestones in the Essex Waste Management Strategy 2007-2032 and the ongoing green asset review of country parks, mills and woodlands. To plan for the next wave of change, we will bring data up to date and refresh some strategies over the next 12-18 months. We will build our business cases to invest in waste, energy, flood and green infrastructure. We will build partnerships critical to delivery of the outcome. We will also develop fundraising and marketing strategies to re-position some services. Through this activity we will have a better idea of a realistic curve to turn within the financial envelope. In the medium to long term we will find new innovative means of delivery on multiple outcomes. We will stop attempting to constrain value and utilise our assets in the best way we can.

## Prioritisation within the financial envelope

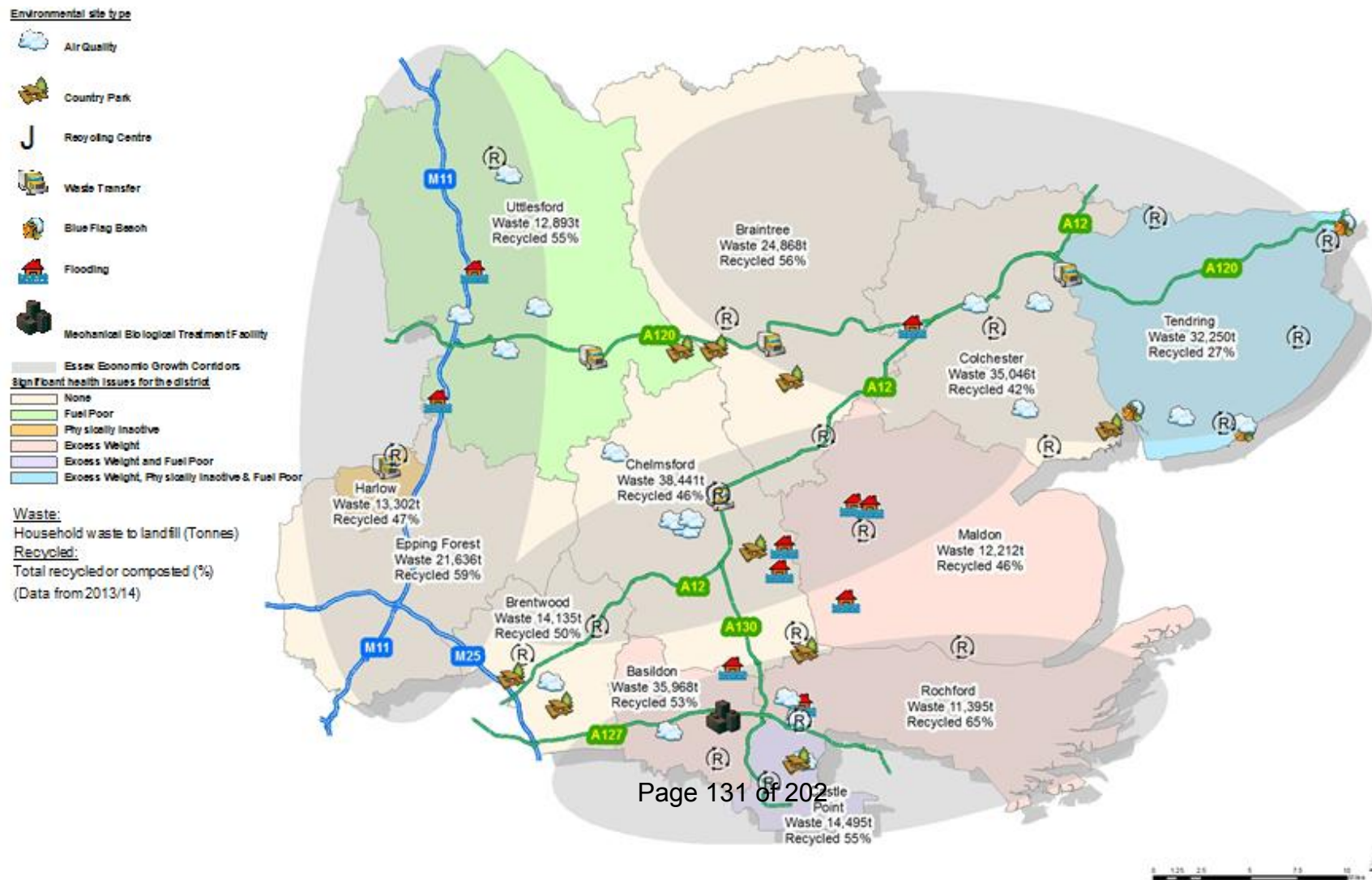
Slides 48-50 in this Strategy detail the budget position for this outcome. However Commissioners have further been challenged to explain and provide an indication of priorities, in order to give an understanding of the impacts of a reducing financial envelope.

### We will:

- ❖ **Address financial priorities** - We should not assume that the 10% or 20% reduction would be applied equally across the waste and environment theme. The most significant costs and the priorities within this outcome fall within the Waste and Condition of Footways indicators, however these are largely statutory and have funding tied up in longer-term contracts. Savings will naturally come from the further priorities defined below, and furthermore some services associated with this outcome are on track to become self-sustaining. Other indicators have near zero budget and will rely on partnership, influencing and lobbying.
- ❖ **Discharge our statutory responsibilities** - We recognise that this must be our first priority. We expect delivery to be done in a more joined-up way across Place indicators; and across Place and People outcomes. Further work is being done to clearly map our statutory responsibilities to assist decision-making in prioritising services to be commissioned.
- ❖ **Think beyond existing services** - We should not be thinking in terms of our individual services. Instead, we should commission 'environmentally' across the indicators. This means greater reliance on working in new ways with and influencing key stakeholders and partners, which include parish councils and community groups; moving towards greater community self-serve and driving community capacity building.
- ❖ **Recognise what we won't do in the future** - We will stop doing things that do not fit this commissioning strategy. We also know that we don't have the capital funding available to make substantial changes on some of the indicators e.g. levels of pollution. We will thus need to raise awareness, understanding and knowledge of community, public and private sector roles, responsibilities and risks. We will also use our influence and lobby more.
- ❖ **Look at funding and fundraising in a more strategic way** - We will develop a fundraising strategy to achieve the outcome. We will use it to explore innovative funding solutions. For public and private sector partners to invest time or funds, a reasonable certainty of a return on investment will need to be required, so we would need to undertake a review or analysis to clearly align the outcomes, cost and benefits to be shared between participating parties for the activities being proposed. Services should cover more of their costs where practicable.
- ❖ **Make the best use of existing assets** - We will utilise our estate in the most effective and sustainable way in the longer term.
- ❖ **Target** - We will apply our approaches in localities where there is greatest need. While some of our arrangements are fixed, such as waste disposal, other areas of commissioning are more flexible and so interventions can be applied where they will have the greatest impact.
- ❖ **Pilot and test** - There is opportunity to use innovation and to trial pilot approaches before broadening them to our universal services.

## An illustrative map of some of the issues and assets that impact on achieving the outcome

A literature review suggests that environmental 'goods' and 'bads' are unequally distributed through society with the poorest suffering from more of the 'bads' and benefitting from less of the 'goods'. This reinforces the approach taken by this strategy to adopt a local targeted approach to ensure that where appropriate our actions are targeted where they will have the greatest impact. Our strategic actions capture the need to undertake further mapping work to understand the Essex environment and local opportunities, assets and population needs.



## What do Essex residents and service users think of issues relating to a sustainable environment? (1)

Despite the fact that the majority of services that contribute to the achievement of this outcome are universal we have significant gaps in our understanding of the views of Essex residents about the environment and the indicators that contribute to it.

**Nationally**, the ‘environment’ lags behind other issues when residents are asked what are the most important issues facing Britain today. When asked to think about how concern for the environment will develop over the next twenty years, the majority of respondents feel that there will be a lot more concern for the environment. However, the latest polling information from YouGov (Feb 2014) highlights the volatility of public opinion with those thinking the environment is the most important issue facing the country rising from 9% to 23%, coinciding with widespread flooding in many parts of the UK.

Energy security is the leading environmental issue for Britons – twice as many regard this as an important issue than do climate change. Half of Britons (50%) feel that future energy supplies and sources is one of the most important environmental issues facing the nation. Other leading issues are waste management (48%) and overpopulation (41%).

Following a poll conducted across 24 nations, analysis suggests that Britain is:

- one of the most concerned about energy security, waste management and overpopulation;
- one of the least concerned about climate change, air pollution, the depletion of natural resources, water pollution, deforestation, and drinking water; and
- typical of the international community in its concern about wildlife conservation, emissions, flooding and future food supplies/sources.

**In Essex**, levels of pollution, parks and open spaces, access to nature and clean streets all factor in making Essex a good place to live – to varying degrees.

Local polling conducted in 2002 asked people to identify what they liked most about living in their local areas and of the 60% that identified environmental factors, the breakdown was as follows (table 1). All residents were then asked “What would improve your quality of life in this area?” - the percentage of residents identifying environmental concerns is outlined below (table 2).

Table 1

Best thing about living in your area	% of residents
<b>Environment</b>	<b>60</b>
Peaceful/quiet	42
The countryside	28
Sea/coast/beaches	8
Clean air	6
Good/more parks/open spaces	6
Good street cleaning/less litter	3
Good recycling facilities	1

Table 2

What would improve your quality of life	% of residents
<b>Environment</b>	<b>11</b>
Better street cleaning/ less litter	7
Better recycling facilities	2
Better protection of the countryside	1
Better protection of coast/beaches	1
Cleaner air/less pollution	1
Reducing amount of dog mess	1
Better/more parks/open spaces	1

## What do Essex residents and service users think of issues relating to a sustainable environment? (2)

The 2013 Tracker Survey showed that 81% of residents are satisfied with their local area as a place to live, although results vary widely across the county. Over the coming years we need to develop a more detailed and localised understanding of the views of Essex residents towards services relating to the environment and how this contributes to overall satisfaction with the local area. In addition we need to better understand resident motivations in some of the choices they make and the impact that this has upon the achievement of this outcome. This includes what motivates or discourages residents from using Essex green spaces; what affects Essex households and businesses in relation to energy consumption; recycling and waste disposal behaviour; and what residents judge to be the key issues that contribute to a high quality environment in urban and rural areas. Polling in 2003 and 2004 revealed that 45% of respondents feel that they are already doing as much as they can to help the environment. However, lack of knowledge may be an issue – with over a quarter (27%) of respondents not knowing what more they could be doing to help the local environment. A further 26% say that they do not have enough spare time to act on their environmental concerns.

Indicator	Customer satisfaction and views
<b>Residual Waste Volumes</b>	Public opinion regarding waste tends to focus upon satisfaction with approach taken to waste collection and not the county councils responsibility relating to waste disposal. The 2010 ECC Tracker Survey showed that 90.8% of Essex residents indicated that they already recycle as much as possible. 80% of respondents to the tracker survey were satisfied with household waste recycling centres.
<b>Cost of Energy to Households</b>	National polling suggests that people are concerned about energy security and the UK becoming too dependent on a) importing energy, b) fossil fuels running out and c) electricity remaining affordable. Half of Britons (50%) feel that future energy supplies and sources is one of the most important environmental issues facing the nation. (Ipsos Mori)
<b>Preventable Flooding Incidents</b>	Focus groups and telephone surveys were undertaken in early 2013 with residents in Basildon, Castle Point and Rochford. The research found that: residents are not particularly concerned about flooding in their area but perceive it might get worse in the future; living in an area of flood risk is seen as undesirable; there needs to be greater communications about who is responsible for the risk of flooding; and a mix of media should be used to inform residents about flooding and water management. Negative perception usually follows a high profile flood incident.
<b>Condition of roads and footways</b>	During 2013/14 enquiries relating to carriageway defects totalled 37,883. A breakdown of enquiry by road type is as follows: <ul style="list-style-type: none"> <li>• *Local – <u>16,701</u> (44.1% of enquires relating to 61.2% of the length of the ECC network)</li> <li>• *Priority Roads (PR) 1 – <u>7,612</u> (18.9% of enquires relating to 12.0% of the length of the ECC network)</li> <li>• *Priority Roads (PR) 2 – <u>12,410</u> (32.8% of enquires relating to 26.8% of the length of the ECC network)</li> <li>• Other – <u>1,610</u></li> <li>• Total -<u>37,883</u></li> </ul> <p style="text-align: right;">*PR1 = largely A class roads, but some B, C and unclassified also; PR2 = largely B class roads but some A, C and unclassified also; Local Roads = largely unclassified but some A, B and C class also</p>
<b>Level of Pollution</b>	We currently hold no up-to-date information at the Essex level about resident views on pollution levels.
<b>Valuable open spaces / Perception of the environment</b>	The 2013 Tracker Survey showed that 75% of residents were satisfied with parks and open spaces. This is a slight increase from 2009/10 levels of 73%. A local survey, carried out in August 2011, showed that customer satisfaction with country parks remained consistently high at 96%. In research carried out by CABI in 2011, 85% of people surveyed felt that the quality of public space and the built environment had a direct impact on their lives and on the way they feel.

## What do Essex residents and service users think of issues relating to a sustainable environment? (3)

Place commissioning is about people and improving the quality of life for Essex residents through a high quality and sustainable environment. Additionally, the decisions we take as an organisation and in partnership with others, impact not only on current residents but also on future generations.

We have used a series of customer profiles to ensure that we keep the needs of Essex residents and businesses at the centre of our activity around the environment.

### Meet Ben

*"I've finally got a job and I'm so happy. Dad has made clear that now I'm earning I will need to contribute to the bills. He jokes that my electricity consumption playing computer games is going to bankrupt him!"*



Meet Ben



Meet Claire

### Meet Claire

*"Raising Charlie is a handful and we want to make sure he gets the very best opportunities.*

*Essex has some great events for children but I don't always know when they're on."*



### Meet Frank

*"Sue and I are settling into retired life. After almost 40 years of a daily commute to London it is taking a little time to adjust to retirement".*



Meet Frank



Meet Tina

### Meet Tina

*"I'm not really sure what to do to keep my children entertained. They have way too much energy, but by the time I have finished work - I don't!"*

# People in Essex experience a high quality and sustainable environment

Essex County Council is committed to ensuring a better quality of life by conserving, developing and promoting a healthy, safe, diverse, clean and attractive environment. In order to do this, the Commissioning Strategy sets out how we will act – either directly through our commissioning decisions or indirectly through working with our partners to influence, lobby and lead communities to ensure that people in Essex experience a high quality and sustainable environment.

Indicator	Residual Waste Volumes	Cost of Energy to Households	Preventable Flooding Incidents	Access to Valuable Open Spaces	Condition of Roads and Footways	Level of Pollution	Perception of the quality of the Environment
Curve to be turned	By the end of 2015/16 the amount of waste sent to landfill will be almost zero and this will be maintained.	Protection for ECC against the expected substantial increase in energy costs across its operations.	We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn.	We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn.	We will achieve the best possible road and footway conditions with the resources available (targets to be determined once funding confirmed).	We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn.	We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn.
Cross Cutting Actions	<ul style="list-style-type: none"> <li>Develop links across outcomes</li> <li>Develop our collaborations</li> <li>Market ourselves better</li> <li>Re-baseline certain information</li> <li>Commission a review of how we can use 'nudge' strategies to change behaviours</li> <li>Seek to establish a series of mutually beneficial relationships with public, private, voluntary and community sector partners</li> <li>Develop a fundraising and innovative funding solutions</li> </ul>						
Strategic Actions	<p>Include:</p> <ul style="list-style-type: none"> <li>Implement the Joint Municipal Waste Strategy for Essex.</li> </ul> <p>See page 49</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Development and agreement of an Energy Commissioning Plan – spanning across the priority areas of buy better; use less and generate more.</li> </ul> <p>See pages 49-50</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Develop an integrated approach to flood risk management</li> <li>Develop collaboration with parish councils and community groups</li> <li>Maximise opportunities presented by an additional £500,000 capital / revenue investment.</li> </ul> <p>See page 51</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Deliver the ambition for ECC country parks to be a small net income generator by 2017.</li> <li>Plan next wave of change once data is updated; strategies refreshed; and a fundraising and marketing strategy is prepared.</li> </ul> <p>See page 52</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Lobby Central Government to raise awareness of pressures</li> <li>Explore funding sources</li> <li>Communications Plan</li> <li>Safety Inspections and SCANNER surveys.</li> </ul> <p>See page 51</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Establish an accurate picture of key pollution levels in Essex via a dashboard.</li> <li>Collect and analyse data on air quality monitoring areas that have not been declared and associated actions related to transport emissions.</li> </ul> <p>See page 50</p>	<p>Include:</p> <ul style="list-style-type: none"> <li>Establish a balanced view and approach to monitoring perception.</li> <li>Apply cross-cutting approaches including marketing ourselves better, developing our collaborations, finding innovative funding solutions and establishing mutually beneficial relationships.</li> </ul> <p>See page 48</p>

# 1. Residual Waste Volumes

## Residual waste volumes - Strategic analysis and insight – the story behind baseline position

In 2013/14, Essex produced approximately 706,000 tonnes of Local Authority Collected Municipal Waste, the majority of which (c.95%) was household waste. Currently around 48% of our household waste is landfilled. This untreated waste releases harmful gases, which are a major factor in global warming, and produces harmful leachate which requires treatment. In 2013/14 Essex County Council paid over £24million in landfill tax; this will rise over the coming years if ECC continues to rely on landfill and levels of residual waste do not fall. The limited availability of landfill is also a key driver that will uplift landfill gate fees and the cost of transporting waste in the future.

Around 52% of waste was reused, recycled or composted in 2013/14 through a combination of kerbside collections, bring banks, charity and community led activities and the Recycling Centres for Household Waste. The Joint Municipal Waste Management Strategy (JMWMS) for Essex has an aspiration to achieve a 60% recycling rate by 2020; recognising that there will always be some waste that still needs to be disposed of.

Our approach to waste management is consistent with others, as we strive to develop systems to minimise waste and the use of landfill whilst maximising the value of what is thrown away. In 2012/13, residual household waste Essex was 503.47kg per household, compared to 529.31kg (all English county local authority average / low is good).

<b>Social</b> – Despite reuse and recycling initiatives valuable waste continues to be disposed of. The LGA estimate nationally approx. £435million of untapped value from household waste material (615,000 tonnes) through disposal savings and resale value.	<b>Technological</b> – Economic growth, changes in manufacturing and legislative changes may impact on the quantities and types of waste we deal with in the future.	<b>Housing</b> – A preliminary assessment of local plans suggest an annual build rate of 6,091 homes per annum, or 48,728 new homes by 2021. This will impact waste levels and in some cases the ability and propensity to recycle.
<b>Political</b> – waste is a highly visible service with a strong local identity, highlighted by the range of differing collection approaches and services levels adopted by the Essex Borough, City and District Councils in their role as Waste Collection Authorities (WCA).	<b>Environmental</b> – the landfilling of untreated waste can release harmful pollutants into the environment.	<b>Economic</b> – landfill is an expensive method of waste disposal. Landfill tax is £80 per tonne (and rising) , whilst the finite supply will impact on future costs. Economic growth also impacts significantly on waste as it will often lead to increasing levels of consumption and consumerism.

The EU Landfill Directive, Landfill Tax, and EU Waste Framework Directive have been reflected in national legislation and guidance (Waste Strategy for England 2011 and the Waste Prevention Programme for England) and in turn the JMWMS for Essex 2007 to 2032.

Activity to reduce residual waste and reduce landfill reliance is being pursued by the Essex Waste Partnership (EWP) through the implementation of the JMWMS. This strategy adopts the principles of the waste hierarchy and Best Practicable Environmental Option. Waste minimisation and the achievement of high recycling is at its core; with the biological treatment of any remaining waste that cannot be practicably recycled. This strategy is consistent with national policy and guidance. In order to achieve the strategic aims the EWP is delivering: Enhanced recycling services; particularly the separate collection of food waste; Bio waste treatment facilities to process food and combined food / garden waste; Waste transfer stations to optimise haulage logistics; and a Mechanical Biological Treatment (MBT) facility to treat residual waste.

It is difficult to predict future waste trends, which can be affected by factors over which ECC has little influence. Legislative changes, weather, population growth, economic growth, product design and consumer behaviour are just some of the factors which will affect the nature and volume of waste arising over time. The Waste Strategy 2007 confirmed that municipal waste arisings nationally were increasing by less than 0.5% each year, a marked improvement on the 3.5% growth noted in Waste Strategy 2000. Despite population growth, Essex has historically outperformed the national trend with household waste between 2003/04 and 2012/13 declining by 4.5%. However to demonstrate the volatility of waste the latest draft outturn position for 2013/14 is indicating a single year growth in household waste of over 3%. Growth levels of this magnitude, if sustained, will have significant operational and financial implications. A 1% uplift in waste arisings has a financial impact on ECC in excess of £500k; whilst sustained growth will mean existing and planned infrastructure, although developed with treatment headroom, will not be able to manage the waste requirements of Essex. The long lead in times for the establishment of new waste infrastructure could therefore lead to a treatment capacity gap impacting on the cost and the environmental performance of the EWP waste systems.

## The curve we need to turn - Residual Waste Volumes

Essex should aspire to become a zero waste economy – a place where environmental, social and economic resources are fully valued. Households, businesses and ECC will work to reduce, reuse and recycle all we can and throw things away as a last resort. Essex authorities have received a strong message from Essex households that we should be treating waste as a resource, with a drive towards waste reduction, reuse, high recycling and composting, whilst minimising waste to landfill.

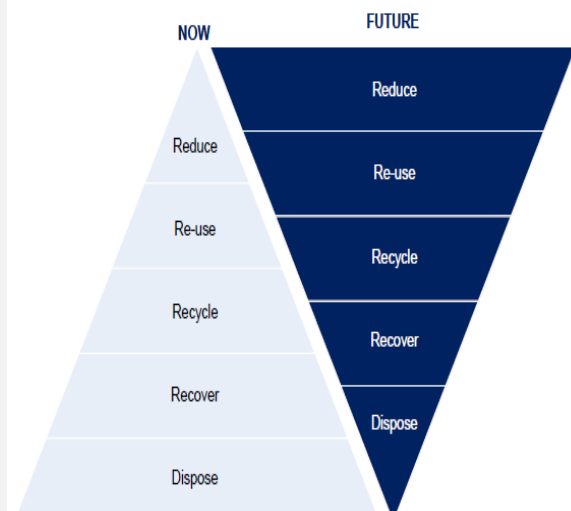
In 10 years time Essex residents will fully understand the impact of waste volumes upon the local environment and economy and it will be the norm to minimise, reuse, recycle, and compost waste. There will be a far greater level of connectivity between collection regimes and the disposal of waste.

Central to this will be:

- By the end of 2014/15 Essex will have established a Waste Prevention Plan, becoming a local leader in preventing waste and forging partnerships to raise awareness and access to waste prevention services
- By the end of 2015/16 the amount of waste sent to landfill in Essex will be almost zero and this success will be maintained. (Zero cannot be achieved as some materials will not be treatable by the MBT including some hazardous /clinical materials.)

It is not possible to set a landfill target in one years time - as this is dependent upon the Mechanical Biological Treatment (MBT) plant 'hot commissioning' programme and the outcome of the 'offtake' procurement exercise. The MBT Plant will start receiving waste in summer 2014 and will be fully operational in 2015; at which point a guaranteed recycling rate will be achieved and maintained.

- Achievement of recycling and reuse targets of 60% by 2020 across Essex. The MBT facility once fully operational will enable a step change in this figure with 15% of waste received being recycled



- Reduce the consumption of materials
- Reuse or repair wherever possible
- Recycle the material in order to use it again
- Recover every bit of value from material destined for disposal
- Dispose only that material with which nothing else can practicably be done.

Title	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14 forecasts
<b>Kgs residual household waste collected per household</b>	767.51	723.00	643.70	586.00	548.08	516.09	500.00	516.62
<b>% household waste sent for re-use, recycling or composting</b>	36.1%	39.9%	42.96%	46.24%	50.06%	51.95%	52.62%	52.11%
<b>% municipal waste landfilled</b>	64%	62%	57%	54%	50%	48%	48%	51%
<b>% change in household waste arisings compared to the previous year</b>	-0.9%	-1.2%	-2.5%	-3.4%	1.9%	-1.5%	-0.2%	3.2%
<b>% of RCHW waste reused, recycled or composted</b>	59.8%	51.6%	58.5%	63.2%	64.6%	63.9%	62.3%	60.8%

## Issues to address in order to turn the curve - Residual Waste Volumes

As a society we will always consume resources and produce waste that will require treatment and disposal. To maximise opportunity our focus needs to remain on working closely with all partners to ensure we adopt the principles of the waste hierarchy and a circular economy in our attitude to waste; designing waste out of the system wherever possible and treating it as a resource where it does arise.

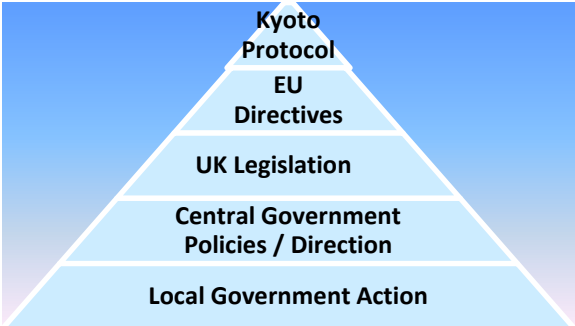
To achieve this there are three key areas of focus:

- **Maximise the financial, environmental and social efficiency of the waste infrastructure being delivered by ECC whilst ensuring its continued fit with partners' waste operations; this means:**
  - Ensuring waste is treated in accordance with the principles of 'best practicable environmental option' (BPEO) ensuring the optimisation of waste infrastructure through the correct treatment of waste at the appropriate facilities
  - Securing a long term viable offtake for MBT output (SRF/RDF) to remove reliance on landfill
  - Exploration and delivery of sustainable utilisation of any headroom capacity within waste infrastructure; benefiting local communities, businesses and the Essex Waste Partnership
  - Monitoring of waste arisings and composition of waste and the development of systems to maximise the ability to successfully identify waste patterns and emerging needs, thus reducing the need to adopt sub-optimal waste treatment practices
- **Optimise the effectiveness and efficiency of collection services and waste operations delivered by the Essex Waste Partnership through joint working and resource sharing; this means:**
  - Understanding local needs and requirements, and optimising waste operational methodologies within the Essex Waste Partnership
  - Adopting a 'Single Waste Authority Principle' in developing services and systems to maximise efficiency and reach
  - Adoption of an integrated procurement approach across the partnership as a means of maximising VfM and effectiveness of collection services through joint procurement or collective bargaining where appropriate
  - Adoption of resource sharing principles and mechanisms within the partnership to maximise effectiveness of systems in reducing residual waste, and minimising unused and unnecessary operational capacity
- **Work with partners and communities to ensure the value and cost of waste is understood as a means of tackling the link between economic growth waste arisings thereby minimising waste; this means:**
  - Coordinated public engagement, incentive activities and using insights from Essex residents behaviour as a means of maximising participation and capture of waste within recycling services, and the adoption of waste avoidance actions
  - Become a 'Local Leader' through adopting a whole organisation approach to waste minimisation and prevention
  - Improve opportunities for community, social enterprise and start-up businesses to enter the reuse and recycling market
  - Lobbying and partnering of manufacturers, retailers and government to tackle waste production upstream through good design and incentivisation, thus reducing waste handled by the Essex Waste Partnership.

## 2. Cost of Energy to Households

# Cost of Energy to households - Strategic analysis and insight – the story behind baseline position

Essex County Council (ECC) cannot control the unpredictable global energy prices, but does have an important role to play in minimizing the impact of energy costs to Essex households and businesses, as well as to the council itself. ECCs role can be split into three broad categories:

Buy Better	Use Less	Generate
	<ul style="list-style-type: none"><li>• The Climate Change Act (2008) requires the UK to cut greenhouse gas emissions by 80% from the 1990 levels by 2050 and by 34% by 2020, whilst the Energy Act establishes a legislative framework for the delivery of secure and affordable energy including steps to simplify energy tariffs for households.</li><li>• The Carbon Plan is clear that if the UK is to meet its target of cutting greenhouse gas emissions by 80% by 2050, energy efficiency will need to increase across all sectors to the extent that energy use per capita is between a fifth and a half lower than 2011 levels.</li><li>• There is no clear mandate from central government to local government in terms of energy procurement, but there is an increasing emphasis on local government to lead the way on carbon reduction.</li><li>• The governments Community Energy Strategy sets out ways in which greater community involvement in energy conservation and generation can help to achieve goals around the decarbonisation of the power sector.</li><li>• The <a href="#">Infrastructure Bill 2014/15</a> introduces a Community Electricity Right. This enables communities to be offered the chance to buy a stake in new, commercial electricity schemes in their local area so that they can gain a greater share in the associated financial benefit.</li></ul>	

## Essex County Council

- ECC is a large consumer of energy. The breakdown of ECCs energy bill is as follows: Operational (the largest component of which is County Hall) - £3,122,897 (16%); Street Lights - £4,038,904 (20%); and Schools - £12,834,747 (64%).
- As the energy market becomes increasingly volatile and the costs involved continue to increase, public sector bodies are increasingly looking for information on future energy trends and to procurement options which secure value for money. Based on the electricity and gas consumption of the ECC portfolio, a £1 / MWh price movement in the electricity and gas market could equate to £217,000 pa to ECC. ECC is alert to its energy costs with annual energy bills across the ECC property portfolio totaling approximately £20m, with approximately £1.2m of this annual bill arising from the Carbon Efficiency Commitment Scheme which requires all non-energy intensive organisations to monitor use and surrender allowances to offset their emissions.

## Essex residents and businesses

- Over recent years prices (measured by the Consumer Prices Index) have been going up consistently, whilst crucially for household incomes, wage growth has been well below the rate of inflation. The cost of energy to households is a significant component to a households general cost of living. In 2003/04, household energy costs accounted for 3% of all household expenditure. By 2010 this had risen to 4.6%. In addition to the pressures faced by households, businesses and the public sector including ECC are sensitive to changes in energy prices which can account for a large amount of their operating costs.
- Over the last ten years wholesale electricity costs have risen by around 140% and gas costs by 240% (OFGEM). Government (through the Energy Act 2013) and Ofgem (through its Retail Market Review) are reforming the market to ensure that energy companies place consumers on the cheapest tariff. Other policies to address energy costs are the Green Deal, The Energy Company Obligation; and installation of smart meters. The cost of domestic gas and electricity has generally increased over the past eight years. Winter 2012 saw all the big six energy supplies increase gas and electricity prices by between 6% and 11%. Despite a number of legislative changes introduced by the Energy Act 2013 to improve the cost and security of energy supply, it is predicted that domestic energy prices will continue to rise over the medium to long term. National government initiatives are therefore focusing on energy efficiency improvements with consultation on a revised set of fuel poverty targets expected in 2014.
- From 2018 it will be illegal to rent out a residential or business premises that does not reach a minimum energy standard to be set at EPC rating E – currently nearly 9000 (14%) of Chelmsford homes are in bands F or G, and will not be legal to rent out when the legislation comes into force.

## The curve we need to turn – Cost of Energy to households

In the past, the organisation structure of the County Council has not encouraged the formation of a single commissioning plan for Energy. In particular the following three aspects of energy commissioning have been driven through separate consideration by the County Council:-

- As a consumer of energy (Buy Better and Use Less);
- As a producer of energy (Generate);
- As a community leader on environmental issues.

**Essex County Council** - The priority in the short term is to protect ECC against the expected substantial increase in energy costs across its operations and provide the County Council with some form of immunity to energy cost increase in the medium to long term. This is particularly pertinent as the County Council's capability as an energy producer significantly increased following the deployment of the strategic waste management infrastructure.

The National Audit Office has indicated that it expects the costs of energy to outstrip general consumer inflation for the next thirty years. ECC have secured fixed basic energy rates up until January 2016 (although actual bills will continue to fluctuate based on actual consumption). Looking to the future, modelling has taken place and it is predicted (based on the current property portfolio) that energy costs are likely to reach £30m in four years' time. This strategy therefore sets out actions to address this issue ensuring that by 2020 ECC will be substantially immune to energy cost increases. This will be achieved through a blend of decreasing energy consumption through education and our own production of electricity to the ECC operational estate. The short term energy cost pressures will be addressed through the Energy Category Management Plan and not specifically the actions contained within this strategy.

We also currently send 377,000 tonnes of municipal waste to landfill. However the expectation is that the Mechanical Biological Treatment (refer to indicator: Residual Waste Volumes) facility in Basildon will be fully operational by the summer of 2015 with volumes of waste going to landfill reducing to zero. This plant will initially produce circa 177,000 tonnes of Refuse Derived Fuel (RDF) which could be used to generate power. The plant will eventually produce a higher quality Solid Recovered Fuel. It is estimated that this product has the potential to generate 15MW of electric power.

**Essex residents and businesses** – It is estimated that nearly 700 people die each year in Essex from cases directly attributable to cold and poor living conditions. The latest data available from the [Department of Energy and Climate Change](#) (2011 figures) shows that approximately 70,000 Essex households (9.6%) including Southend and Thurrock are classed as fuel poor with particular problems in Uttlesford (11.1%) and Tendring (11.9%). The Commissioning Strategy for *People in Essex enjoy good health and wellbeing* addresses directly the actions that Essex County Council with partners will take to address the issue of fuel poverty. More broadly there is a role for the local authority to play in collaboration with local public sector partners and the voluntary sector to raise awareness of initiatives to support all Essex households to get the best possible deal through switching providers and more efficient energy consumption behaviours. A focus would need to be on heat, as for both ECC and Essex residents, heat is the single biggest reason for energy use. Furthermore, local communities have a role to play in shared ownership of energy initiatives if renewable projects are to flourish and help to decarbonise the power sector.

According to DEFRA research, UK businesses could save up to £23billion annually through low or no costs measures to use resources, energy and water more efficiently. There are opportunities to engage with businesses in order to better understand the energy pressures facing them. Links to the 'green economy' also need to be built and exploited. Low carbon environmental goods have been identified as a priority Page 14 of 202 in recognition that the global market for low carbon and environmental goods and services is rising rapidly as higher energy costs and regulation force greater efficiency. Essex has some strong centres of excellence on which to build such as Ford Dunton (green automotive technologies) and Writtle College (land based sciences).

## Issues to address in order to turn the curve – Cost of Energy to Households

In order to address the cost of energy to households, a broad programme of work is needed working in collaboration with partners and key stakeholders. The initial areas of activity would cover:

<b>Buy Better</b>	<ul style="list-style-type: none"> <li>Plan out any further iterations of the Essex Energy Community Switching Scheme;</li> </ul>
<b>Use Less</b>	<ul style="list-style-type: none"> <li>Behavioural change to influence energy consumer behaviour - across ECC staff as well as Essex households. ECC has a key role to play in leading by example in reducing energy consumption;</li> <li>Linkages with ECC Property</li> <li>Improved data validation of energy consumption across ECC portfolio;</li> </ul>
<b>Generate</b>	<ul style="list-style-type: none"> <li>Development of detailed strategy, plan, and if appropriate outline business case for the long term use of the Solid Recovered Fuel (SRF) produced by the residual waste Mechanical Biological Treatment (MBT) plant;</li> <li>Investigation of the feasibility of extending landfill gas extraction to other County Council closed landfill sites and if viable the construction of an outline business case to support the investment in the necessary infrastructure and operation;</li> <li>Investigation of the feasibility of siting solar farms at the County Council closed landfill sites and if viable the construction of an outline business case to support the investment in the necessary infrastructure and operation;</li> <li>Establishing a framework arrangement for the installation of solar photovoltaics on schools (and other public buildings);</li> <li>Investigate the viability (both technically and commercially) of extending the Essex gas grid to rural communities (financed through consumer savings on fuel oil costs);</li> <li>Determine what interventions, if any, the County Council should take in relation to Bio Energy (beyond the existing commitments on municipal biowaste);</li> <li>Determine what interventions, if any, the County Council should take in relation to solar (beyond the schools and landfill initiatives identified above);</li> <li>Determine what interventions, if any, the County Council should take in relation to Heat (beyond the SRF processing arrangements identified above) including, but not limited to, the viability of district heating schemes; and</li> <li>Build on outcomes of initial Community Energy Seminar, to help communities identify energy generation opportunities that are most appropriate and cost effective, and start an Essex network of community groups involved in energy projects and promote knowledge sharing and collaboration.</li> </ul>

Immediate external expertise will be required from consultants with both technical and commercial experience in the Energy Sector.

# 3. Preventable Flooding Incidents

## Preventable Flooding Incidents - Strategic analysis and insight – the story behind baseline position

Extreme weather, existing building in floodplains and a limited amount of funding means that we cannot stop flooding incidents in Essex. However, we can coordinate our services so that flood risk is reduced and the aftermath of flood incidents is minimised. Impacts from flooding may include damage to residential and commercial property and infrastructure (roads, utilities and communications). Business and freight transport may be disrupted. Business continuity may be affected and agriculture reduced. Conversely, flood alleviation gives certainty to investors. It unlocks development and leads to multiple benefits.

Since becoming the Lead Local Flood Authority in 2009, Essex County Council has seen some of the driest, wettest and coldest weather on record. The tidal surge event in winter 2013 was higher than 1953 levels in part of the region. Pressure on central and local government to do more to prevent flood incidents has rarely been higher. 'Preventable' flooding incidents are those incidents that we can avoid between risk management authorities and their available budgets. They do not include unprecedented storm events and tidal surges, for which we need to build better community resilience. Inland, prevention and mitigation is critical. However, it is important that we accept a certain level of impact is inevitable and plan how to adapt to this, such as on our coastline. Landowners, communities at risk and businesses have a strong role to play in taking actions to minimise the risk of flooding as well as helping in the collective response when flooding does occur. Government departments are starting to understand the economic impact of flood incidents, alongside impacts on people's properties and wellbeing. GVA impacts include business continuity and sector composition. The impact of preventative spending is high – by preventing flooding, physical assets deliver economic benefits. The Environment Agency calculates that for every £1 of capital investment spent on flood risk management an average long-term benefit in reduced damage of £8 is realised.

The Flood and Water Management Act 2010 requires county councils to lead the coordination of flood risk management for surface water, groundwater and smaller watercourses in their area. Main river flooding and coastal erosion remains the responsibility of the Environment Agency. Essex County Council is required to:

- Prepare and maintain a strategy for local flood risk management
- Maintain a register of assets that have a significant effect on flooding
- Investigate significant local flooding incidents
- Establish approval bodies for design, build and operation of Sustainable Drainage Systems (SuDS)
- Issue consents for changes to certain structures on ordinary watercourses
- Play a lead role in emergency planning and recovery after a flood event.

### Case Study - Floodcom



From late 2014/early 2015, Essex County Council will become a Sustainable Drainage Systems (SuDS) Approving Body (SAB). The role is significant. It will approve and adopt sustainable drainage in new developments meeting certain criteria, in line with the SuDS National Standards and the County Council's SuDS Design and Adoption Guide, consulting a number of consultees. Government is due to consult on application fees and maintenance funding mechanisms. The risks associated with these new responsibilities are articulated on slide 56.

As required by legislation, Essex County Council has produced a [Local Flood Risk Management Strategy](#). However, there are a range of different flood risks that Essex residents and businesses may be at risk from. The diagram below shows which organisations have responsibility for managing the different forms of risk. Residents do not know or care, nor should they which organisation plays what role in relation to flooding. As such, at the heart of this indicator needs to be a relentless focus on seamless collaborative working in terms of prevention and response to flooding incidents.



The multi-agency flood plan outlines the arrangements that should be put in place to ensure an efficient and effective multi-agency response to major flooding emergencies in Essex. It is produced by the [Essex Resilience Forum](#) which brings together agencies involved in preparing for and responding to emergencies in the county to develop effective responses to a range of situations. Our responsibilities as a Category 1 responder (as set out in the Civil Contingencies Act 2004) in the case of disaster or major incident are fulfilled by Essex Civil Protection and Emergency Planning, a partnership between ECC and Essex County Fire and Rescue Service.

The annual revenue budget to the Lead Local Flood Authority is limited: £598,000 for the LLFA and £223,000 for the SAB in 2014/15, which are non ring-fenced. Grants are only guaranteed for this year. In addition £500,000 of county council capital/revenue funding is newly available for 2014/15. Other budgets that would make an impact on flood risk include SELEP's Local Growth Fund and Defra Flood Grant in Aid (FCRM GiA). Changes in the funding model mean that partnership funding is essential to leveraging government grants. Highways drainage and gully cleaning, local authority drainage, local highways panels and ward member budgets may also contribute to reducing flood risk. In addition our partners have budgets that would extend our reach if we agreed flood alleviation schemes in a coordinated way.

## The curve we need to turn – Preventable Flooding Incidents

We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn. This is likely to include:

Measure	Why is this important?	Where are we now? Where do we want to get to?
a. Numbers of properties at risk of flooding	Essex has an extensive coastline and network of rivers and canals, combined with a large number of towns and urbanised areas, which means it is at risk of flooding from a range of different sources. Our best estimate, given available data, is that 50,000* properties are at risk in Essex. 36,000 of these are in indicative flood risk areas identified in the Essex Preliminary Flood Risk Assessment. Our primary objective is to reduce the numbers of properties at risk. [*Based on data in relation to surface water, groundwater and ordinary watercourses)	Partnerships are developing. We want to have a list of capital schemes ready for funding for at least the next 5 years.
b. Number of customer contacts relating to flooding	We do not currently have a comprehensive understanding of customer contacts across the range of flooding types experienced by Essex residents.  We need this to enable investment to be prioritised, communications to be targeted and strategic actions to be tailored based on customer insight.	We do not currently have a baseline although data is gathered across a variety of teams and classified by flooding type. We need to be able to bring all this data together in a timely and meaningful way.
c. Flooding hotspots alleviated by investment	These affect the condition of roads and footways. Closure and part closure of roads due to flooding increases the pressure elsewhere on the network. It affects business continuity and the ability of businesses to transport goods around the county.	Our data is improving on the numbers of flooding hotspots. This might usefully be aligned to the local highways panels for investment.
d. Economic impacts of flood alleviation schemes	Government departments are starting to understand the economic impact of flood incidents, alongside impacts on people's properties and wellbeing. GVA impacts include business continuity and sector composition. The impact of preventative spending is high. The Environment Agency calculates that for every £1 spent on flood defences this reduces expected damage by £8.	We have a limited understanding of the economic impacts of flood and coastal risk management in Essex.
e. Numbers of sustainable drainage applications processed per year within 12 weeks of receipt.	From late 2014/early 2015, Essex County Council will become a Sustainable Drainage Systems (SuDS) Approving Body (SAB). It will approve and adopt sustainable drainage in new developments meeting certain criteria, in line with the SuDS National Standards and the County Council's SuDS Design and Adoption Guide, consulting a number of consultees. There are application fees and a maintenance funding mechanism due to be consulted on. [**This is on major applications only. We will then put arrangements in place to process smaller applications from year 4].	Through the SAB we estimate we will need to process 300 sustainable drainage applications per year within 12 weeks of receipt in the first three years of operation.**

## Issues to address in order to turn the curve – Preventable flooding incidents

In order to address preventable flooding incidents, we need a more integrated partnership approach with partners and key stakeholders. The Flood and Water Management Act 2010 places a duty on all flood risk management authorities to co-operate with each other. As the Lead Local Flood Authority, and Sustainable Drainage Approving Body, Essex County Council should lead by example. We also need to exert influence on partners that are able to bring benefits to Essex residents and businesses. The focus of the collaboration should cover prevention, preparedness and protection, recovery and review. Responsibilities relating to flooding are complex, with a range of statutory partners having key roles. In developing our approach we will be mindful of this, and the need to provide Essex residents and businesses with a simple and efficient service. We need to target our collective resources better. We have identified three key resource needs: legal expertise, customer liaison and external communications. A transparent enforcement protocol for Essex County Council is also required covering all aspects of flood, water and land drainage power. We should explore linkages on enforcement protocols across Place services, building on existing good practice in Trading Standards.

<b>Prevention</b>	<ul style="list-style-type: none"> <li>• We continue to build our information base. This year we aim to cleanse all the 230,000 drains throughout the county. Whilst we are cleaning the drains we will also be capturing data to enable us to clean them in a more efficient manner in the future. This will take into account the drain's location; if it is an area that is prone to flooding and how much debris was removed. This will make sure we programme our services in the most efficient manner and ensure the drains remain debris free.</li> <li>• We have established methods in place to prioritise areas within the county based on known historic and predicted future risks of local flood incidents. In order to do this, we can commit to delivery of flood alleviation schemes to protect people and property (where the funding, resources and support are available). We can also make improvements to highways and private drainage to prevent flooding on our roads (with the caveat as above). However, the majority of flood incidents are unpreventable, and we will never be able to guarantee protection from flooding in all rainfall scenarios.</li> <li>• Many uncertainties remain with regard to the implementation of the Sustainable Drainage Approving Body (SAB), associated national standards and SuDS maintenance funding methods. A SuDS team has been formed and work will now begin to establish processes and links with district, borough and city councils. Decisions for inclusion on the Forward Plan as soon as possible will need to include the proposed charging regime, and establishment of resources and set-up of the adoption arm of the SAB.</li> </ul>
<b>Prepare and Protect</b>	<ul style="list-style-type: none"> <li>• It is not technically or financially possible to alleviate all flooding risk across the county. It is therefore important to take a risk-based approach and prioritise areas that are at greatest risk and will provide the most benefit from flood risk management work. In refreshing the Essex Local Flood Management Strategy we will articulate what risk management authorities believe to be an acceptable level of flooding.</li> <li>• Our principle method of managing risks should focus on mitigation and resilience. This is achieved through warning, communication, information sharing and education.</li> <li>• No organisation is able to ensure that all households and businesses are safe from flooding. Householders and business owners have responsibility for protecting their households and businesses, but the relevant public organisation has a duty to inform households of their risk and advise what steps they can take to make their property more resilient.</li> <li>• Businesses and landowners also have a role to play in making informed decisions about practices which may impact on flooding such as agricultural techniques.</li> </ul>
<b>Recovery and Review</b>	<ul style="list-style-type: none"> <li>• Flooding is a natural event that will occur despite all efforts to prevent it. It is therefore important to focus as much on reducing disruption that flooding causes as on measures to prevent it.</li> <li>• Residents would benefit from a single point of communications between risk management authorities during a flood incident.</li> </ul>

## 4. Level of Pollution

## Level of Pollution - Strategic analysis and insight – the story behind baseline position

A good quality environment with low levels of pollution – be that air and water pollutants or noise, waste, chemical and light pollutants is vital for our health and quality of life. We recognise the importance of understanding our activities as a local authority and as a significant local employer. We recognise that the commissioning decisions taken in support of other ECC outcomes could impact in increasing or reducing levels of pollution in Essex. Developing a greater understanding of the direct social and economic costs / disbenefits of pollution in Essex will assist in informing whether commissioning activity to mitigate these impacts is required and how this could be appropriately targeted.

The policy context surrounding the level of pollution is complicated and fragmented given the breadth of areas that fall under this area and the different levels of influence from international, European and national to more local level pressures.

- Building in the 2008 EU Air Quality Directive, the European Commission have published '[Clean Air Policy Package](#)' proposals in December 2013, which includes possible new air quality targets which will have a stronger 'local' focus promoting internet based information.
- The [Natural Environment White Paper](#) (2011) sets out the Government's vision for the natural environment over the next 50 years, including for air quality and noise and nuisance. The [National Planning Policy Framework](#) (2012) explains the social and environmental roles the planning system must play, including helping to minimise pollution and improve biodiversity.
- The [Public Health Outcomes Framework](#) published by the Department of Health in 2012, includes air quality and noise among the main determinants of public health.
- The [Environmental Protection Act 1990 and the Clean Neighbourhoods and Environment Act 2005](#) set the local environmental quality legislation for local authorities.

We do not have an accurate picture of past pollution trends in Essex or what we and our local partners spend on mitigating it. At a national level there is more evidence available. The World Health Organization have recently published data showing that nine British towns and cities are breaching acceptable air quality levels, with Thurrock appearing in this list. Air pollution also damages biodiversity, reduces crop yields and contributes to climate change.

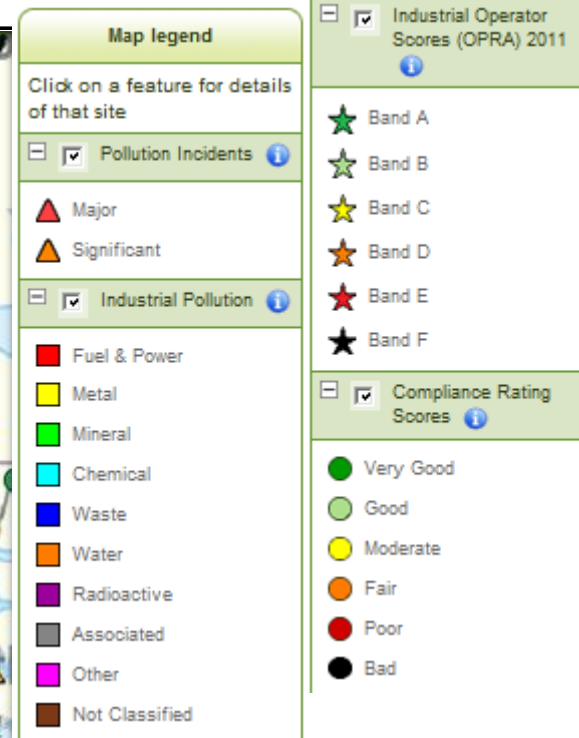
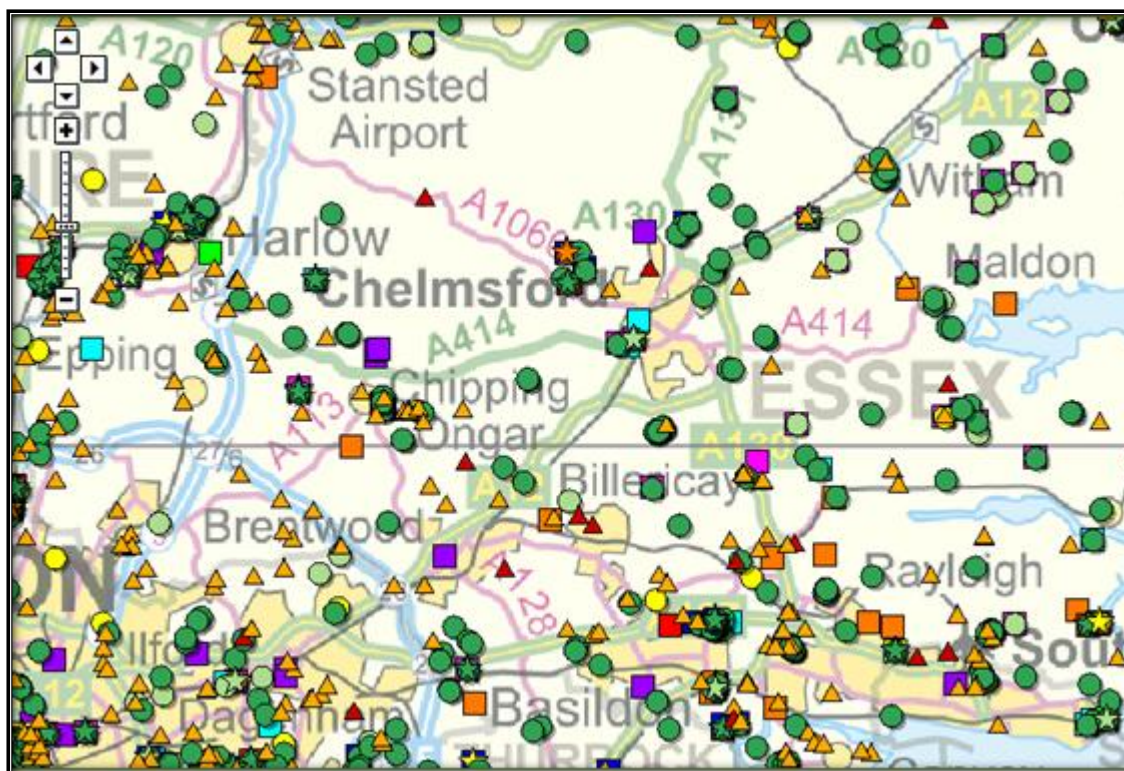
More recently the OECD have produced regional wellbeing data. This rates regions across 34 countries based on a relative score out of 10 against categories including household income, life expectancy and particulate matter in the air. The data relating to air quality gives the East of England region a score of 6.2 (with a high in the North East of England scoring 7.8 and a low of 5.8 in North West).

Limited resources mean we are unlikely to be able to consider costly solutions. We share delivery of this indicator with our partners. For example, lower tier local authorities are responsible for reviewing and assessing air quality to check they meet national air quality objectives. If they are falling short they must declare an Air Quality Management Area (AQMA) and produce an action plan to address this. There are 6 AQMA sites declared across Essex, but it is estimated that there are a number of additional undeclared sites. The majority of issues resulting in these declarations are transport based and the resulting action plans reflect this. [Essex Air](#) collects countywide information on air quality.

Noise and other nuisance have a big impact on our quality of life, our health and the economy.

## The curve we need to turn – Level of Pollution

The following map produced by the Environment Agency shows some of the pollution incidents reported across Essex. Whilst this is a useful indicator, further work is needed to pull together a range of information to track pollution sources and identify the curve we need to turn based on priority issues for Essex. Work is underway to identify possible data sources including:



Source: [Environment Agency, What's in your backyard? \(2014\)](#)

- Number of Air Quality Management Areas (Essex County Council)
- CO2 emissions by ECC buildings (Essex County Council)
- Types of businesses new to Essex – impact on pollution levels
- Journey time reliability and linkages with air pollution (Department for Transport)
- Noise pollution sources (district, borough and city councils)
- Waste disposal / disposal of hazardous waste (Essex County Council)
- Fly tipping incidents
- ECC commissioning activities which may impact on pollution levels
- Annual air quality statistics (from each monitoring station: no. days air pollution in each index band, comparison to air quality objectives) (Essex Air Quality Consortium) Nb. Data more recent than 01 Jan 2011 is currently provisional and may change in the future
- Bathing water quality (Environment Agency)
- Watercourse condition (Water Framework Directive) (Environment Agency)
- Drinking water quality (water utilities).

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The data in itself is interesting but further work will be needed with partners to explore the 'so what' - what this means in reality for the quality of life for Essex residents; for example respiratory illnesses and life expectancy.

## Issues to address in order to turn the curve - Level of Pollution

We need to address the data gaps related to this indicator and ensure that we have a view of all types of pollution across the county. Essex County Council undertakes some environmental impact assessment of its policy decisions. However, we need to understand the actions we should take as a local authority and significant employer, and our scope for influencing the decisions and actions of others. This could include local communities dealing with local pollutants such as litter, through to businesses fulfilling their corporate social responsibility.

Pollution – be that air, water, noise, chemical, waste or light is an issue that has significant interdependencies with our other outcomes. The decisions we take as a council have an impact on levels of pollution. The complementarities between a high quality natural environment, prosperity and positive wellbeing are well evidenced. However the relationship between economic growth and the environment is often seen as being at odds. It is an important issue to better understand the complementarities and trade-offs between our seven outcomes and a high quality and sustainable environment, particularly levels of pollution.

### **People in Essex enjoy good health and wellbeing:**

- Air pollution is now recognised as the biggest public health risk after smoking with an estimated 25,000 deaths in England (2010) from long term exposure to air pollution. It is expected to reduce the life expectancy of everyone in the UK by 6 months on average, at a cost of around £16 billion per year.
- The latest data from Public Health England estimates local mortality burdens associated with particulate air pollution. For Essex the percentage of attributable deaths due to long-term anthropogenic particulate air pollution is 5.7% (East of England = 5.6%, England = 5.6%). Air pollution also damages biodiversity, reduces crop yields and contributes to climate change.

### **Sustainable economic growth for Essex communities and businesses:**

- The South East LEP Strategic Economic Plan has committed to investing in growth corridors and growth sites. As the local economy continues to grow it is inevitable the volume of traffic on our principle roads will grow and the volume of new housing will accelerate. Key to unlocking growth potential is ensuring that our roads and rail routes operate efficiently as delays arising from congestion impose direct, significant costs on businesses. By tackling congestion, we will go some way to addressing air pollution levels in our key growth areas.
- As the SE LEP area expands housing development and economic output, we will face a challenge in ensuring that business and housing growth is delivered within national emissions targets – and that businesses and households benefit from the long term savings associated with greater energy efficiency.
- Running through the SE LEP approach is a commitment to the low carbon economy. The low carbon economy currently employs 46,000 people (across the SE LEP region) and has been identified as one of the key priority sectors. There are opportunities to build on this and ensure that the environmental as well as economic benefits are reaped. Additionally the SE LEP recognises the need to build on good practice by many Essex businesses to minimise their impact on levels of pollution and support a sustainable environment.
- A high quality and sustainable environment make a positive impression and communicates a sense of place and confidence that can be attractive to investors and future residents alike. Whilst there are many other factors that encourage people and businesses to move into an area besides the environment, there is sufficient evidence to show that it does have a role to play.
- The [Essex Local Transport Plan](#) sets out a number of broad outcomes which impact on this strategy in relation to carbon dioxide emission reduction, improved air quality through lifestyle changes, innovation and technology, and sustainable access and travel choices.
- We need to maximise opportunities through our role in highway and spatial planning to ensure that we design in low carbon transport use and at the same time create the appealing working and living environments which make it easier and more pleasant to travel using less carbon intensive forms of travel than car journeys.

## 5. Condition of Roads and Footways

## Conditions of Roads and Footways - Strategic analysis and insight – the story behind baseline position(1)

With a combined Gross Replacement Cost (GRC) of approximately £9billion (reported under whole of government accounts) our highways and transportation infrastructure represents one of Essex County Councils largest assets and provides the connectivity needed by business, communities and individuals alike. Increasingly this network is coming under strain from extreme weather, natural ageing, increased demand and the effect of historic under investment. At the current state the whole highways asset is depreciating by approximately £65m annually.

Whilst recognising that this indicator is about the condition of 5,100 miles of roads and 3,688 miles of footways, we must remember that these assets are only part of the overall transport infrastructure, for example there are 1,500 bridges and 4,000 miles of public rights of way, plus many other assets. However, roads and footways account for 87% of the total GRC. The competing needs of the different transport assets are balanced through understanding the priorities of the Council and the risks associated with specific investment scenarios.

The condition of our roads and footways is linked to outcomes around safe communities (reduced casualties), a sustainable environment (asset condition & reduced congestion), health & wellbeing (reduced road and footway claims, and accessibility of public rights of way), and provides safe and reliable passage for a wide range of business and individual users. Our roads are also key to the achievement of sustainable economic growth. They carry large volumes of traffic through and around Essex and are essential for the flow of commerce as well as the flow of other resources and services across the County. It is essential that the current road condition is safeguarded so that traffic remains free flowing, in order to encourage economic developments which will draw corresponding employment resources and other services to support the Councils objectives for growth.

We must continue to explore the most effective ways to integrate new developments and the use of existing infrastructure. This will enable better forward planning of resources and ensure our total network is fit to support and sustain future growth.

Much of the roads network has evolved over time and is not to modern construction standards. These roads are more prone to potholes. The major contributors to the formation of potholes include the ingress of water, winter freeze-thaw cycles and inadequate drainage. It is vital to get the right balance between reactive repairs and programmed preventative work, not least because a strategy which focuses purely on reactive pothole repairs is not efficient as it can result in a reduction of funds available for preventative work, thus perpetuating the pothole problem. The Highways Maintenance Efficiency Programme (HMEP), a government sponsored but industry-led initiative designed to assist local authorities with asset management development, advocates improving network resilience to discourage the formation of potholes. Indeed, local authorities are encouraged by the Department for Transport to spend winter recovery funding in a manner which reflects guidance in the HMEP. Improving network resilience is achieved through a regime of balanced capital treatments, some aimed at strengthening parts of the network, some aimed at preventing deterioration through low cost surface treatments which seal the network and prevent ingress of water.

The Essex Highways maintenance strategy, in line with HMEP guidance, aims to address road condition by following these principles:

- **Prevention is better than cure** – intervening at the right time to reduce the number of potholes forming and prevent the problem from getting bigger,
- **Right first time** – through rigorous performance management ECC aims to address issues once and get it right, rather than facing extra costs through repeat visits,
- **Clarity for the public** – The maintenance strategy is published on the ECC website along with details of how to report potholes. Work is underway in response to public satisfaction surveys to further enhance the information we make available regarding how we maintain the road and footway network.

## Conditions of Roads and Footways - Strategic analysis and insight – the story behind baseline position(2)

### Performance

The latest Annual Road Condition Survey (October 2013) shows that:

- 4% of the county's 'A' roads was classed as requiring structural maintenance as of June 2013, an IMPROVEMENT compared to the 5% indicated in June 2012.
- 5% of the county's 'B' & 'C' roads combined was classed as requiring structural maintenance as of June 2013, IMPROVEMENT compared to the 7% indicated in June 2012
- 25% of the county's 'Unclassified' roads was classed as requiring structural maintenance as of June 2013, a DECLINE compared to the 19% indicated in June 2012.

This data is based on differing survey methods across the network classifications: A, B & C roads were subject to SCANNER machine-based condition surveys; and Unclassified roads were subject to a Course Visual Inspection (CVI) survey. From 2014/15, however, all road condition surveys will be SCANNER based, giving compatible data and baselines across the road network.

In 2013 the county's maintenance hierarchy was reviewed and PR1, PR2, and Local Roads adopted. This is an innovative and Essex-led approach, which enables resources to be focused in a beneficial manner. However, because the hierarchy does not align precisely to the DfT classifications, we are currently unable to compare historic trends:

- Priority 1 Roads (PR1) - largely 'A' class roads, but some 'B', 'C' & 'Unclassified' also
- Priority 2 Roads (PR2) - largely 'B' class roads, but some 'A', 'C' & 'Unclassified' also
- Local Roads (LR) - largely 'Unclassified', but some 'A', 'B' & 'C' class also.

**Benchmarking** - The Essex Road Condition Compared to Eastern Region Authorities:

Eastern Region Authority	Unclassified Roads (11/12)	A Roads (12/13)	B & C Roads (12/13)
Bedfordshire	n/a	2%	N/A
Cambridgeshire	28%	3%	5%
<b>Essex</b>	<b>18%</b>	<b>5%</b>	<b>7%</b>
Hertfordshire	12%	6%	17%
Luton	n/a	6%	8%
Norfolk	28%	3%	9%
Northamptonshire	n/a	3%	7%
Peterborough	22%	6%	10%
Suffolk	28%	4%	10%

The table opposite shows the latest available road condition survey results for other local authorities in the Eastern region. For 2012/13 Essex road condition for the A Roads was greater than average for the region (and was also in the bottom quartile nationally), but on B and C roads condition was relatively good. NB. There is no benchmark data available relating to PR1, PR2 roads and Local Roads as this hierarchy is specific to Essex.

Data on the performance of our partners to the south in Kent is currently being sought.

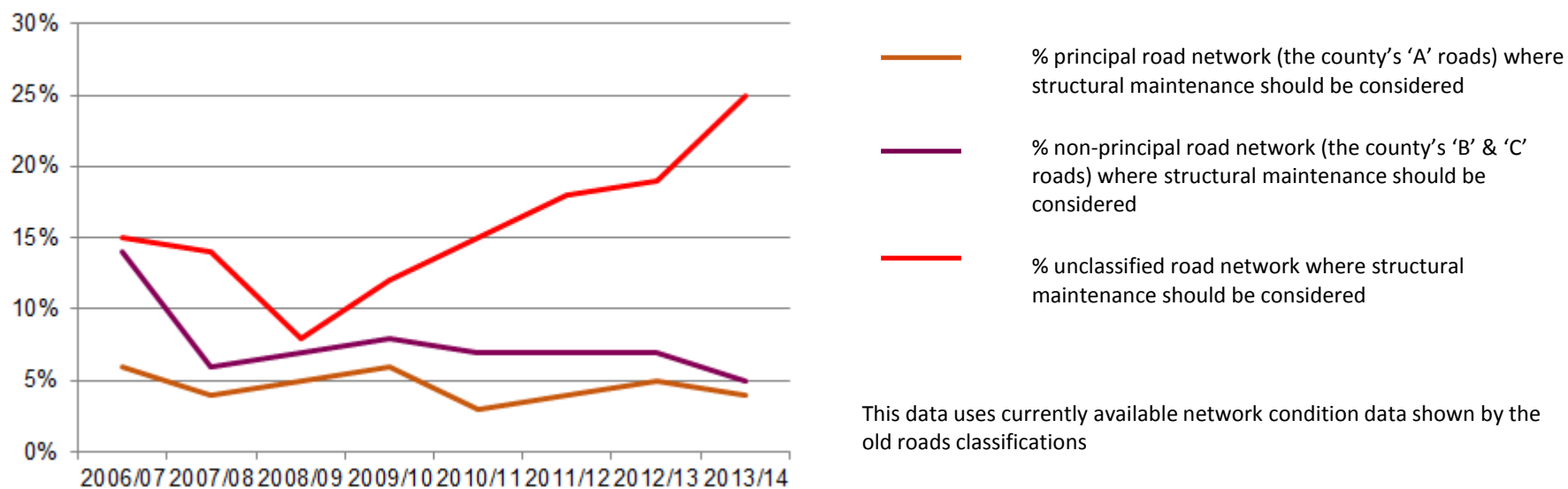
## Conditions of Roads and Footways - Strategic analysis and insight – the story behind baseline position(3)

### ROADS

#### Condition Trends

The graph below uses the currently available network condition data, broken down by DfT classification, and shows the current trends:

- the county's 'A' roads (principal) network shows relatively consistent condition from the end of the Highways Maintenance Efficiency Programme in 2007/08
- the county's 'B' & 'C' roads (non-principal) also shows relatively consistent condition from the end of the Highways Maintenance Efficiency Programme in 2007/08
- the county's 'Unclassified' roads network has been following an upward trend from 2008/09. This condition is measured via a visual, rather than machine-based survey, and to some degree is subjective. However, the decline since 2008/09 is clear and can be attributed to the following: size of the network (62% of the total road network) and its subsequent funding need; the priority for funding is given to the A, B and C road network to safeguard main routes; it has a large proportion of older, evolved roads which are more prone to damage from extremes of weather; the % of the network which is in the higher stages of deterioration is much greater compared to the A, B and C roads.



## Conditions of Roads and Footways - Strategic analysis and insight – the story behind baseline position(4)

### FOOTWAYS

Maintenance of the county's footways also supports a number of other Essex County Council Outcomes - growth (enhanced connectivity), safe communities (reduced casualties), a sustainable environment (asset condition and access to community), health & wellbeing (walking), and provides safe and reliable passage for a wide range of users.

There is a gap in available and reliable data to baseline footway condition. No formal, annual footway surveys have been carried out since 2010/11, by which time only a maximum of 75% of the network had been surveyed.

Footway			2009/10	2010/11
			% Defective (threshold score >=20)	% Defective (threshold score >=20)
<b>Category 1 &amp; 2 footways</b> NB. Accounts for 10% of the overall footway length.	1a= Prestige Walking Zones 1= Primary Walking Routes 2= Secondary Walking Routes	Full Detailed Visual Inspection (DVI) is a walked survey, a Nationally approved survey, carried out by accredited surveyors using accredited data collection techniques. Records Major and Minor defects; data and results processed via the United Kingdom Pavement Management System (UKPMS)	11.0%	9.0%
<b>Category 3 &amp; 4 footways</b> NB. Accounts for 90% of the overall footway length.	3= Link Footways 4= Local Access Footways	Bespoke 'cut down' Visual Inspection, based on Full Detailed Visual Inspection (DVI) but only records major defects. Data processed via the United Kingdom Pavement Management System (UKPMS)	16.0%	18.0%

The above outturns cannot be referenced as an understanding of the current condition of our footway network, due to the date of the results. Highway Inspectors have been tasked with carrying out a survey of the whole network. It is anticipated that this will be completed mid 2014/15, and it is this data which will be analysed to provide an indication of the current condition. This will establish a baseline only, with no alternative comparators. However, due to the under investment in footway maintenance in recent years, and taking into account engineers' local knowledge, it is reasonable to assume that footways are in a trend of decline.

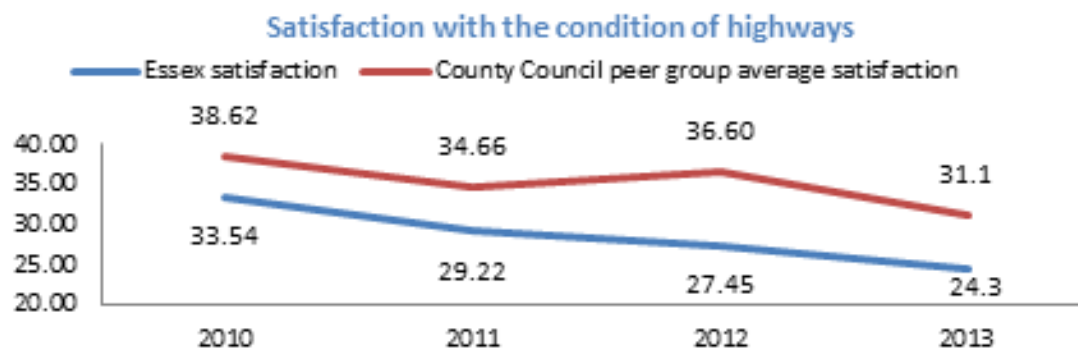
## Conditions of Roads and Footways - Strategic analysis and insight – the story behind baseline position(5)

For the past four years ECC has participated in a resident satisfaction postal survey conducted by Ipsos Mori on behalf of the National Highways and Transportation benchmarking network. This provides ECC with invaluable customer insight and increasingly robust trend information.

70 authorities participated in the survey in 2013, which saw 352,000 surveys issued with an average response rate of just over 15%. Essex response rate was just over 16% with 1977 responses received. Over half of the returns included additional comments, with half of those relating to the condition of roads. 21 County Councils and four unitary authorities are included in the County Council Comparator Group, thus any ranking comparisons here are out of 25 authorities.

The headline messages are presented below:

- Levels of satisfaction with Highway Condition continue a downward trend both locally and nationally despite being identified as the area of greatest importance to the public. In Essex satisfaction has decreased by 28% from a score of 33.5 in 2010 down to 24.3 in 2013.
- Essex satisfaction scores for the Quality of Repair to damaged roads & pavements (26.4); Condition of road surfaces (22.8); and speed of repair to damaged roads and pavement (16.6) have all shown a year-on-year decline over the same four-year period, ranking Essex 17<sup>th</sup>, 21<sup>st</sup> and 23<sup>rd</sup> respectively. However, this trend of decline is also representative of the national picture.



- Levels of satisfaction with the condition and cleanliness of pavements is also low. Essex satisfaction scores for the condition of pavements (46.5) and the cleanliness of pavements (52.6) place ECC 24<sup>th</sup> and 19<sup>th</sup> respectively in the rankings when compared to others in the County Council comparator group.

## The curve we need to turn – Condition of Roads - OPTIONS

Modelling is underway to develop a set of cost / condition options.

Early indications are that to maintain the 'steady state' i.e. the current performance condition of our road network is maintained, an additional £17m year-on-year capital investment against 2013/14 levels would be required, as shown in the table below:

Roads	Estimated Investment Levels 13/14	Estimated Investment Levels 14/15	Estimated Investment Levels 15/16	Estimated Investment Levels 16/17	Estimated Investment Levels 17/18	Estimated Investment Levels 18/19	Estimated Investment Levels 19/20
PR1	3,000	5,711	3,547	3,547	3,547	3,547	3,547
PR2	5,500	13,201	8,984	8,984	8,984	8,984	8,984
Local Roads	16,500	19,088	29,470	29,470	29,470	29,470	29,470
Total	25,000	38,000	42,000	42,000	42,000	42,000	42,000

Roads	Estimated Outturn 13/14	Estimated Outturn 14/15	Estimated Outturn 15/16	Estimated Outturn 16/17	Estimated Outturn 17/18	Estimated Outturn 18/19	Estimated Outturn 19/20
PR1	4%	4%	4%	4%	4%	4%	4%
PR2	9%	10%	10%	10%	10%	10%	10%
Local Roads	23%	25%	25%	25%	25%	25%	25%

NB.

Note that the figures for roads have been produced using an internal modelling process which has been employed for purpose of informing budget setting for many years. The treatment costs have been estimated through a zero-based budgeting exercise with senior capital maintenance engineers, and makes an allowance for annual network deterioration and for treatment cost inflation. The asset management team is committed to driving down treatment costs through exploring lower cost alternatives and by determining and implementing cost-effective treatment strategies. However, the network is ageing, and as it declines there will be a greater requirement for higher-cost, strengthening treatments. For example, the current treatment for footways is predominantly higher-cost reconstruction works.

If the ambition was to substantially reduce the percentage of local roads where structural maintenance should be considered to 10% (as compared to above example which shows a 25% ambition) it is estimated that year-on-year capital investment into the condition of roads would need to be in excess of £77m, illustrating the scale of the challenge faced.

## The curve we need to turn – Condition of Footways (1) OPTIONS

Although the formal footway condition data is historic and no longer represents an accurate reflection of current footway condition, it is used here in the absence of other data, merely to indicate the direction of condition based on investment scenarios.

Highway Inspectors have been tasked with carrying out a survey of the whole network. It is anticipated that this will be completed mid 2014/15, and it is this data which will be analysed to provide an indication of the current condition. This will establish a baseline only, with no alternative comparators. However, due to the under-investment in footway maintenance in recent years, and taking into account engineers' local knowledge, it is reasonable to assume that footways are in a trend of decline.

### Option 1 – Indicative Capital Maintenance Funding (000's)

Footways	Estimated Investment Levels 13/14	Estimated Investment Levels 14/15	Estimated Investment Levels 15/16	Estimated Investment Levels 16/17	Estimated Investment Levels 17/18	Estimated Investment Levels 18/19	Estimated Investment Levels 19/20
Category 1 & 2 Footways	1,250	966	376	376	376	376	376
Category 3 & 4 Footways	4,000	5,534	1,624	1,624	1,624	1,624	1,624
Total	5,250	6,500	2,000	2,000	2,000	2,000	2,000

Footways	Estimated Outturn 13/14	Estimated Outturn 14/15	Estimated Outturn 15/16	Estimated Outturn 16/17	Estimated Outturn 17/18	Estimated Outturn 18/19	Estimated Outturn 19/20
Category 1 & 2 Footways	11%	13%	14%	17%	19%	22%	25%
Category 3 & 4 Footways	20%	20%	20%	21%	22%	23%	24%

- Please note that estimated outturns used in the tables above are based on previous survey methodology and results. These are used in the absence of other information and are for illustrative purposes only to indicate the direction of travel and are not to be considered as targets.

### Option 2 – Maintaining Steady State (£000's)

Footways	Estimated Investment Levels 13/14	Estimated Investment Levels 14/15	Estimated Investment Levels 15/16	Estimated Investment Levels 16/17	Estimated Investment Levels 17/18	Estimated Investment Levels 18/19	Estimated Investment Levels 19/20
Category 1 & 2 Footways	1,250	966	3,000	3,000	3,000	3,000	3,000
Category 3 & 4 Footways	4,000	5,534	11,500	11,500	11,500	11,500	11,500
Total	5,250	6,500	14,500	14,500	14,500	14,500	14,500

Footways	Estimated Outturn 13/14	Estimated Outturn 14/15	Estimated Outturn 15/16	Estimated Outturn 16/17	Estimated Outturn 17/18	Estimated Outturn 18/19	Estimated Outturn 19/20
Category 1 & 2 Footways	11%	13%	13%	13%	13%	13%	13%
Category 3 & 4 Footways	20%	20%	20%	20%	20%	20%	20%

- Please note that estimated outturns used in the tables above are based on previous survey methodology and results. These are used in the absence of other information and are for illustrative purposes only to indicate the direction of travel and are not to be considered as targets.

## Issues to address in order to turn the curve - Condition of Roads and Footways (1)

### Pressures on Roads and Footways

A number of issues exert pressures which impact upon the ability to turn this curve:

- **Environmental Impact** - Damage from severe weather (cold, hot, wet/flood, wind) and the cost of reactive and programmed repairs. Recent weather trends suggest that the deterioration of roads and footways will continue, so there is a need to implement treatment strategies which mitigate these effects; for example the capital drainage budget has been increased from approximately £0.5m to £2m in 2014/15
- **Inflation** - Increasing material and energy costs, especially as many treatment costs are linked to the price of oil
- **Road and footway excavations by third parties** eg. utility companies - openings weaken the structure, especially when reinstatements are not made to a high standard. Need to ensure that we continue to work closely with utility companies to improve those with a poor performance record
- **Demographic and economic growth** (Roads) - Population growth is increasing traffic volumes, and increasing HGVs which have significant negative impact on road condition. Analysis from the Transport Research Laboratory indicates that the effect on road condition of one HGV is the equivalent to 10,000 cars travelling on our roads.

The Highways Act recognises that defects will arise on roads and footways (this is also recognised by the Highways Maintenance Efficiency Programme), and their appearance does not necessarily mean that Essex County Council has breached its statutory duty. However, if a defect has caused injury to an individual or damage to property individuals are entitled to make a claim for compensation. ECC has the statutory right to defend and repudiate claims under the Highways Act but between 2008/09 and August 2013 insurance claim payments totalling £3.85m were made by ECC (£3.1m for Footways and £750k for potholes) .

### Whole-life Maintenance

The Essex Highways maintenance strategy strives to minimise whole-life maintenance costs through arresting deterioration annually through low cost, value for money treatments, rather than using a 'worst first' approach. The latter has been proven to be less effective, as funding is targeted at higher-cost, strengthening works resulting in too little funding to arrest annual deterioration. For example, with reference to the draft capital maintenance programme for roads for 2014/15, low cost, value for money surfacing treatments account for approximately 37% of the total lengths of planned works, compared to 8% higher-cost, strengthening treatments. Surface Dressing Pre-Patching (preparations for surface dressing in future years) accounts for 52% of the total length of planned works.

### Innovation

Through the contract, we are using Ringway Jacobs to bring innovation into how we do the work and the materials we use. Ringway Jacobs have brought in new innovations including jet patching and infra-red heat treatment of the road surface. Plus alongside the asset management team we have set up a materials working group to ensure the latest developments are considered and used where appropriate. This links in with a laboratory in Bordeaux that Ringway Jacobs have access to.

## Issues to address in order to turn the curve - Condition of Roads and Footways (2)

- Roads and footways combined account for 87% of the total GRC of all highways and transportation assets. However, accessibility to the user relies upon effective asset management of all assets which includes setting appropriate capital investment levels – refer to the table below. In addition, there are revenue funded activities, such as environmental maintenance, which contribute to the sustainability, accessibility and safety of the network.
- National Highways & Transport Network (NHT) public satisfaction surveys provide invaluable feedback on highway activities. This can be influenced by the way in which we manage public expectations, and we have plans to address this matter through developing our customer communications through the ECC website and media campaigns.
- It is widely acknowledged within the industry that ‘surface dressing’ is one of the best low cost treatments which can be applied, and Essex Highways monitors its use of low cost treatments through a performance measure where the methodology is aligned to a year-on-year increase. The use of other low-cost proprietary treatments for roads and footways will be explored under the Essex Highways Partnership. These matters are being addressed in 2014/15 through the rehabilitation of a ‘Materials Work Group’ to investigate adding treatment types to the current ‘palette’ of treatments, to exploit existing as well as new and innovative materials. Care will need to be taken, however, to investigate new materials and application techniques thoroughly before introduction, in order to avoid unforeseen early life failures that could result in a future maintenance liability for the authority.

Appropriate Capital Maintenance Investment levels are needed for all highways and transportation infrastructure - the following table indicates the levels of funding needed over each of the next five years to maintain the current condition for individual asset groups.

Asset Group	2014/15 Capital Funding £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's
Bridges	2,500	5,000	5,000	8,000	8,000	8,000
Carriageways	38,000	42,000	42,000	42,000	42,000	42,000
Drainage	2,000	500	500	500	500	500
Footway and Cycle tracks	6,500	14,600	14,600	14,600	14,600	14,600
Highway Lighting	2,000	1,650	1,650	1,650	1,650	1,650
Public Rights of Way	0	100	100	100	100	100
Street Furniture	2,000	2,700	1,895	1,899	1,899	1,899
Traffic Management	1,000	605	495	1,486	1,416	1,416
Total	54,000	67,155	66,200	70,235	70,165	70,165

## 6. Access to Valuable Open Spaces

## Access to valuable open spaces - Strategic analysis and insight – the story behind baseline position

Essex is a county of immense contrasts. It has a population of 1.6million and a series of large urban settlements, but with 72% of its land areas devoted to agriculture the county is still significantly rural in character. Essex has one of the longest coastlines at 350 miles and the Essex Way, our premier 81-mile long distance footpath. In addition the county is home to 81 Sites of Special Scientific Interest, 10 Special Areas for Conservation, 7 National Nature Reserves and 1440 Local Wildlife Sites.

It is in our open spaces that we find recreation, health and solace, and in which our culture finds its roots and sense of place. Open spaces can add 'value' in a number of ways as shown in the curve we may choose to turn. If parks and green spaces are well managed, research has shown that communities use their local spaces more, have better relationships with the local communities and take some pride in the area where they live. They provide communities with a sense of place and belonging, opportunities for recreation, health and fitness, events that reinforce social cohesion and inclusive society and offer an escape from the stresses and strains of modern urban living which can feel compounded by the built environment. So this is a real opportunity for preventative action. There is a link to the People indicator on healthy activity.

National data shows us that 83% of UK households with children aged five and under visit their local park at least once a month and also that 70% of park managers have recorded increased visitor numbers to their principal parks over the past 12 months. In terms of the value that these open spaces provide, research carried out by CABI in 2011 nationally, revealed that 85% of people surveyed felt that the quality of public space and the built environment had a direct impact on their lives and on the way they feel. In Essex we know that 75% of respondents to the 2013 residents satisfaction survey (Tracker Survey) were satisfied with parks and open spaces which is a slight increase from 2009/10 levels of 73%. We also know that the vast majority of people that visit our country parks value this experience with consistently high customer satisfaction results (August 2011 – 96% of visitors responded to say they were satisfied with the experience). However, what we don't have currently is a clear understanding of the people that are not using the range of open spaces available to them and the reasons for this.

The Accessible Natural Greenspace Standards (ANGST) as instigated by Natural England shows us that (2008 baseline): 29% of households within Essex have access to a site of at least 2 hectares within 300 metres; 68% of households within Essex have access to a site of at least 20 hectares within 2 kilometres; 19% of households within Essex have access to a site of at least 500 hectares within 10 kilometres; 7% of households within Essex have all of their ANGSt requirements met; and 14% of households within Essex have none of their ANGSt requirements met.

It is important that we remember that only a very small part of open space in Essex is owned by ECC. However this indicator looks to address the value of open space in its widest sense, utilising the leadership and influencing role of ECC to bring maximum benefits across the range of ECC indicators, be that improved health and wellbeing or additional inward investment to the area.

National research shows us that community groups are playing an increasing role in championing and supporting open spaces, particularly local parks. There are an estimated 5000 groups or park user groups across the UK, with each group raising an average £6,900 per year.

The legislative framework for this indicator is complex and fragmented spanning various government departments and European directives. To protect public access, there is comprehensive legislation on public rights of way, open and coastal access and common land and town and village greens:

✓ [Highways Act 1980](#)

✓ [Countryside and Rights of Way Act 2000](#)

✓ [Commons Act 2006](#)

Page 164 of 202 [Countryside Act 1981](#)

✓ [Natural Environment and Rural Communities Act 2006](#)

✓ [Marine and Coastal Access Act 2009](#)

## The curve we need to turn – Access to valuable open spaces

Work is underway to define this curve.

There are a number of ways in which we may define ‘valuable’ which need further exploratory work before baseline data can be gathered and the level of ambition to turn the curve agreed. This definition is the greater value rather than the asset value which is unknown.

Value type	Rationale
Economic value	<ul style="list-style-type: none"> <li>As towns increasingly compete with one another to attract investment, the presence of good parks, squares, gardens and other public spaces becomes a vital business and marketing tool: companies are attracted to locations that offer well-designed, well-managed public places and these in turn attract customers, employees and services.</li> <li>In town centres, a pleasant and well-maintained environment increases the number of people visiting retail areas, otherwise known as ‘footfall’.</li> <li>Agricultural land across Essex provides food and jobs.</li> <li>The Essex coast and villages attract tourists to the county (Essex tourism contributed £3 billion the Essex economy in 2012/13).</li> <li>Direct impact on economic competitiveness (inward investment proximity effects, labour productivity).</li> </ul>
Physical and Mental Health Value	<ul style="list-style-type: none"> <li>Accessible local green space is an important contributor to good health. It not only provides a daily experience of wildlife but contact with nature boosts people’s physical and mental health. Exercise in the outdoors reduces obesity and is shown to reduce heart disease, blood pressure and diabetes – among England’s most common medical problems.</li> <li>(People in Essex enjoy good health and wellbeing) Obesity interventions need to be closely aligned with interventions associated with increasing physical activity and recognise the local variations in obesity levels i.e. obesity levels in Essex range from 62% (Chelmsford) to 73% (Castle Point).</li> <li>(People in Essex enjoy good health and wellbeing) Evidence shows only 37.1% of Essex residents participated in at least 4 sessions of at least moderate intensity activity for 30 minutes in the previous 28 days. Also, 44.7% of residents take part in no sport or active recreation.</li> </ul>
Crime and fear of crime value	<ul style="list-style-type: none"> <li>Crime and anti-social behaviour are fundamentally linked to the quality and condition of open spaces.</li> <li>Fear of crime actively discourages people from visiting and participating in open spaces.</li> </ul>
Societal Value	<ul style="list-style-type: none"> <li>When properly designed and cared for, open spaces bring communities together, provide meeting places and foster social ties of a kind that have been disappearing in many urban areas. These spaces shape the cultural identity of an area, are part of its unique character and provide a sense of place for local communities.</li> </ul>
Value from biodiversity and nature	<ul style="list-style-type: none"> <li>We must take effective action to care for our biodiversity and wildlife, if biodiversity in Essex is to be maintained for future generations and for the sake of our own wellbeing and health. This is best achieved on a landscape scale.</li> <li>Open spaces bring many important environmental benefits to urban areas including the cooling area and the absorption of atmospheric pollutants.</li> </ul>

## Issue to address in order to turn the curve – Access to valuable open spaces

Open spaces in Essex are owned and managed by a wide range of public and charitable bodies as well as private businesses and individuals. Resources are limited and the achievement of excellence is rarely possible without strong partnerships and significant investment. It is important that we look at open spaces in their entirety so we can understand the impact for Essex communities as a whole rather than the impact upon the County Council. As a starting point when considering assets:

- The Essex Public Rights of Way network is the second longest nationally, covering 6,372km, representing significant challenges for its upkeep. 2013/14 saw a deterioration on the percentage of footpaths and rights of way that are easy to use. The first survey of the year in May 2013 produced a score of 55% against a target of 67%.
- The National Cycle Network is a network of cycle routes though the UK with a route passing within one mile of half of the UK population. Essex has extensive coverage with routes 1,11,13,16 and 51 all passing through the county.
- Essex County Council manages eight country parks. The parks are geographically spread across Essex and they provide a range of opportunities for informal recreation attracting over 700,000 visits per year. Each park is very different in terms of its scale, landscape, type of use and ecological value. Additionally, ECC is part of the Lea Valley Regional Park authority and a partner in the Thames Chase Community Forest.
- Essex County Council manages 40 woodlands across Essex providing unsupervised public access.

Regarding data that Essex County Council collects, some baseline information has not been refreshed since 2009. Efficiencies mean that quality indicators, such as the Green Flag Award, are not being updated by Essex County Council (from 2014). However, for this standard we can still look at numbers of awards countywide (around 40). Given year-on-year budget cuts, it is likely that the current trajectory of quality indicators is downwards. This may or may not affect usage and perception of quality. We may need to set a de-minimis level to ensure that we are not causing unnecessary future costs through dis-investment in the green assets.

This indicator is inextricably linked with improved public health. The primary linkage is with the People commissioning indicator 'Percentage of prevalence of healthy lifestyles'. To support achievement of the commissioning outcome on health and wellbeing, we will have to do more to get inactive people into open spaces for moderate activity. This means making places more accessible. As well as making physical access improvements, we will need targeted marketing and promotions. This is essential to achieve highly challenging behaviour change.

A high proportion of the population is 'inactive'. The recent All Party Commission on Physical Activity concluded we have a 'national epidemic'. The cost to the British economy is £20 billion. The top three areas in Essex for low participation are Tendring, Castle Point and Harlow. Keep Britain Tidy's national segmentation of people who use green spaces also identified 'resistors'. These people can see the benefits of using green space. However, they cite fear of crime, litter and the potential for boredom as reasons for not using green spaces in their area. We may join together with public health colleagues to target activity in places, using our coastal paths, country parks, public rights of way and walking and cycling routes as a location for moderate activity.

Given baseline information on accessible natural green space we need to decide if we should address deficits in targeted places. For example, the districts of Tendring, Uttlesford and Braintree had the highest proportions of households without access to natural green space with 59%, 54% and 35% respectively.

Transformational activity is already underway to ensure that our owned green assets are fit for purpose and provide value for money. It is intended that from 2016/17 country parks will become net contributors. This will require an element of invest to save.

## Issues to address in order to turn the curve – Access to valuable open spaces

The Essex Tracker Survey is a key tool in capturing the views of our residents on important issues. From 2014, we have moved to capture information on a quarterly basis and have included some new questions which will capture information against our key outcomes. For some of these we will have no baseline information against which to compare, but we will monitor this information regularly and use it to inform our activity.

The questions relating to this outcome are:

From your home, how easy or difficult is it for you to get to open spaces in Essex using your usual form of transport? **Please put a cross (x) in one box only**

Very easy	Fairly easy	Neither	Fairly difficult	Very difficult	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How accessible are open spaces in Essex to you? **Please put a cross (x) in one box only**

Easily accessible	Accessible	Moderately inaccessible	Cannot access open spaces	Don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What improvements do you feel are needed to make open spaces in Essex more accessible? **Please put a cross (x) in all boxes that apply**

Promote them better	Make easier to walk to	Make easier to access with public transport	Improve their facilities	Make them safer	Other (Please give details)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# **7. Perception of the quality of the environment in Essex's cities, towns and villages**

## Perception of the quality of the environment in Essex's cities, towns and villages - Strategic analysis and insight – the story behind baseline position

As has already been mentioned the quality of the environment – be that the built, natural or historical – is an important determinant on peoples wellbeing and a contributor to the success of many of ECCs other outcomes. It is important that we understand peoples perceptions of the Essex environment, be they Essex residents and businesses or people who may wish to visit or invest in the Essex economy.

We have a good baseline on perception of quality by our residents. The Essex Tracker Survey published in May 2013 has seen some gains compared with 2011/12 such as in people's overall sense of belonging (69% compared with 64%). Other levels are static, such as satisfaction with the local area (81% compared with 82%). Resident satisfaction in some areas is low, such as Castle Point, Basildon and Harlow. The overall satisfaction in being able to influence decisions in the local area (27%) and levels of civic involvement (21%) are relatively low. New this year is the measurement of satisfaction with aspects of the main town centre that you visit.

A good quality built, natural and historic environment provides the setting for growth. As the South East Local Economic Partnership states in its strategic economic plan: "Today our market towns, small cities, coastal communities and villages offer an exceptionally diverse choice of places to live and work". To improve perception of the quality of our built environment, we will need to attract the development of showcase buildings and high quality housing developments. The quality of the environment 'between the buildings' will need to be good enough to attract people and support their needs for healthy activity.

The built, natural and historic features in our landscape are part of Essex's cultural and tourism offer. The Essex visitor economy was worth around £3 billion in 2012/13 and is growing. Essex is a wealthy county and depends on protecting its cultural and historic assets whilst allowing for change and economic development. The planning process is used to deliver change and protect Essex's key assets. This indicator has synergies with the Place commissioning indicator on housing growth and People commissioning indicators on life satisfaction and healthy activity.

Limited resources mean we cannot always achieve excellence. Our priority is to minimise legal and financial risk to the County Council through meeting expectations of legislation. However, the indicator is by no means reliant on public sector inputs alone. Essex has a rich tradition of the private and community and voluntary sectors improving the quality of its places.

### [Case Study - Uttlesford second best place to live in UK](#)

### [Case Study - Essex is 'crap' and Hertfordshire is 'posh', according to Google](#)



Google



Uttlesford

Uttlesford may be the second best place to live in the UK. However, the district council recognises it is an expensive place to live. Essex was deemed 'crap' through a survey using Google autocomplete and promoted through social media. Other forums may promote the county in a more positive light. We will need to listen to the 'chatter' about Essex as a place to live and sometimes to react to this.

## The curve we need to turn – Perception of the quality of the environment in Essex's cities, towns and villages

We do not have a proxy indicator. We will put together a 'basket' of measures to identify the curve we need to turn. This is likely to include:

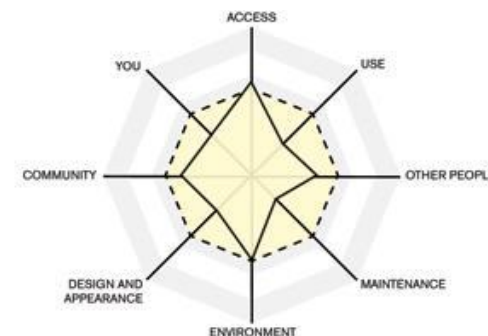
- I. What people like about living in their local areas.
- II. Quality indicators based upon the natural, built and historic environment.

I. As previously stated in 'customer views', local polling conducted in 2002 asked people to identify what they most liked most about living in their local areas and of the 60% that identified environmental factors, the breakdown was as follows (table 1). All residents were then asked "What would improve your quality of life in this area?". The percentage of residents identifying environmental concerns is outlined below (see table 2). Further polling, focusing on the human impact on the environment was conducted in 2003 and 2004. This suggested that 85% of residents are concerned about the impact their household has on the environment. Within this group, 35% consider themselves to be very concerned; Younger residents (aged 18-24) are less likely to say they feel concerned than other residents (57% vs. 85% overall); 45% feel that they are already doing as much as they can to help the environment. However, lack of knowledge may be an issue - over a quarter (27%) say they don't know what more they could be doing. A further 26% say that they do not have enough spare time to act on their environmental concerns.

The results of the 2013 Essex Tracker Survey (published May 2013) contain some useful insight into this indicator that could be used:

- The sense of belonging to the local area has increased significantly since the last survey (69% compared with 64% in 2011/12),
- Overall satisfaction with the local area has also remained steady since the last survey (81% now vs. 82% in 2011/12), although this remains below the high point of mid 2010 when it was 85%. Attitudes to the local area vary widely across the county. Residents are most satisfied if they live in Maldon (91%), Uttlesford (88%), Chelmsford (88%) and Rochford (86%). Satisfaction is below this level in Castle Point (76%), Basildon (74%), and especially in Harlow (69%),
- One in four Essex residents (27%) agree they can influence decisions which affect their local area, compared with three in four (73%) who actively disagree. This finding has remained fairly static since 2009.
- Levels of civic involvement have declined slightly from those in previous surveys. Residents in 2013 are less likely to have participated in regular voluntary work for a group or other organisation (21%) than in 2011/12 (27%).

II. A number of site-based quality tools are available. For example, Spaceshaper (spider diagram pictured), which is a practical toolkit to measure the quality of a public space before investing time and money in improving it. Further quality tools include architectural awards like Civic Trust Awards, which is the longest standing built environment awards scheme in Europe. Also the Design Quality Indicator (DQI) for buildings. Instigated by the Construction Industry Council, it looks at three qualities: functionality, build quality and impact. Where these three qualities are considered equally there is an opportunity for excellence.



## Issues to address in order to turn the curve – Perception of the quality of the environment in Essex's cities, towns and villages

The County Council has very limited resources to dedicate to this area of commissioning. Once we know more about the curve we want to turn we will be able to target County Council resources better. The focus will be on our partnerships and in influencing others to improve the quality – and perception of Essex's cities, towns and villages.

Tracking perception in itself is interesting. However, it may depend on people's life experience. As well as overall perceptions, we should take account of professional judgements of quality of our built, natural and historic places. Part of the reason for this is that we need to protect ourselves from legal and financial risk, should our places fall short of required standards imposed by legislation.

The East of England supports a diverse range of habitats, from agricultural landscapes, wetlands and ancient woodland to heathland, rivers and a long low-lying coast that supports a wide range of freshwater, brackish and saline habitats, all interspersed with rapidly growing urban populations. Among these habitats are more than 40 sites that are designated as being of international importance. This variety was captured in a green infrastructure position statement in 2009. Essex is a varied county with many designations for both nature conservation and heritage. The coast is of international importance for overwintering birds, and the county contains 213 conservation areas and 14,200 listed buildings and 296 scheduled ancient monuments which help protect a large number of historic towns and villages. English Heritage annually publishes a list of those sites most at risk of being lost through neglect, decay, or inappropriate development.

We should encourage and enable activity by companies, individuals, community groups, parish and town councils, social landlords, grant-making trusts, education and learning providers and others. The following is a snapshot of this activity:


- RHS Britain in Bloom winners in 2013 included a Gold award for Halstead, which was also the overall winner of Anglia in Bloom. A Silver Gilt award was made to Colchester.
- Writtle College provides skills for our future horticulturists and landscape designers. Its postgraduate students contribute to community gardening projects.
- Graduates of the Writtle School of Design organise public art projects and exhibitions in collaborative, productive and creative interdisciplinary ways.
- Iconic new visual arts centre [firstsite](#), in Colchester, recorded a massive 10,354 visitors in its first week of opening.

To change perceptions of quality, as well as improving the physical fabric of our places, we will need to market ourselves better. This means using communications and marketing tools to put Essex in a positive light.



## Our partners and our relationship with them

Working alone the impact of Essex County Council to substantially improve the quality of the environment across Essex's residents is limited. The following slide summarises the key partners and partnerships with whom we will need to work to affect change. Further detail can be found in this document.

	Residual Waste Volumes	Cost of Energy to households	Flood Risk Management	Roads & Footways	Levels of Pollution	Perception of the quality of the Environment	Valuable Open Spaces
Partnerships	<ul style="list-style-type: none"> <li>Essex Waste Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Essex Energy Partnership</li> <li>Essex Energy Switch</li> </ul>	<ul style="list-style-type: none"> <li>Regional Flood and Coastal Committees</li> <li>Kent and Essex Inshore Fisheries Conservation Authority (K&amp;EIFCA)</li> <li>Essex Coastal Forum</li> <li>Essex Partnership for Flood Management</li> <li>Essex Resilience Forum</li> <li>Local community resilience groups</li> </ul>	<ul style="list-style-type: none"> <li>Local Highways Panels</li> </ul>	<ul style="list-style-type: none"> <li>SELEP</li> <li>Essex Air Quality Consortium (air quality)</li> <li>Essex Energy Partnership</li> <li>Carbon reduction in Essex (CORE )</li> </ul>	<ul style="list-style-type: none"> <li>Essex Local Access Forum</li> <li>Essex Rural Community Council</li> </ul>  <p><b>Environment_Part ners&amp;Partnerships</b></p>	
Partners	<ul style="list-style-type: none"> <li>Defra</li> <li>Urbaser Balfour Beatty</li> <li>Biowaste treatment supplier (once contract let)</li> <li>Veolia – Integrated waste handling</li> </ul>	<ul style="list-style-type: none"> <li>DECC</li> <li>Energy Companies</li> <li>Essex Energy Partnership</li> <li>Energy Consultants</li> </ul>	<ul style="list-style-type: none"> <li>Defra</li> <li>District, borough and city councils</li> <li>Parish and town councils</li> <li>Thames and Anglian Water (sewerage)</li> <li>Environment Agency</li> <li>Essex Fire and Rescue</li> <li>Essex Highways</li> <li>Highways Agency</li> <li>Network Rail</li> <li>NFU/CLA</li> <li>Large landowners</li> <li>Internal Drainage Boards</li> </ul>	<ul style="list-style-type: none"> <li>DfT (funding)</li> <li>Ringway Jacobs (Delivery Partner)</li> <li>Highways Agency</li> </ul>	<ul style="list-style-type: none"> <li>Defra</li> <li>Essex Highways</li> <li>Sustainable Business Travel Team</li> <li>Essex Environmental Health Officers</li> <li>Essex Property &amp; Facilities/ MITIE</li> <li>Industry</li> <li>Water companies</li> <li>Environment Agency</li> </ul>	<ul style="list-style-type: none"> <li>DCLG</li> <li>District, borough and city councils</li> <li>Natural England</li> <li>Environment Agency</li> <li>Gateway ports and airports</li> <li>Civic trusts</li> <li>Active Essex</li> <li>Essex Wildlife Trust</li> <li>RSPB</li> <li>Visit Essex</li> <li>Essex Access Forum</li> <li>Parish and town councils</li> <li>Visit Essex</li> <li>Essex Cares</li> <li>Writtle College</li> <li>RHS Hyde Hall</li> <li>National Trust and other large landowners</li> <li>Sustrans</li> <li>Groundwork Essex, Suffolk and Norfolk</li> </ul>	

## Strategic Actions 1: Cross Cutting (indicator-specific actions will flow from these)

Ref	Strategic Actions	Impact	Resources	Time-scales
1a.	<b>Develop links across outcomes</b> on a sustainable environment, economy and health & wellbeing. Develop our collaborations. Deliver pilot interventions, which may be countywide or in certain locations. Review impacts and revise approaches.	Communities benefit from interventions	Internal staff, grant funding as appropriate	2014/17
1b.	<b>Develop a fundraising strategy with innovative funding solutions.</b> Early wins include a countywide programme of flood alleviation schemes and identify alternative funding sources for roads and footways. Explore options to maximise the value of ECC owned open spaces and associated assets including mills, woodland and country parks. Develop projects suitable for grant funding 2015-20 e.g. in the European Structural and Investment Fund and other EU programmes and Local Sustainable Transport Fund; engage with businesses around corporate social responsibility opportunities and sponsorship.	Services become more self-sustaining; Essex receives its fair share of funding	Internal staff, partner resources as appropriate	2014/15 and implement thereafter
1c.	<b>Market ourselves better</b> by identifying audiences where multiple outcomes may be achieved. Then target our messages to reflect each community's specific needs and wants. Work with the broad education sector to review approaches being taken to sustainable environment messages. Target 'inactive' and 'resistant' audiences.	People in Essex will benefit from healthy activity	Internal staff, external resources subject to need and availability	2015/16 and implement thereafter
1d.	<b>Re-baseline certain information</b> Needs may include the definitive map and statement and highway record of roads; 2009 Essex Design Guide; 2009 Analysis of Accessible Natural Greenspace Provision; 2009 Essex Rights of Way Improvement Plan. Assets will be explored in their broadest sense to include the knowledge and experience of local Further and Higher education establishments and businesses.	Mapping assets, opportunities, links & blockages enables us to refine the curve	As above	2015/16
1e.	Commission a review of how we can <b>use 'nudge' strategies to bring about cultural and behavioural shifts</b> in Essex residents to support the outcome.	Residents feel part of the solution	As above	2016/18
1f.	<b>Develop an appropriate enforcement approach across environment and highways</b> to achieve the best operational model (e.g. matrix working with central protocols). Build on existing practice in Trading Standards.	Increasingly enforcement isn't needed	As above	2014/15
1g.	Seek to establish a series of <b>mutually beneficial relationships with private, public, voluntary and community sector partners.</b>	We harness private sector innovation in achieving the outcome(s).	As above	2015/18

## Strategic Actions 2: Indicator-specific

Ref	Strategic Actions	Impact	Resources	Time-scales
<b>2</b>	<b>Waste Management:</b> Implement the Joint Municipal Waste Management Strategy for Essex including:	Desired impact on issues	As identified in the JMWMS	To 2032
2a.	• Operation of the MBT plant for the treatment of residual waste (including short term arrangements for the off-take of the Refuse Derived Fuel (RDF), and a long-term strategy for managing the Solid Recovered Fuel (SRF) produced by the facility;			
2b.	• The letting of a long-term contract for the provision of in-County biowaste treatment infrastructure;			
2c.	• The development of a network of Transfer Stations;			
2d.	• Review and rationalisation of the RCHW estate;			
2e.	• Review of IAA Partnership Arrangements;			
<b>3</b>	<b>Waste Minimisation:</b> Increase the profile and opportunities to link with the Defra waste prevention programme	We turn the curve on waste reduction	To be identified.	-
3a.	Develop a much more coordinated approach with partners to waste minimisation focusing on education and behavioural change.			
3b.				
<b>4</b>	<b>Energy Generation:</b> Development and agreement of Energy Commissioning plan :	Essex County Council maximises its assets	Internal staff; £100,000 for feasibility study	2014 and beyond
4a.	• Development of detailed strategy, plan, and if appropriate business case for the long term use of the SRF produced by the residual waste MBT plant;			
4b.	• Investigation of the feasibility of extending landfill gas extraction to other County Council closed landfill sites and if viable the construction of a business case to support the investment in the necessary infrastructure and operation;			
4c.	• Investigation of the feasibility of siting solar farms at the County Council closed landfill sites and if viable the construction of a business case to support the investment in the necessary infrastructure and operation;			
4d.	• Establishing a framework arrangement for the installation of solar photovoltaics on schools (and other public buildings);			
4e.	• Investigate the viability (both technically and commercially) of extending the Essex gas grid to rural communities (financed through consumer savings on fuel oil costs);	Households benefit from reduced energy prices		

### Strategic Actions 3: Indicator-specific

Ref	Strategic Actions	Impact	Resources	Time-scales
4f.	<ul style="list-style-type: none"><li>Determine what interventions, if any, the County Council should take in relation to Bio Energy (beyond the existing commitments on municipal biowaste);</li><li>Determine what interventions, if any, the County Council should take in relation to solar (beyond the schools and landfill initiatives identified above;)</li><li>Determine what interventions, if any, the County Council should take in relation to Heat (beyond the SRF processing arrangements identified above) including, but not limited to, the viability of district heating schemes;</li></ul> <p>This will be underpinned by:</p> <ul style="list-style-type: none"><li>Secure budget to move programme into initiation</li><li>Formation of Energy Commissioning Outcome Group.</li></ul>	We have an integrated approach to energy commissioning	Internal staff time; partner resources; consultancy services where we do not have technical skills and capacity	2015/16
4g.				2015/16
4h.				2015/16
4i.				2015/16
4j.				2015/16
5	<b>Energy Buy Better:</b> <ul style="list-style-type: none"><li>Coordinate further Energy Switching Schemes for Essex households;</li><li>Build on outcomes of initial Community Energy Seminar, to help communities identify energy generation opportunities that are most appropriate and cost effective, and start an Essex network of community groups involved in energy projects and promote knowledge sharing and collaboration.</li></ul>	Essex households and communities area aware of the opportunities to ‘buy better’ and ‘generate’ and the financial and environmental benefits this brings		2015/16
5a.				2015/16
5b.				
6	<b>Levels of Pollution</b> <ul style="list-style-type: none"><li>Establish an accurate picture of key pollution levels in Essex. Analyse data with our partners and identify appropriate priorities for action either thematic or place-based.</li><li>Decide what action Essex County Council needs to take as a local authority and significant employer.</li><li>Deliver Trading Standards programmes e.g. to ensure 100% of petroleum and explosives is stored properly in Essex.</li><li>Collect and analyse data on air quality monitoring areas that have not been declared but are over the healthy levels of pollution. Produce map of declared and undeclared areas and an integrated transport intervention approach and plan for catering for areas of high pollution from traffic emissions.</li><li>Produce noise contour maps as per EU directive.</li></ul>	We collaborate with others in preventing pollution. If sustained, this will have a positive effect on people’s quality of life, health impacts and life expectancy	Internal staff time; partner resources; consultancy services where we do not have technical skills and capacity	2014/15 and action thereafter to 2020 dependent on funding
6a.				
6b.				
6c.				
6d.				
6e.				

## Strategic Actions 4: Indicator-specific

Ref	Strategic Actions	Impacts	Resources	Timescales
7. 7a. 7b. 7c. 7d. 7e. 7f. 7g.	<b>Condition of Roads and Footways</b> <ul style="list-style-type: none"> <li>Lobby Central Government to raise awareness of pressures on local government road maintenance budgets, highlighting linkages with road safety and economic growth agendas.</li> <li>Explore alternative funding sources.</li> <li>In recognition of number of resident complaints and compensation claims for this area develop a communications plans which clearly articulates the rationale for prioritisation and streamlines the customer service element.</li> <li>Routine Safety inspections undertaken monthly on the PR1 network, every four months on the PR2 network, and every twelve months on 'Local Roads'.</li> <li>SCANNER surveys will be undertaken 100% in both directions on the PR1 and PR2 network ('County Route' network).</li> <li>Through the Materials Working Group, monitor and explore the pallette of treatments used to exploit existing as well as new and innovative materials.</li> <li>Explore the drivers behind public perception of road condition, using and building on National Highways and Transport Network (NHT) data.</li> </ul>	Essex receives its fair share of funding; we are able to prioritise investment in the highway asset; residents understand our investment decisions	Internal staff; partner resources	2015/18  As per 1: fundraising strategy and better marketing
8. 8a. 8b. 8c. 8d. 8e. 8f. 8g. 8h.	<b>Preventable Flooding incidents:</b> <ul style="list-style-type: none"> <li>Deliver Lead Local Authority role.</li> <li>Plan for operation of the Sustainable Drainage Approving Body (SAB).</li> <li>Develop an integrated partnership approach to flood risk management to maximise opportunities for data sharing, pooled funding and fundraising, enforcement, shared public messages and collaborative delivery models.</li> <li>Develop collaboration with parish councils and community groups to increase resilience.</li> <li>Refresh the 2012 Essex Local Flood Risk Management Strategy.</li> <li>Maximise opportunities presented by an additional £500,000 capital/revenue investment. To include Essex Flood Hub as potential precursor to a single communications interface.</li> <li>Apply the new framework developed by Defra and Frontier Economics to assess the impacts on the Essex economy of flood and coastal risk management.</li> <li>Work towards the transfer of resources, skills and strategies between ECC 'flood management' services being more flexible and to enable improved delivery and multiple benefits where possible.</li> </ul>	We coordinate our services so that flood risk is reduced and the aftermath of flood incidents is minimised; Essex receives its fair share of funding	Internal staff; partner resources  (d. Potential iESE pilot e. Potential Defra pilot)	(a&b – tbc) 2014/15 2015/16 2015/16 2015/16 and beyond 2015/16 2014/15 and thereafter

## Strategic Actions 5: Indicator-specific

Ref	Strategic Actions	Impacts	Resources	Timescales
9.	<b>Access to Valuable Open Spaces</b>			
9a.	<ul style="list-style-type: none"> <li>Deliver the ambition for ECC country parks to be a small net income generator by 2017.</li> <li>Explore options to maximise the value of ECC owned open spaces and associated assets including mills, woodland and country parks. Review progress and refine approach according to commissioning strategy where needed.</li> </ul>	We are utilising our assets in the best way we can	As per transition plan; internal staff; partner resources	2014/17
9b.	<ul style="list-style-type: none"> <li>Plan the next wave of change once data is updated; strategies refreshed; and a fundraising and marketing strategy is prepared (as per cross cutting strategic actions).</li> </ul>			2017/20

## Delivering change within our financial envelope (1/3)

This commissioning strategy has been developed at a time of significant changes in demand (as a result of the economic climate and demographic growth), legislative, technological and financial changes, and rising customer expectations. These drivers have changed the way that public services are funded, commissioned and delivered. Whilst supporting the delivery of the Council's corporate outcomes framework, the strategy will complement and support the delivery of the Medium Term Resource Plan (MTRP) 2015 – 2018.

### Current Financial Position

#### ➤ Capital

The Medium Term Resource Plans (MTRP) contains capital funding equating to £147.0million for the period 2014/17, 80% of this is attributed to maintaining the condition of roads & footways, 13% Waste Infrastructure (e.g. Transfer Stations, Courtauld Road) and 7% other (primarily Hadleigh Farm Olympic legacy). The agreed list of capital schemes carried forward, capital innovation proposals and correlating schemes resulting from the economic growth pipeline will be added into this strategy once they have been finalised circa. July 2014; increasing significantly the scale of capital commissioning .

The indicative additional capital investment required to deliver this strategy total £73.9m; this takes account of the annual variations when compared to the 2014/15 Programme. If the cost is fully funded by borrowing, this will ramp up to a further £5.9m of revenue financing cost per annum by 2019/20, which is not currently incorporated within the MTRP.

#### ➤ Revenue

Resources totaling £128.3million is available in 2014/15, this incorporates one-off funding of £12.8million allocated for additional highways maintenance, drainage and gully cleansing. c.£68.4million (53%) of the overall budget is aligned to long term / major contracts and £25.8million (20%) is attributed to waste disposal (landfill) taxation.

Further to the above ECC Energy cost of c.£7.8million (excluding Schools £6.0 million) are budgeted and embedded within figures across all outcomes and Carbon Reduction Commitment allowance of £900,000 is anticipated in –year.

#### ➤ External Funding

External funding opportunities are being explored (e.g. Heritage Lottery Funding ) which in many cases will assist ECC in its role of enabling innovation and partnership working. £6.8million is currently in the pipeline and based on the historic success factor of 50%, could present further opportunities of £3.4million.

In addition to grant funding, Section 38, 278 & 106 agreements totalling £36.73 million is available as at March 2014. Whilst these agreements / schemes are subject to third party influences; this position reflects cash held by ECC which subject to conditions being met could be utilised to progress projects / schemes during this commissioning period.

Capital Budget	2014/15 Budget (£m)	2015/16 Budget (£m)	2016/17 Budget (£m)	Total (£m)
Total	87.7	30.9	28.4	147.0

Revenue Budget area	2014/15 Budget (£m)
Residual Waste Volumes	66.2
Cost of Energy to Households	0.0
Preventable Flooding Incidents	1.3
Level of Pollution	0.0
Condition of Roads and Footways	58.3
Access to Valuable Open Spaces	1.8
Perception of the Quality of the Environment	0.8
<b>Total</b>	<b>128.3</b>

External Funding	Pipeline Bids (£m)	Success Factor (£m)
Current Bid Pipeline Activity	6.8	3.4
Developer Contributions e.g. Section 106	36.7	36.7

## Delivering change within our financial envelope (2/3)

How we continually improve health and wellbeing and deliver a high quality sustainable environment within financial, social and environmental constraints is a key challenge. The need to respond to an outcome framework and permanent budget reduction has created the opportunity to do things differently to improve what we do from the customer perspective, deliver value for money outcomes within the resources available, whilst still meeting our environmental, legal and social responsibilities.

### Medium Term Resource Plans Funding Gap

The Council's Medium Term Resource Plan currently has a funding gap of approximately £50million for 2015/16 rising to £69million by 2016/17 and it is expected that commissioning outcome strategies will overcome obstacles, and identify ways in which this gap can be closed. This could mean that activities may have to be dramatically reduced or stopped.

The actions highlighted within this strategy need to be seen within this context and further work will need to be undertaken to prioritise actions so as to ensure that a reduced funding envelope is used most effectively to deliver the best possible outcomes.

Following adjustment for one-off funding the table identifies the impact of reduced funding on the revenue budget if there were expenditure reductions of 10% or 20%.

We should not assume that the 10% or 20% reduction would be applied equally across the waste and environment theme. The most significant costs and the priorities within this outcome fall within the Waste and Condition of Roads and Footways indicators. However, these are largely statutory and have funding tied up in longer-term contracts. Savings will naturally come from opportunities identified on slide 6. Furthermore some services associated with this outcome are on track to become self-sustaining. Other indicators have near zero budget and will rely on partnership, influencing and lobbying.

Revenue Budget area	2015/16 Budget as per MTRS (£m)	2015/16 budget with 10% reduction (£m)	2015/16 budget with 20% reduction (£m)
Residual Waste Volumes	71.1	64.0	56.9
Cost of Energy	0.0	0.0	0.0
Preventable Flooding Incidents	1.3	1.2	1.0
Level of Pollution	0.0	0.0	0.0
Condition of Roads and Footways	46.1	41.5	36.9
Access to Valuable Open Spaces	1.1	1.0	0.9
Perception of the Quality of the Environment	0.8	0.8	0.7
<b>Total Budget 2015/16</b>	<b>120.4</b>	<b>108.4</b>	<b>96.3</b>

## Delivering change within our financial envelope (3/3)

### ➤ Emerging Challenges

Outlined below are key challenges with financial risks not currently reflected within the funding envelope on the previous slide:

**Residual Waste Volumes** - Increases in waste tonnages will have a significant financial impact; 1% annual uplift assumed within the MTRP (circa £560,000); overall increase in tonnage 2013/14 4.2%.

**Cost of Energy** - The Council's overall level of energy determines its liability to pay the energy tax (Carbon Reduction Commitment). One allowance must be surrendered for each tonne of CO<sub>2</sub>.

The allowance price is as follows:

- £12 per tonne of CO<sub>2</sub> for 2013-2014
- Rising to £16 per tonne of CO<sub>2</sub> in 2014-2015
- From 2015-2016 the allowance price will increase in line with retail price index.

**Demographic Changes** - The impact of demographic changes (volume and needs) has not been factored into the MTRP for services aligned to this commissioning strategy. Overall population is forecasted to grow by 4.9% (2021) and shift in ratio of retirement age residents.

**Economic Growth infrastructure pipeline** – High level figures in the Economic Plan for Essex are for phase 1 (construction) only; other expenditure will be incurred such as life cycle and maintenance.

**Flooding Responsibilities** – The Council is awaiting (expected October 2014) clarification on the implementation of the Sustainable Drainage Approving Body (SAB), associated national standards and SuDS maintenance funding methods – may include significant obligations and associated financial implications and risks.

**Revenue Savings** – challenge to deliver anticipated revenue savings in 'Green Assets' and 'Mills & Woodlands'

Our procurement can have a positive or neutral impact on the environment.

### ➤ Key financial considerations to support the strategy:

- Ensure where appropriate we positively respond to the government bidding proposals and increase percentage of successful outcomes
- Identify successful financing and delivery models and the elements that make them work
- Examine risk apportionment
- Capture the wider benefits of infrastructure and how these might produce revenue income streams
- Encourage closer working to improve mutual understanding, trust, commitment and sharing of cost benefits and rewards
- Adopt whole life principles in making effective and smarter use of existing and new assets
- Optimise capital v revenue budgets to obtain maximum long term benefit
- An overview of this strategy's prioritisation of actions in response to financial challenges is provided at slide 6.

### ➤ Social Value Act

- We recognise that financial value is not the only consideration for local authorities. The Social Value Act requires all public authorities to obtain 'social value' in addition to value for money through the procurement of their services. Social Value is about improving the economic, social and environmental wellbeing of an area.
- No definition exists within the Act as to what is meant by 'environment' but it is important that as an organisation we share learning to think innovatively about how we will address this.

## Risks and Mitigations (1)

The key risks to the delivery of this Commissioning Strategy and subsequent achievement of people in Essex experiencing a high quality and sustainable environment are identified below.

Risk No.	Details of Risk Event	Cause / Triggers	Impact / Consequences	Review period	Current Assessment of Risk			Risk Owner	Mitigation Approach	Mitigating Actions / Controls	Review period	Control Owner	Controlled Assessment of Risk		
					Current controls in place								With ALL controls in place		
					Impact	Likelihood	Risk Rating						Impact	Likelihood	Risk Rating
									Treat Tolerate Transfer Terminate						
1	Waste Growth	Consumer Behaviour consequent of emergence from recession	More municipal waste arising		4	2	(8)		Treat	Waste Minimisation and education		Peter Kelsbie (Jason Searles)	4	2	(8)
2	Wholesale costs of energy	Global energy prices	Less money to spend on frontline services / or increased Council Tax Increased Fuel Poverty Driving up business energy costs and associated impacts.		3	4	(12)		Treat	Implement energy strategy		Peter Kelsbie	4	2	(8)
3	Implementation of the Sustainable Drainage Systems (SuDS) Approving Body (SAB)	Delay in commencement of legislation; Defra guidance; and details of charging methodology to be applied	The full resource implications remain unknown		2	4	(8)		Treat	Detailed Defra guidance is expected soon. We have a watching brief. ECC has already produced a draft SuDS Design and Adoption Guide to reflect local circumstances and guide SuDS design in Essex.		Peter Kelsbie (Deborah Fox)	2	4	(8)
													Impact (Negative)		

			Impact (Negative)			
			Minor	Moderate	Major	Critical
			1	2	3	4
Probability	4	Almost Certain	Medium (4)	High (8)	Very High (12)	Very High (16)
	3	Likely	Medium (3)	High (6)	High (9)	Very High (12)
	2	Possible	Low (2)	Medium (4)	High (6)	High (8)
	1	Unlikely	Low (1)	Low (2)	Medium (3)	Medium (4)

## Risks and Mitigations (2)

Risk No.	Details of Risk Event	Cause / Triggers	Impact / Consequences	Review period	Current Assessment of Risk			Risk Owner	Mitigation Approach	Mitigating Actions / Controls	Review period	Control Owner	Controlled Assessment of Risk			
					Current controls in place				Treat Tolerate Transfer Terminate					With ALL controls in place		
					Impact	Likelihood	Risk Rating							Impact	Likelihood	Risk Rating
4	Deterioration of highways estate	Caused by insufficient investment in asset maintenance Extreme weather Economic Growth and modes of transport	Public Dissatisfaction and queries increasing Insurance claims increasing Safety incidents Inward investment of business		3	4	(12)		Tolerate	Continued annual survey to monitor situation.		Paul Bird	3	4	(12)	
5	Unknown position of some areas of the sustainable environment in Essex.	A consolidated approach to these services has not been a priority for some time.	We do not have a clear baseline upon which to act and invest resources as we have very fragmented picture		2	2	(4)		Transfer	The Commissioning Strategy sets out a number of actions to gather data working with partners to better understand the issues facing Essex in relation to a sustainable environment. Appropriately resourced actions can then be developed.		Peter Kelsbie (Deborah Fox)	1	1	(1)	

			Impact (Negative)			
			Minor	Moderate	Major	Critical
			1	2	3	4
Probability	4	Almost Certain	Medium (4)	High (8)	Very High (12)	Very High (16)
	3	Likely	Medium (3)	High (6)	High (9)	Very High (12)
	2	Possible	Low (2)	Medium (4)	High (6)	High (8)
	1	Unlikely	Low (1)	Low (2)	Medium (3)	Medium (4)

This report has been prepared by  
Essex County Council's Place/People Commissioning and  
STC functions

**Essex County Council,  
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		<b>AGENDA ITEM 7</b>
		<b>PSEG/26/14</b>
<b>Committee:</b>	<b>Place Services and Economic Growth Scrutiny Committee</b>	
<b>Date:</b>	<b>24 July 2014</b>	
<b>ESSEX COUNTY COUNCIL'S LOCAL TRANSPORT PLAN (2011 – 2025); STRATEGY AND PRIORITY PROJECTS FOR STIMULATING ECONOMIC GROWTH</b>		
<b>Enquiries to:</b>	<b>Christine Sharland, Scrutiny Officer</b> 01245 430450 <b>Christine.sharland@essex.gov.uk</b>	

At its last meeting the Committee agreed its work programme for the coming year, which includes a proposal for a briefing on the topic of the Local Transport Plan and stimulation of economic growth. A scoping document to underpin the planning of the briefing was attached to report PSEG/19/14.

The terms of reference for the briefing were identified as:

‘To receive a briefing to investigate the links between employment and growth and the highways infrastructure, which will contribute to identifying a scrutiny role in the future development of any proposed activity.’

The document also sets out the key lines of enquiry for the Committee as:

- What are the various strategies and plans relating to the county's infrastructure that have been adopted to stimulate economic growth, and what is their significance?
- Who are the Council's partners in the delivery of the strategies?
- What do we mean by economic growth?
- How does transport drive/inhibit economic growth?
- The assessment of economic impact.
- The affect a focus on economic growth has on the type and location of programmed schemes.

At this meeting the Committee will receive a presentation on the topic and will have the opportunity to seek clarification around the relationship between economic growth and infrastructure.

A briefing paper that provides some background on the topic is attached to this report.

**Action required by the Committee:**

**The Committee will receive a briefing on the topic as set out above. The inclusion of any in depth scrutiny that is linked to the topic will be investigated as part of the topic selection process that will be undertaken when the Committee's work programme is reviewed.**

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# Essex County Council's Local Transport Plan (2011 – 2025); Strategy and Priority Projects for Stimulating Economic Growth

*Briefing Paper prepared by Alastair Southgate, Transportation Strategy Manager, Place Commissioning (Transport and Infrastructure); and Chris Stevenson, Head of Commissioning: Integrated Transport, for the Place Services and Economic Growth Scrutiny Committee meeting on 24 July 2014*

## 1 INTRODUCTION

In February 2014, Essex County Council (ECC) adopted seven new Corporate Outcomes that would guide its activity to 2018. Economic growth is important and ECC and our partners have key roles to play in its creation. The importance of economic growth is reflected in the adoption of a specific economic outcome; **“Sustainable Economic Growth for Essex Communities and Businesses”**.

Essex County Council has a strategic role to play in ensuring the economic prosperity of the county. This encompasses a breadth of activities to enable the infrastructure, skills and technology improvements that our businesses need to grow, promote jobs and housing growth and to support people into employment.

Since the adoption of the current Local transport Plan in 2011, the Council has adopted a number of strategies to promote economic growth in the wider context; the Integrated County Strategy, the Economic Growth Strategy and more recently the Essex Plan for Growth and the South East Local Enterprise Partnership's Strategic Economic Plan. These cross cutting plans and strategies will support and stimulate the delivery of economic development across the county and all acknowledge the key role played by investment in transport infrastructure in supporting and stimulating the economy.

Given the significance of the topic it is important to raise awareness and understanding of the issues, and encourage support across the whole community at the same time as managing those expectations.

Members have shown an interest in undertaking a scrutiny review that links economic growth and transport infrastructure issues given the need to provide good infrastructure and transport networks to support access to businesses and jobs.

## 2 LOCAL TRANSPORT PLAN 2011

The County Council's statutory umbrella transportation strategy is contained in its third Local Transport Plan (LTP3) that was adopted formally in July 2011.

The LTP is our long-term approach for transport in Essex. It sets out our aspirations for improving travel in the county, demonstrating the importance of meeting these aspirations to achieving sustainable long-term economic growth in Essex and enriching the lives of our residents.

***Our Vision is for a transport system that supports sustainable economic growth and helps deliver the best quality of life for the residents of Essex.***

Achieving this will require us to make best use of the transport infrastructure we have, to invest wisely to deliver the greatest benefits to Essex residents and the local economy and to encourage and enable changes in travel behaviour.

The Local Transport Plan provides a framework for the effective and efficient delivery of all transport services provided by or on behalf of the Council. It informs and guides our work with other organisations and local communities across Essex, ensuring that transport services are delivered in ways which effectively respond to local needs and offer good value for money to local taxpayers.

Our approach to addressing these challenges and delivering the strategy outcomes is guided by 15 County Council transport policies.

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- enhance productivity within the Essex economy, focusing support for business on five growth sectors.

A key component of the EPfE is the identification and delivery of transport infrastructure improvements that support economic growth.

The draft EPfE was discussed by Cabinet on 22<sup>nd</sup> April.

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## 5 TRANSPORT STRATEGY

The Local Transport Plan Strategy to Support Economic Growth has been developed to strengthen and emphasise those parts of the LTP3 which support the ECC outcome of sustainable economic growth for Essex's communities and businesses, the delivery of the new Economic Plan for Essex (EPfE) and the delivery of the priorities identified by SELEP within its SEP.

There is clear evidence that a comprehensive and efficient transport system is an important enabler of sustained economic prosperity. Transport achieves this by:

- enabling businesses to reduce their costs by moving their people and goods more quickly, easily and reliably.
- providing access to markets and suppliers
- getting people to work, creating more job opportunities and a wider and more flexible labour market;
- supporting the productivity and success of urban areas and their catchments allowing businesses within the area to reap the benefits of agglomeration;
- supporting exports by improving national and international links and attracting inward investment, by making the UK an attractive place to live and do business;
- supporting the transport sector and related industries that makes a significant contribution to employment and growth in their own right.

Delays and unreliability on the network have direct costs to people and businesses, affecting productivity and innovation. The key economic challenge is therefore to improve the performance of our transport networks.

The physical nature of transport infrastructure presents challenges in terms of both optimising the use of current infrastructure and strategically planning new provision.

Essex is applying an incremental approach to ensuring that our infrastructure networks are fit for purpose and support economic growth. This entails:

- prioritising the maintenance and smarter use of our existing infrastructure networks;
- making targeted investments to address local network stress points and local network development; and
- promoting larger scale projects where these are required to most effectively underpin economic growth.

Within the county much of the travel vital to the economy takes place or is influenced by transport assets of a national nature. These not only attract large numbers of journeys but also act as economic drivers in their own right. These include the following:

- Stansted Airport and Southend Airport
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Investment in these National transport assets has a huge significance on the future movement of goods and people throughout Essex and a major impact on our growth locations.

Alongside the National transport networks are some 5000 miles of roads for which Essex County Council is the Highways Authority. These support the diverse and growing number of journeys needed to maintain vital connectivity and afford accessibility to employment opportunities and a range of other essential services. Essex is also the local Transport Authority responsible for planning the provision of transport by a range of modes.

Essex comprises of 12 District planning authorities each with responsibility for producing Local Plans. In order to plan holistically across an area as diverse as Essex, the four sub-areas identified in the Local Transport Plan have been retained. These sub areas or planning quadrants comprise:

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- Thames Gateway comprising the District areas of Basildon, Castle Point and Rochford closely allied to these District groupings are the Unitary Council areas of Southend on Sea and Thurrock

These four areas influence strongly the patterns of transport usage and future focus of population growth, housing provision and job creation, and need to be supported with appropriate infrastructure that will give firms the confidence to invest.

A copy of the Local Transport Plan Strategy to Support Economic Growth is available via:

<http://cmis.essexcc.gov.uk/essexcmis5/CalendarofMeetings/tabid/73/ctl/ViewMeetingPublic/mid/410/Meeting/2881/Committee/36/Default.aspx>

## **5.1 Transport Programme Development**

The County Council has worked with partners across the four areas to identify investment requirements that support economic growth covering both strategic interventions that unlock economic potential along our growth corridors and more local Interventions to foster growth at specific locations

A long list of potential transport projects was identified based upon projects contained within Local Development Frameworks and Local Plans and work used to identify priorities for inclusion in a suite of existing strategies and plans developed to drive economic growth across Essex including the Economic Growth Strategy (EGS) and the Integrated County Strategy. Public and private sector partners were also consulted and invited to identify investment priorities.

The long list was assessed using a ranking matrix that examined the contribution each project makes to the following criteria;

- Strategic Fit
- Economic Impact
- Value for Money
- Deliverability

The assessment criteria have been selected so that they reflect outcomes being sought by SELEP, ECC and other partners, DfT criteria contained within EAST (Early Assessment Sifting Tool) and an assessment of value for money and deliverability. Each of these four criteria is equally weighted and accounts for 25% of the maximum score available.

The process was applied to all potential projects including strategic projects on the trunk road and rail networks. Generally speaking projects have been classified as follows:

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## **6 TRANSPORT FUNDING**

When LTP3 was adopted formally in 2011 funding sources from government were limited to the un-ringfenced block funding grants made to Transport Authorities for Major Maintenance and Integrated Transport augmented by the small amount of unallocated major project funding still available from the Department of Transport

Since 2011 ECC programmes of work have utilised a mixture of funding from block allocations by government, augmented by government challenge funding, loan guarantee schemes, section 106 funding and County and District direct funding.

Following the advent of Local Enterprise Partnerships and their Strategic Economic Plans, substantial devolved funding has been pledged by Government through the establishment of a Local Growth Fund (LGF) amounting to up to £2bn per annum across England from 2015/16 to 2020/21. Approximately 75% of funding made available by Government to support the delivery of SEPs is either new or reallocated transport funding. The allocation of funds to LEPs will be based upon the strength and ambition of their Strategic Economic Plans and funding for transport infrastructure will be more focussed on a range of projects and programmes which can deliver economic growth.

Allied to this is the more joined up towards transport provision which obliges National Agency providers and the private sector to join together with local authorities to jointly plan and invest in transport provision with the overriding intention to do so in a way that directly supports the economy in the form of stimulating growth in the form of housing and jobs.

## **7 POTENTIAL AREAS FOR DISCUSSION.**

- What do we mean by economic growth?
- How does transport drive/inhibit economic growth?

- The assessment of economic impact.
  - The affect a focus on economic growth has on the type and location of programmed schemes.
  - Working with partners including Essex districts, the Highways Agency, Network Rail and the private sector to deliver growth.
-

# **Essex County Council's Local Transport Plan (2011 – 2025); Strategy and Priority Projects for Stimulating Economic Growth.**

## **Report to the Place Services and Economic Growth Scrutiny Committee, May 2014.**

### **1 INTRODUCTION**

In February 2014, Essex County Council (ECC) adopted seven new Corporate Outcomes that would guide its activity to 2018. Economic growth is important and ECC and our partners have key roles to play in its creation. The importance of economic growth is reflected in the adoption of a specific economic outcome; ***“Sustainable Economic Growth for Essex Communities and Businesses”***.

Essex County Council has a strategic role to play in ensuring the economic prosperity of the county. This encompasses a breadth of activities to enable the infrastructure, skills and technology improvements that our businesses need to grow, promote jobs and housing growth and to support people into employment.

Since the adoption of the current Local transport Plan in 2011, the Council has adopted a number of strategies to promote economic growth in the wider context; the Integrated County Strategy, the Economic Growth Strategy and more recently the Essex Plan for Growth and the South East Local Enterprise Partnership's Strategic Economic Plan. These cross cutting plans and strategies will support and stimulate the delivery of economic development across the county and all acknowledge the key role played by investment in transport infrastructure in supporting and stimulating the economy.

Given the significance of the topic it is important to raise awareness and understanding of the issues, and encourage support across the whole community at the same time as managing those expectations.

Members have shown an interest in undertaking a scrutiny review that links economic growth and transport infrastructure issues given the need to provide good infrastructure and transport networks to support access to businesses and jobs.

### **2 LOCAL TRANSPORT PLAN 2011**

The County Council's statutory umbrella transportation strategy is contained in its third Local Transport Plan (LTP3) that was adopted formally in July 2011.

The LTP is our long-term approach for transport in Essex. It sets out our aspirations for improving travel in the county, demonstrating the importance of meeting these aspirations to achieving sustainable long-term economic growth in Essex and enriching the lives of our residents.

***Our Vision is for a transport system that supports sustainable economic growth and helps deliver the best quality of life for the residents of Essex.***

Achieving this will requires us to make best use of the transport infrastructure we have, to invest wisely to deliver the greatest benefits to Essex residents and the local economy and to encourage and enable changes in travel behaviour.

The Local Transport Plan provides a framework for the effective and efficient delivery of all transport services provided by or on behalf of the Council. It informs and guides our work with other organisations and local communities across Essex, ensuring that transport services are delivered in ways which effectively respond to local needs and offer good value for money to local taxpayers.

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