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SOUTHEND-ON-SEA BOROUGH COUNCIL

Policy and Resources Scrutiny Committee

Date: Wednesday, 12th April, 2017 @ 18.30
Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott – Principal Democratic Services Officer
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AGENDA

**** **Part 1**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on Wednesday, 25th January, 2017

**** **ITEMS CALLED IN / REFERRED DIRECT FROM CABINET - Tuesday 14th March, 2017**

- 5 **Monthly Performance Report**
Members are reminded to bring with them the most recent MPR for period ending February 2017 which was circulated recently. Comments / questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.
- 6 **Future Phases of the Housing Revenue Account (HRA) Development Project**
Minute 855 (Cabinet Book 1 – Agenda Item 8 refers)
Called in by Councillors Norman MBE & McDonald

**** **ITEMS REFERRED DIRECT FROM CABINET - Tuesday 28th March 2017**

- 7 **Decant Policy**
Minute 890 (Cabinet Book – Agenda item 3 refers)
Referred direct by Cabinet
- 8 **Local Lettings Policy - Better Queensway**
Minute 891 (Cabinet Book – Agenda item 4 refers)
Referred direct by Cabinet

**** **ITEMS CALLED-IN FROM FORWARD PLAN - NONE**

**** **PRE-CABINET SCRUTINY ITEMS - NONE**

**** **OTHER SCRUTINY MATTERS**

- 9 **Joint In-depth Scrutiny Report – “To investigate the case for additional enforcement resources for Southend’**
Report of Chief Executive (attached)

10 Consultation - Police and Fire & Rescue Collaboration Local Business Case

Joint Report of Acting Chief Executive and Deputy Chief Executive (Place)
(attached)

To: The Chairman & Members of Policy & Resources Scrutiny Cttee:

Cllr B Ayling (Chair), Cllr D Kenyon (Vice-Chair), Cllr B Arscott, Cllr D Burzotta, Cllr M Butler, Cllr L Davies, Cllr N Folkard, Cllr D Garston, Cllr I Gilbert, Cllr R Hadley, Cllr D McGlone, Cllr D Norman MBE, Cllr G Phillips, Cllr M Stafford, Cllr C Walker, Cllr J Ware-Lane and Cllr P Wexham

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Policy and Resources Scrutiny Committee

Date: Wednesday, 25th January, 2017

Place: Committee Room 1 - Civic Suite

4

Present: Councillor B Ayling (Chair)
Councillors D Kenyon (Vice-Chair), B Arscott, D Burzotta,
M Butler, N Folkard, J Garston*, I Gilbert, R Hadley, D McGlone,
J Moyies*, C Mulroney, D Norman MBE, G Phillips, J Ware-
Lane, C Walker and R Woodley*
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors Lamb, Holland, Flewitt, Moring and Byford
(Executive Councillors)
Councillors Assenheim, Terry and Ward.
R Tinlin, J K Williams, F Abbott, A Lewis, J Ruffle, J Chesterton,
D Patel, E Cooney, N Corrigan and S Houlden

Start/End Time: 6.30 - 9.30 pm

703 Apologies for Absence

Apologies for absence were received from Councillor Stafford (substitute Cllr Woodley), Councillor Davies (substitute Cllr Moyies) and Councillor D Garston (substitute Cllr J Garston).

704 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Lamb, Holland, Flewitt, Moring and Byford (Executive Councillors) - interest in the referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Flewitt – agenda item relating to draft HRA – non-pecuniary – friends and relatives tenants of SEH;
- (c) Councillor D Norman MBE – agenda item relating to draft HRA - attended pursuant to the dispensation agreed by the Standards Committee on 19th February 2015, under S.33 of the Localism Act 2011 to participate in the debate and vote;
- (d) Councillor Burzotta - agenda item relating to draft HRA - attended pursuant to the dispensation agreed by the Standards Committee on 19th February 2015, under S.33 of the Localism Act 2011 to participate in the debate and vote;
- (e) Councillor Assenheim – agenda item relating to draft HRA – non-pecuniary – sister lives in sheltered housing accommodation;
- (f) Councillor Assenheim – agenda item relating to Fees and Charges – member of Jewish Community and Jewish cemetery mentioned as part of debate;
- (g) Councillor Holland – agenda items relating to budget – disclosable non-pecuniary – son works for Council;

- (h) Councillor Lamb - agenda item relating to Summary Report – Hospital non-pecuniary - Partner Governor, representing SAVS at Southend Hospital;
- (i) Councillor Ayling – agenda item relating to in depth scrutiny report update – non-pecuniary – son is a Police Special;
- (j) Councillor Holland - agenda item relating to in depth scrutiny report update – non-pecuniary – son is a Police Sgt.

705 Questions from Members of the Public

Two written questions had been received from Mr Webb for the meeting. Mr Webb was not at the meeting so the responses will be circulated to him.

706 Minutes of the Meeting held on Thursday, 1st December, 2016

Resolved:-

That the Minutes of the Meeting held on Thursday, 1st December, 2016 be confirmed as a correct record and signed.

707 Corporate Performance Management 2017/18

The Committee considered Minute 645 of Cabinet held on 19th January 2017, which had been referred direct by Cabinet to all three Scrutiny Committees, together with a report of the Chief Executive on the Council's corporate approach to performance management for 2017/18.

In response to questions about Corporate Priority Action 32 (page 15, Appendix 2) relating to expanding the CCTV functionality at Tickfield, the Executive Councillor for Housing, Planning & Public Protection Services said that he would provide a written response to the Committee providing more detail on the investment / equipment etc.

In response to a question regarding the process for adjusting indicators, actions and targets in the light of quarter 4 information, set out in section 3.3 of the covering report, the Leader confirmed that he would be happy to additionally inform the Group Leaders in the process.

In response to questions regarding homelessness, the Executive Councillor for Housing, Planning & Public Protection Services agreed to circulate details to the Committee outlining the number of people housed and their status with regard to local connection.

Resolved:-

That the following decisions of Cabinet be noted:-

- "1. That the Corporate Priority Performance Indicators to be monitored via the Monthly Performance Report (MPR) for 2017/18, as set out at Appendix 1 to the submitted report, be approved.

2. That the MPR will also include a small basket of indicators (as outlined in paragraph 4.3 of the report) relating to areas where the Council does not have lead responsibility or direct control.
3. That the Corporate Priority Actions, to support implementation of the Council's 2017/18 Corporate Priorities, as set out at Appendix 2 to the report, be approved."

Note:- This is an Executive Function
Executive Councillor:- Lamb

708 Council Tax Base & Non Domestic Rating Base 2017/18

The Committee considered Minute 646 of Cabinet held on 19th January 2017, which had been referred direct to Scrutiny by Cabinet, together with a report of the Chief Executive concerning the calculation of the Council Tax Base for 2017/18 and the submission of the National Non Domestic Rates (NNDR1) form to the Department of Communities and Local Government (DCLG) by 31 January 2017.

In response to questions, the Director of Finance said that he would check 3% contingency allowance for non collection across the Council Tax bandings for consideration as part of the 2018/19 Council Tax base.

Resolved:

That the following decisions of Cabinet be noted:-

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

- (i) The Local Council Tax Support Scheme for 2017/18 approved by Council on 15 December 2016, be incorporated into the Council Tax base setting as outlined in Appendices A and B to the submitted report.
- (ii) That the following changes to Council Tax discounts and exemptions approved by Cabinet on 5 January 2016 will remain unchanged from 1 April 2017 and these are incorporated into the Council Tax Base:-
 - Properties requiring or undergoing structural alteration or major repairs (Class D) as allowed by Section 11A of the Local Government Finance Act 2012 is set at 0%.
 - Vacant and substantially unfurnished properties (Class C) as allowed by Section 11A of the Local Government Finance Act 2012 to be entitled to receive a discount of 100% for up to 1 month. If Class D is applicable then there is no entitlement to Class C.

- (iii) That it be noted that the further discounts and exemptions that were approved by Council on 13 December 2012 will remain unchanged from 1 April 2017 and these are incorporated into the Council Tax Base;
- Second homes (Classes A and B) as allowed by Section 1A of the Local Government Finance Act 2012 is set at 0%.
 - Long-term empty homes (Class C) as allowed by Section 11A of the Local Government Finance Act 2012, a surcharge of 50% is set allowing a full charge of 150% where they have been unoccupied for more than 2 years.
 - That a continuous 6 week period of occupancy is required between empty periods before a further discount can be awarded.
2. That the amount calculated by Southend-on-Sea Council as its Council Tax Base for the year 2017/18 shall be 56,917.61.
 3. That the amount calculated by Southend-on-Sea Council as the Council Tax Base in respect of Leigh-on-Sea Town Council for the year 2017/18 shall be 8,717.19.
 4. That it be noted that it will be necessary for the Director of Finance and Resources, in conjunction with the Leader of the Council, to approve the NDR1 form for submission to the DCLG, in line with previous delegated approval, and that the Director of Finance and Resources will include an explanation in a subsequent report to Council as to why it was not practical for Cabinet to use its own delegation.”

Note:- This Function has been delegated to the Executive.
Executive Councillor:- Lamb

709 Draft Housing Revenue Account Budget 2017/18 & Rent Setting

The Committee considered Minute 647 of Cabinet held on 19th January 2017, which had been referred direct to Scrutiny by Cabinet, together with a joint report of the Deputy Chief Executive (People) and Director of Finance and Resources, setting out the Housing Revenue Account (HRA) budget for 2017/18 together with the information necessary to set a balanced budget as required by legislation.

Resolved:

That the following decisions of Cabinet be noted:-

1. That a rent reduction of 1% on secure tenancies, as required by the Welfare Reform and Work Act 2016, be endorsed.
2. That an average rent increase of 4.41% on shared ownership properties, be endorsed.
3. That the proposed rent changes in 1 and 2 above to be effective from 3 April 2017, be endorsed.

4. That the increases in other charges as set out in section 5 of the submitted report, be endorsed.
5. That the management fee and increases in service charges and heating charges proposed by South Essex Homes, as set out in section 6 of the report, be endorsed.
6. That the appropriations to the Repairs Contract Pensions earmarked reserve and the HRA Capital Investment earmarked reserve, as set out in section 8 of the report, be endorsed.
7. That subject to 1 - 6 above, the HRA budget as set out in Appendix 1 to the report, be endorsed.
8. That the value of the Council's capital allowance for 2017/18 be declared as £25.370M, as determined in accordance with regulation 16 of the Local Authorities (Capital Finance and Accounting) (England) Regulations, be endorsed."

Note:- This is an Executive Function, save the approval of the final budget following Cabinet on 14th February 2017 is a Council Function. Executive Councillor:- Lamb

710 Draft Capital Programme 2017/18 to 2020/21

The Committee considered Minute 648 of Cabinet held on 19th January 2017, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Corporate Management Team setting out the draft programme of capital projects for the period 2017/18 to 2020/21.

The Director of Digital Futures agreed to respond to questions from Cllr Gilbert about new scheme CE8 (ICT – Enterprise Agreement), detailed in Appendix 7 (page 5/28), about the proposed agreement and if there are some alternative solutions available with regard to licences.

Resolved:

That the following decisions of Cabinet be noted:-

1. That the current approved Programme for 2017/18 to 2019/20 of £125.4m, as set out in Appendix 1 to the submitted report, be noted.
2. That the changes to the approved Programme, as set out in Appendix 2 to the report, be noted.
3. That the proposed new schemes and additions to the Capital Programme for the period 2017/18 to 2020/21 totalling £59.1m of which £52.9m is for the General Fund and £6.2m for the Housing Revenue Account, as set out in Appendices 6 and 7 to the report, be endorsed.
4. That the proposed schemes subject to external funding approval for the period 2017/18 to 2020/21 totalling £42.6m as set out in Appendices 2 and 7 to the report, be endorsed.
5. That it be noted that the proposed new schemes and additions, as set out in Appendices 6 and 7 to the report, and other adjustments as set out in Appendix 2 to the report, will result in a proposed capital programme (excluding schemes subject to external funding approval) of £185.8m for 2017/18 to 2020/21.

6. That it be noted that of the total programme of £185.8m for the period 2017/18 to 2020/21, the level of external funding supporting this programme is £58.2m.
7. That it be noted that a final review is being undertaken on the 2016/17 outturn and that the results will be included in the report to Cabinet on 14th February 2017.”

Note:- This is an Executive Function save that approval of the final budget following Cabinet on 14th February 2017 is a Council Function.
Executive Councillor:- Lamb

711 Draft Fees & Charges 2017/18

The Committee considered Minute 649 of Cabinet held on 19th January 2017, which had been referred direct by Cabinet to all three Scrutiny Committees, together with a report of the Corporate Management Team detailing the fees and charges for services in 2017/18 included in the budget proposals for 2017/18.

In response to some questions, the Executive Councillor for Corporate & Community Support Services agreed to forward a written response to the Committee about the burial costs to the Jewish community.

Resolved:-

That the following decision of Cabinet be noted:

“That the proposed fees and charges for each Department as set out in the submitted report and appendices, be endorsed.”

Note:- This is an Executive Function, save the approval of the final budget following Cabinet on 14th February 2017 is a Council Function.
Executive Councillor:- Lamb

712 Draft General Fund Revenue Budget 2017/18

The Committee considered Minute 650 of Cabinet held on 19th January 2017, which had been referred direct by Cabinet to all three Scrutiny Committees, together with a report of the Corporate Management Team presenting the draft revenue budget for 2017/18.

Resolved:-

That the following decisions of Cabinet be noted:

1. That the 2017/18 draft revenue budget and any required commencement of consultation, statutory or otherwise, be approved.
2. That it be noted that the 2017/18 draft revenue budget has been prepared on the basis of a Council Tax increase of 4.99%, being 1.99% for general use and 3% for Adult Social Care.
3. That it be noted that the 2017/18 draft revenue budget has been prepared using the provisional local government finance settlement and

- that the outcome from the final settlement will need to be factored into the final budget proposals for Budget Cabinet and Budget Council.
4. That the 2017/18 draft revenue budget, as endorsed, be referred to all three Scrutiny Committees, Business sector and Voluntary sector to inform Cabinet, which will then recommend the Budget and Council Tax to Council.
 5. That the schools position and the recommendations to the Schools Forum on 18th January 2017, as set out in Appendix 14 and 14(i) to the submitted report, be noted and referred to People Scrutiny Committee and then to Cabinet and Council.
 6. That the direction of travel for 2018/19 and beyond, as set out in section 15 of the report, be endorsed.”

Note:- This is an Executive Function, save the approval of the final budget following Cabinet on 14th February 2017 is a Council Function.

Executive Councillor:- Lamb

713 Notice of Motion - York Road

The Committee considered Minute 593 of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet. This concerned the Notice of Motion considered by Council on 15th December 2016, in relation to the possible compulsory purchase of properties in York Road as a means of addressing anti-social activities in the area. The Motion had been proposed by Councillor Assenheim and seconded by Councillor Terry and was referred to Cabinet in accordance with standing order 8.4.

The Director of Legal & Democratic Services confirmed that while the Council has Compulsory Purchase Order (CPO) powers under the Town & Country Planning Act 1990 to facilitate the carrying out of development, redevelopment or improvement, the Council has no specific CPO powers to tackle criminal or anti-social behaviour and CPO powers must be exercised for their intended Legislative purpose.

Resolved:-

1. That the following decisions of Cabinet be noted:-
 - “1.1 That it be noted that compulsory purchase order action is not an appropriate procedure to address the problems in York Road.
 - 1.2 That it also be noted that any criminal and anti-social issues in York road should be addressed under the criminal law and the remedies available under the Anti-social Behaviour Crime and Policing Act 2014.
 - 1.3 That the situation in relation to York Road be kept under review.”
2. That, in accordance with Council Procedure Rule 39, the matter be referred to Council for decision.

Note:- This is an Executive Function.

Executive Councillor:- Flewitt

714 Notice of Motion - State Pension Arrangements for 1950s Women

The Committee considered Minute 594 of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet. This concerned

the Notice of Motion considered by Council on 15th December 2016, proposing that “the Council calls upon the Government to make fair transitional state pension arrangements for all women born on or after 6th April 1951, who have unfairly borne the burden of the increase to the State Pension Age (SPA) with lack of appropriate notification.” The Motion had been proposed by Councillor Ware-Lane and seconded by Councillor McDonald was referred to Cabinet in accordance with standing order 8.4.

Resolved:-

That the following decision of Cabinet be noted:-

“That the Motion be adopted.”

Note:- This is an Executive Function.

Executive Councillor:- Moring

715 Monthly Performance Report

The Committee considered Minute 596 of Cabinet held on 10th January 2017 together with the Monthly Performance Report (MPR) covering the period to end November 2016, which had been circulated recently.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

716 Council Debt Position - 30th November 2016

The Committee considered Minute 597 of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, together with a report of the Chief Executive informing Members of the current outstanding debt to the Council as at 30th November 2016 and debts that had been, or are recommended for write-off.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the current outstanding debt position as at 30th November 2016 and the position of debts written off to 30th November 2016, as set out in Appendices A and B to the submitted report, be noted.

2. That the write-offs as set out in Appendix B to the report, be approved.”

Note:- This is an Executive Function

Executive Councillor:- Moring

717 Minutes of the Performance Related Pay Panel held 13th December 2016

The Committee considered Minute 604 of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, concerning the recommendations of the Performance Related Pay Panel held on 13th December 2016 on senior managers pay.

Resolved:-

That the following decisions of Cabinet be noted:

- “1. That Senior Manager pay ranges move to a ‘spot’ salary as detailed in Appendix 1 to the submitted report to the Pay Panel.
2. That the principles of the Council’s PRP Scheme be maintained and that the scheme be amended in line with 1 above. The revised scheme will continue to ensure that the performance of Senior Managers against agreed objectives will be monitored and assessed through an annual appraisal cycle.
3. That the changes be incorporated in the Council’s Pay Policy Statement for 2017/18 and are therefore effective from 1st April 2017.”

Note:- This is an Executive Function
Executive Councillor:- Lamb

718 Standing Order 46

The Committee considered Minute 605 of Cabinet held on 10th January 2017, which had been referred direct to scrutiny by Cabinet.

Resolved:

That the submitted report be noted.

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

719 Summary Reports to Scrutiny Committee

Further to Minute 370 of the meeting held on 13th October 2016, the Committee considered the following reports:-

- (a) Essex Fire Authority – Report from Councillor Woodley and Report from EFA to Constituent Authorities presented by Councillor Holland;
- (b) Southend University Hospital – Report from Councillor Davidson;
- (c) Essex Police & Crime Panel – Report from Councillor Flewitt; and
- (d) Kent & Essex Inshore Fisheries & Conservation Authority – Report from Councillor Lamb.

Resolved:

That the Summary Reports be noted.

720 In-depth Scrutiny Project - 'To investigate the case for additional enforcement resources for Southend'

The Committee received an oral update on the progress that had been made in respect of the agreed joint in-depth scrutiny project for 2016/17 entitled 'To investigate the case for additional enforcement resources for Southend'.

Resolved:-

That the progress be noted.

Note:- This is a Scrutiny Function.

721 Exclusion of the Public

Resolved:-

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

722 Establishing a Special Purpose Vehicle with South Essex College

The Committee considered Minute 608 of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, together with a report of the Deputy Chief Executive (Place) on the above.

Resolved:-

That the following decision of Cabinet be noted:-

“That the recommendations in the submitted report, be approved.”

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Note:- This is a Council Function
Executive Councillor:- Lamb

Chairman: _____

MONTHLY PERFORMANCE REPORT

February 2017

Contents







Section 1 Page 1 - 5	2016-17 Exceptions – Current Month’s Performance Current Month’s performance information for indicators rated Red or Amber
Section 2 Page 6 - 9	2016-17 Corporate Performance Indicators Performance Information for all Corporate Priority Indicators
Section 3 Page 10 - 23	Detail of Indicators Rated Red or Amber Performance detail for indicators rated Red or Amber
Section 4 Page 25 - 55	Budget Management Statements Budget monitor and forecast by Portfolio
Section 5 Page 57 - 71	Capital Expenditure Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2016/17	Annual target for 2016/17
<u>Outcome</u>	<p>Symbol based on a traffic light system; Red, Amber, Green indicating whether an indicator's performance is on track to achieve the annual target. Symbols used and their meaning are:</p> <p> = at risk of missing target</p> <p> = some slippage against target, but still expected to meet year-end target (31/03/2017)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Section 1: 2016-2017 Exceptions - Current Month Performance





Comments on Indicators rated Red or Amber
Generated on: 27 March 2017 13:55

Expected Outcome At risk of missing target Responsible OUs Department of the Chief Executive



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	February 2017	6.72	6.49	7.20			While the Council has met its target for February but is not meeting the required cumulative target for the year to date. HR continue to provide managers with information regarding key areas of sickness to ensure sickness absence is appropriately managed, and to help departments identify trends. The Council still compares favourably with other local authorities and other sectors (latest Local Government Association Workforce Survey shows councils reporting an average of 8.5 days lost per FTE employee).	Policy & Resources Scrutiny


Expected Outcome At risk of missing target Responsible OUs People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.4	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]	Goldilocks	February 2017	59.6	45.7-52.3	45.7-52.3			The rate of children remained stable this month. This is because the number of children whose plans were discontinued is consistent with number of children becoming subject of a CP Plan, however the number of children discontinued from a plan is slightly lower than average. This indicator remains at risk of missing target. This indicator is being monitored by managers and work is in place to	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.2	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C(2)) [Year to date average]	Aim to Minimise	February 2017	2.08	1.43	1.43			reduce the rate of CP plans. Performance has declined slightly this month, influenced by 5 new delays (4 from acute, 1 from non-acute), but we remain well below the regional average of 3.79. A 7 day a week service is ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.	People Scrutiny





Expected Outcome At risk of missing target Responsible OUs Place





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
14	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	Aim to Minimise	February 2017	7604	6754	7389			Southend Community Safety Partnership have progressed a number of key recommendations from the 16/17 Strategic Intelligence Assessment. This includes a multiagency focus on certain key high crime areas such as York Road (Operation Stonegate), a review of crimes that are causing concern (violent crime), and improved strategic and operational links between the key partnership boards. In addition, the in-depth scrutiny review on enforcement is progressing and has considered evidence from the Police and Crime Commissioner and wider stakeholders both from within the Council and external. The BCS Crime breakdown for January 2017: Theft of a vehicle - 4% ; Theft from a vehicle - 10% ; Vehicle interference - 2% ; Burglary in a dwelling - 8% ; Bicycle theft - 6% ; Theft from the person - 3% ; Criminal Damage - 19% ; HMIC Violence Without Injury - 29% ; Wounding (Serious and Other) - 17% ; Robbery (Personal Property) - 2% .	Policy & Resources Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	December 2016	47.79%	54.00%	54.00%			Reported Quarterly This figure is the latest position and will be validated by the end of March 2017. It is unlikely that the set recycling target for 2016/17 will be achieved. Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available material for household recycling. The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.	Place Scrutiny



15



Expected Outcome Some slippage against target Responsible OUs People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance and anticipated future performance	Scrutiny Committee
CP 1.3	The percentage of children reported to the police as having run away that receive an independent return to home interview [Cumulative]	Aim to Maximise	February 2017	79.2%	85%	85%			The success rate of completed return to home interviews this month is 79.2%. We have had 3 young people who have been prolific missing persons throughout February, 2 of which are LAC children. The police continue to carry out vulnerability checks following any missing episodes.	People Scrutiny
CP 1.5	Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]	Goldlocks	February 2017	69	57.3-68.3	57.3-68.3			We remain above target by 17 children, excluding unaccompanied asylum seeking children and are likely to be above target at year end. As previously reported we are	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.1	Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]	Aim to Maximise	February 2017	79.6%	86%	86%			implementing strategies to reduce the need for children to become looked after. Strategies include the Placement Panel which offers additional senior management oversight of decision making, and the Edge of Care team who offer support and challenge to families so they continue to provide care for their adolescent children. We are experiencing pressures due to delays in securing hearings in order that final adoption orders are granted, which is due to changes in case law. This means it can take longer for children to leave care via adoption. Further work on our model of practice and the reunification of families will further reduce LAC numbers during 2017/18.	People Scrutiny
CP 3.3	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [Year to date Snapshot]	Aim to Maximise	February 2017	29.4%	30%	30%			For the reporting period, 103 Adults used the reablement service, 82 Adults were still at home 91 days. An analysis of the 21 Adults not at home will be completed. Over the longer term this indicator will be monitored for impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement / enablement facet. There continues to be a fixed trend just below target, which is echoed by partners in the East Region. Barriers to improved performance in this area are going to be explored, commencing with the analysis of the time take for an Adult to receive a direct payment. This is a replica of the analysis completed by Eastern Region partners and the outcome will be compared.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.8	Number of people successfully completing 4 week stop smoking course	Aim to Maximise	February 2017	751	1,150	1,300			Final quit data February is unlikely to be available until the end of April 2017. Department of Health guidelines state that	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
	[Cumulative]								successful quits can be registered up to 42 days after a quit date is set.	
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	February 2017	3,958	5,050	5,673			<p>Outreach work is underway. The Health Check bus is sited at 3 locations in Southend (Waitrose, B & Q and Southend Airport) 7 days a week over the next 3 weeks.</p> <p>GPs are continuing to receive support to invite patients in for their NHS Health Check. Some practices are piloting follow up calls to patients that have not responded to invites. Text messages are being sent out to patients to encourage them to make appointments also.</p>	People Scrutiny

Section 2: 2016-2017 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators
Generated on: 27 March 2017 13:55



Performance Data Expected Outcome: At risk of missing target 5 On course to achieve target 17 Some slippage against target 6

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	Aim to Minimise	February 2017	7604	6754	7389			Carl Robinson*	Policy & Resources Scrutiny
CP 1.2	Adults in contact with secondary mental health services who are in stable accommodation, with or without support. (ASCOF 1H) [Year to date Snapshot]	Aim to Maximise	February 2017	76%	66%	66%			Sharon Houlden	People Scrutiny
CP 1.3	The percentage of children reported to the police as having run away that receive an independent return to home interview [Cumulative]	Aim to Maximise	February 2017	79.2%	85%	85%			John O'Loughlin	People Scrutiny
CP 1.4	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]	Goldlocks	February 2017	59.6	45.7-52.3	45.7-52.3			John O'Loughlin	People Scrutiny
CP 1.5	Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]	Goldlocks	February 2017	69	57.3-68.3	57.3-68.3			John O'Loughlin	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	February 2017	30	45	45			Carl Robinson*	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	February 2017	94%	92%	92%			Carl Robinson*	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	December 2016	47.79%	54.00%	54.00%			Carl Robinson*	Place Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]	Aim to Maximise	February 2017	79.6%	86%	86%			Sharon Houlden	People Scrutiny
CP 3.2	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C(2)) [Year to date average]	Aim to Minimise	February 2017	2.08	1.43	1.43			Sharon Houlden	People Scrutiny
CP 3.3	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [Year to date Snapshot]	Aim to Maximise	February 2017	29.4%	30%	30%			Sharon Houlden	People Scrutiny
CP 3.4	Proportion of adults with learning disabilities in paid employment [Monthly Snapshot]	Aim to Maximise	February 2017	10%	10%	10%			Sharon Houlden	People Scrutiny
CP 3.5	Number of Children Involved with Early Help Assessments (Cumulative)	Aim to Maximise	February 2017	2,049	1,837	2,000			John O'Loughlin	People Scrutiny









MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events [Cumulative]	Aim to Maximise	February 2017	4,009,624	3,666,667	4,000,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	February 2017	48	36	40			James Williams	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	February 2017	751	1,150	1,300			Liesel Park	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	February 2017	3,958	5,050	5,673			Margaret Gray	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2016/17 collected in year [Cumulative]	Aim to Maximise	February 2017	92.40%	92.20%	97.20%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2016/17 collected in year [Cumulative]	Aim to Maximise	February 2017	92.00%	91.60%	97.80%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	February 2017	92.86%	79.00%	79.00%			Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	February 2017	90.22%	84.00%	84.00%			Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	February 2017	94.87%	90.00%	90.00%			Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	February 2017	1.36%	1.7%	1.7%			Sharon Houlden	Policy and Resources Scrutiny
CP 4.9	The % of children in good or outstanding Schools [Monthly Snapshot]	Aim to Maximise	February 2017	84.71%	75%	75%			Brin Martin	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
	Snapshot]									

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2016/17	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering in Culture Services [Cumulative]	Aim to Maximise	February 2017	15,812	11,917	13,000			Scott Dolling	Place Scrutiny
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	February 2017	86.32%	80.00%	80.00%			Nick Corrigan; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.3	Number of payments made online [Cumulative]	Aim to Maximise	February 2017	58,811	45,826	50,000			Joanna Ruffle	Policy & Resources Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	February 2017	6.72	6.49	7.20			Joanna Ruffle	Policy & Resources Scrutiny

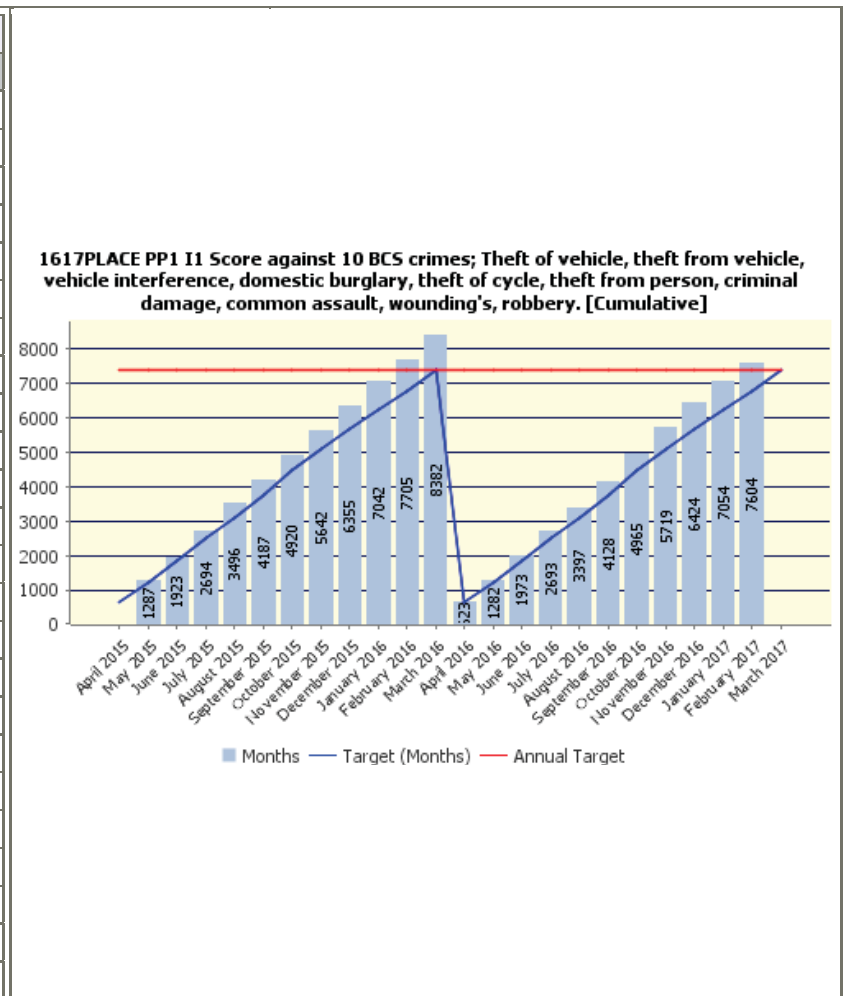
Section 3: Detail of indicators rated Red or Amber

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

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

CP 1.1	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]			<p>February 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Carl Robinson*			
Year Introduced	2007			

Date Range 1		
	Value	Target
April 2015	N/A	626
May 2015	1287	1231
June 2015	1923	1857
July 2015	2694	2532
August 2015	3496	3102
September 2015	4187	3773
October 2015	4920	4478
November 2015	5642	5078
December 2015	6355	5665
January 2016	7042	6235
February 2016	7705	6754
March 2016	8382	7389
April 2016	623	626
May 2016	1282	1231
June 2016	1973	1857
July 2016	2693	2532
August 2016	3397	3102
September 2016	4128	3773
October 2016	4965	4478
November 2016	5719	5078
December 2016	6424	5665
January 2017	7054	6235
February 2017	7604	6754
March 2017		7389




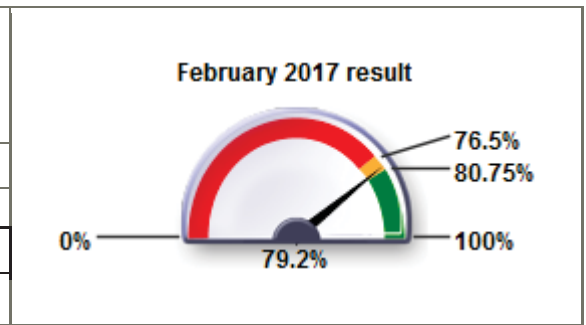
Southend Community Safety Partnership have progressed a number of key recommendations from the 16/17 Strategic Intelligence Assessment. This includes a multiagency focus on certain key high crime areas such as York Road (Operation Stonegate), a review of crimes that are

causing concern (violent crime), and improved strategic and operational links between the key partnership boards. In addition, the in-depth scrutiny review on enforcement is progressing and has considered evidence from the Police and Crime Commissioner and wider stakeholders both from within the Council and external.

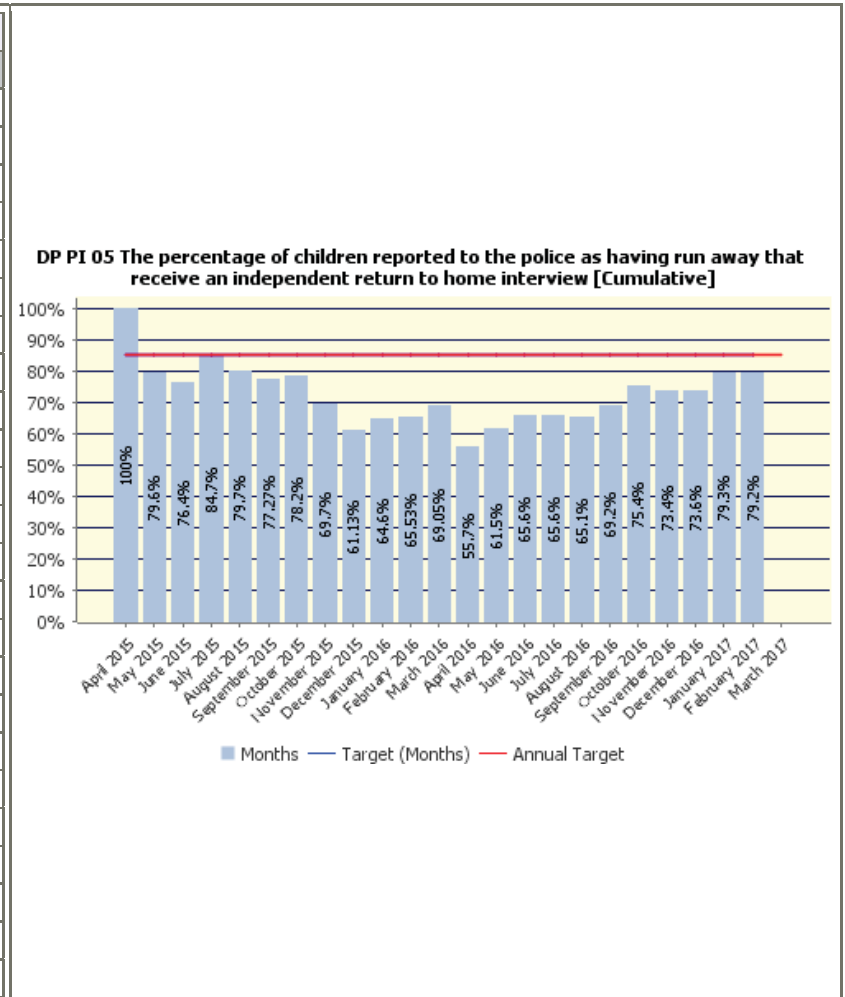
The BCS Crime breakdown for January 2017:

Theft of a vehicle - **4%**; Theft from a vehicle - **10%**; Vehicle interference - **2%**; Burglary in a dwelling - **8%**; Bicycle theft - **6%**; Theft from the person - **3%**; Criminal Damage - **19%**; HMIC Violence Without Injury - **29%**; Wounding (Serious and Other) - **17%**; Robbery (Personal Property) - **2%**.


CP 1.3	The percentage of children reported to the police as having run away that receive an independent return to home interview [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	John O'Loughlin		
Year Introduced	2013		

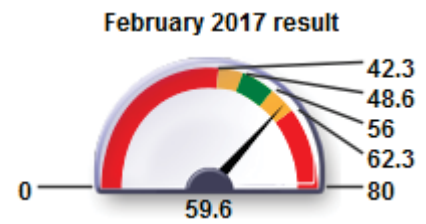


Date Range 1		
	Value	Target
April 2015	100%	85%
May 2015	79.6%	85%
June 2015	76.4%	85%
July 2015	84.7%	85%
August 2015	79.7%	85%
September 2015	77.27%	85%
October 2015	78.2%	85%
November 2015	69.7%	85%
December 2015	61.13%	85%
January 2016	64.6%	85%
February 2016	65.53%	85%
March 2016	69.05%	85%
April 2016	55.7%	85%
May 2016	61.5%	85%
June 2016	65.6%	85%
July 2016	65.6%	85%
August 2016	65.1%	85%
September 2016	69.2%	85%
October 2016	75.4%	85%
November 2016	73.4%	85%
December 2016	73.6%	85%
January 2017	79.3%	85%
February 2017	79.2%	85%
March 2017		

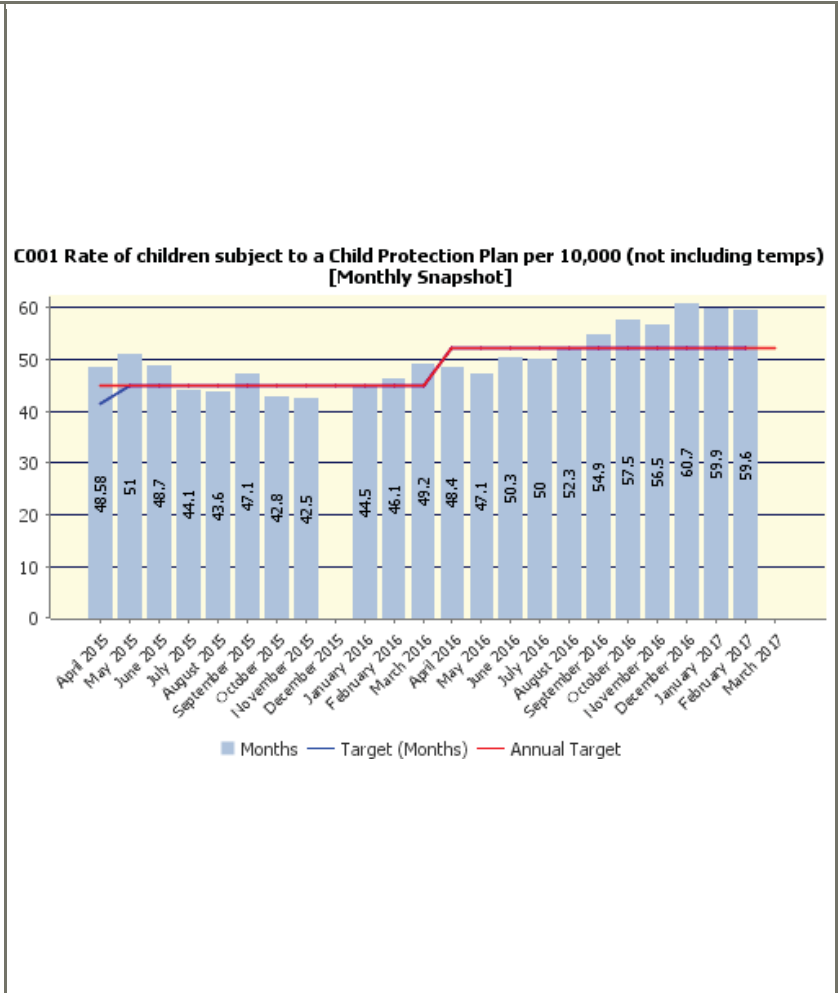


The success rate of completed return to home interviews this month is 79.2%. We have had 3 young people who have been prolific missing persons throughout February, 2 of which are LAC children. The police continue to carry out vulnerability checks following any missing episodes.


CP 1.4	Rate of children subject to a Child Protection Plan per 10,000 (not including temps) [Monthly Snapshot]		
Expected Outcome		Format	Goldlocks
Managed By	John O'Loughlin		
Year Introduced			

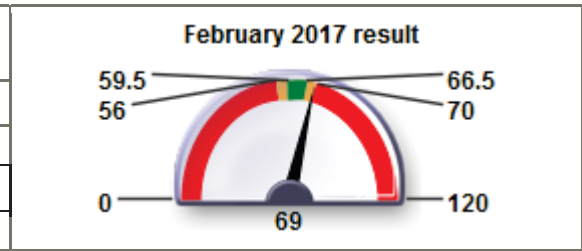


Date Range 1		
	Value	Target
April 2015	48.58	41.5
May 2015	51	45.1
June 2015	48.7	45.1
July 2015	44.1	45.1
August 2015	43.6	45.1
September 2015	47.1	45.1
October 2015	42.8	45.1
November 2015	42.5	45.1
December 2015		45.1
January 2016	44.5	45.1
February 2016	46.1	45.1
March 2016	49.2	45.1
April 2016	48.4	45.7 - 52.3
May 2016	47.1	45.7 - 52.3
June 2016	50.3	45.7 - 52.3
July 2016	50	45.7 - 52.3
August 2016	52.3	45.7 - 52.3
September 2016	54.9	45.7 - 52.3
October 2016	57.5	45.7 - 52.3
November 2016	56.5	45.7 - 52.3
December 2016	60.7	45.7 - 52.3
January 2017	59.9	45.7 - 52.3
February 2017	59.6	45.7 - 52.3
March 2017		

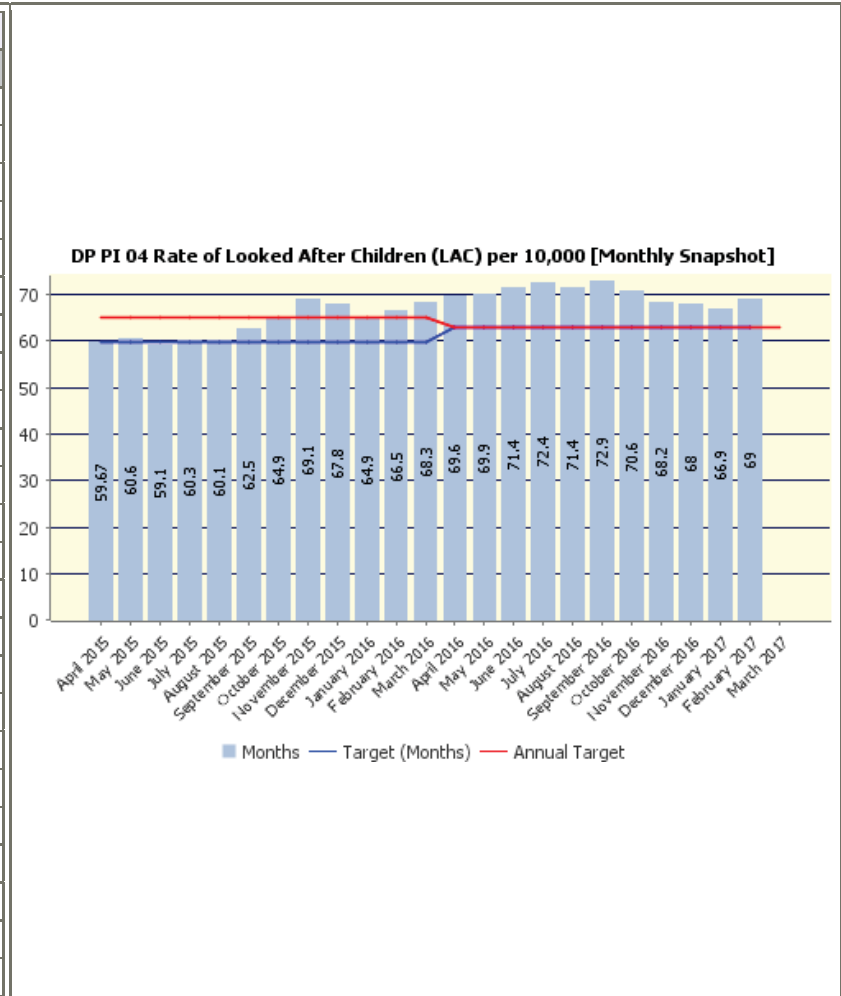


The rate of children remained stable this month. This is because the number of children whose plans were discontinued is consistent with number of children becoming subject of a CP Plan, however the number of children discontinued from a plan is slightly lower than average. This indicator remains at risk of missing target. This indicator is being monitored by managers and work is in place to reduce the rate of CP plans.

CP 1.5	Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]		
Expected Outcome		Format	Goldilocks
Managed By	John O'Loughlin		
Year Introduced			



Date Range 1		
	Value	Target
April 2015	59.67	59.7
May 2015	60.6	59.7
June 2015	59.1	59.7
July 2015	60.3	59.7
August 2015	60.1	59.7
September 2015	62.5	59.7
October 2015	64.9	59.7
November 2015	69.1	59.7
December 2015	67.8	59.7
January 2016	64.9	59.7
February 2016	66.5	59.7
March 2016	68.3	59.7
April 2016	69.6	57.3 – 68.3
May 2016	69.9	57.3 – 68.3
June 2016	71.4	57.3 – 68.3
July 2016	72.4	57.3 – 68.3
August 2016	71.4	57.3 – 68.3
September 2016	72.9	57.3 – 68.3
October 2016	70.6	57.3 – 68.3
November 2016	68.2	57.3 – 68.3
December 2016	68	57.3 – 68.3
January 2017	66.9	57.3 – 68.3
February 2017	69	57.3 – 68.3
March 2017		



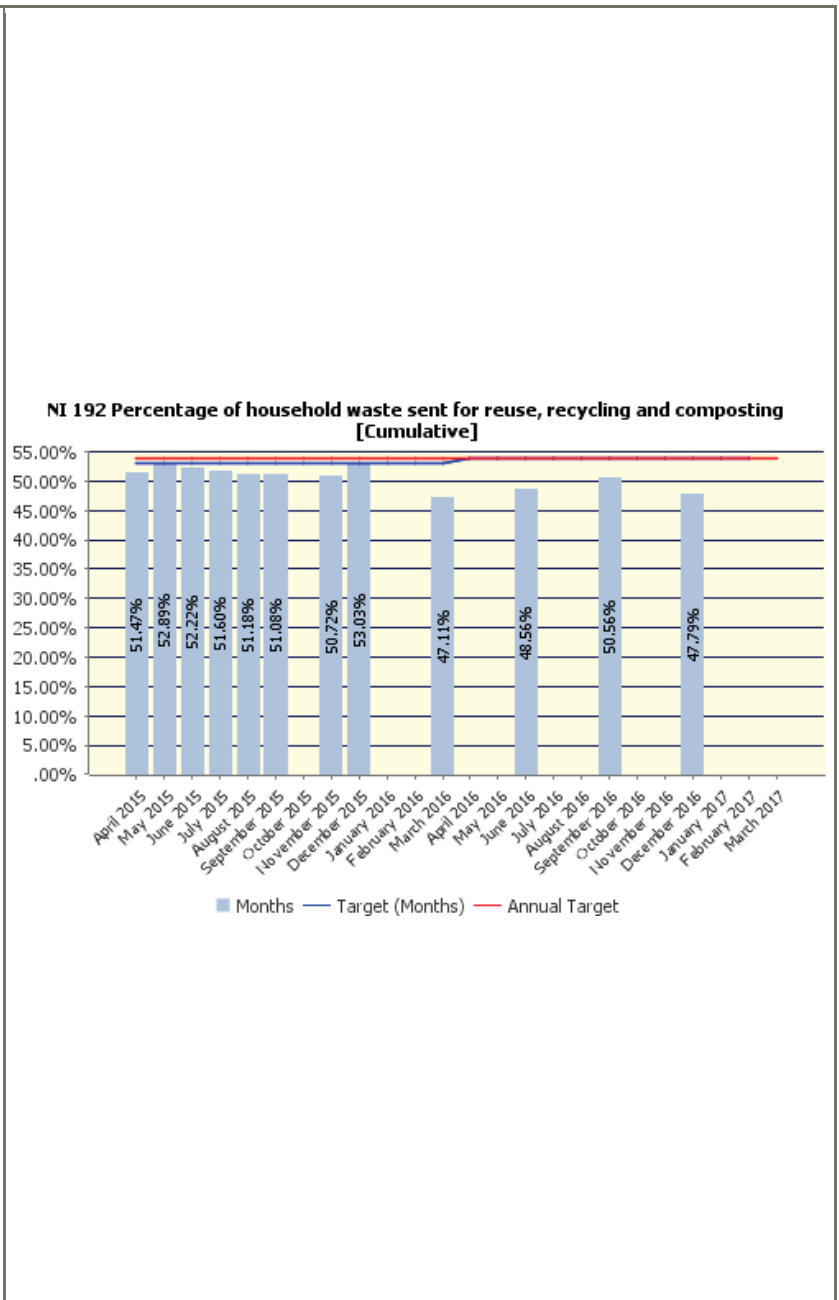
We remain above target by 17 children, excluding unaccompanied asylum seeking children and are likely to be above target at year end. As previously reported we are implementing strategies to reduce the need for children to become looked after. Strategies include the Placement Panel which offers additional senior management oversight of decision making, and the Edge of Care team who offer support and challenge to families so they continue to provide care for their adolescent children. We are experiencing pressures due to delays in securing hearings in order that final adoption orders are granted, which is due to changes in case law. This means it can take longer for children to leave care via adoption. Further work on our model of practice and the reunification of families will further reduce LAC numbers during 2017/18.

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

Expected Outcome: At risk of missing target 1

CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]			<p>December 2016 result</p> <p>51.30% 54.00% 100.00% 47.79% .00%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Carl Robinson*			
Year Introduced	2008			

Date Range 1		
	Value	Target
April 2015	51.47%	53.00%
May 2015	52.89%	53.00%
June 2015	52.22%	53.00%
Q1 2015/16		
July 2015	51.60%	53.00%
August 2015	51.18%	53.00%
September 2015	51.08%	53.00%
Q2 2015/16		
October 2015		53.00%
November 2015	50.72%	53.00%
December 2015	53.03%	53.00%
Q3 2015/16		
January 2016		53.00%
February 2016		53.00%
March 2016	47.11%	53.00%
Q4 2015/16		
April 2016	N/A	54.00%
May 2016	N/A	54.00%
June 2016	48.56%	54.00%
Q1 2016/17		
July 2016	N/A	54.00%
August 2016	N/A	54.00%
September 2016	50.56%	54.00%
Q2 2016/17		
October 2016		54.00%
November 2016		54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017		54.00%
February 2017		54.00%
March 2017		
Q4 2016/17		




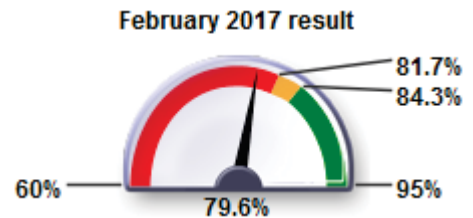
Reported Quarterly

This figure is the latest position and will be validated by the end of March 2017. It is unlikely that the set recycling target for 2016/17 will be achieved. Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets of recycling 50% by 2020 are likely to be missed. This is partly due to the reduction in packaging materials on products, the implementation for charging for carrier bags and the increased pressure on producer responsibility meaning packaging is being recovered by manufacturers and is no longer available to households to recycle. Many large commercial outlets are also required to remove packaging upon delivery of large household appliances which has also had an impact on available material for household recycling. The target figure has also been impacted by the performance of the MBT plant where a smaller than anticipated amount of material is being recycled through the plant.

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

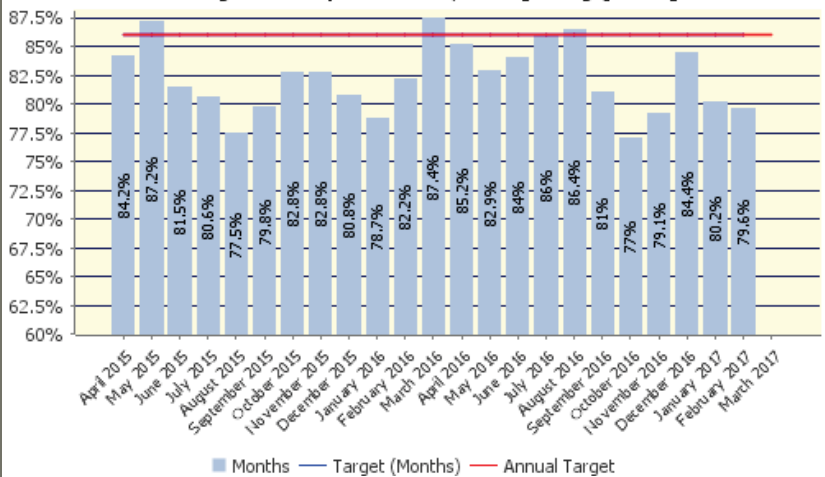
Expected Outcome: At risk of missing target 1 Some slippage against target 4

CP 3.1	Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced			




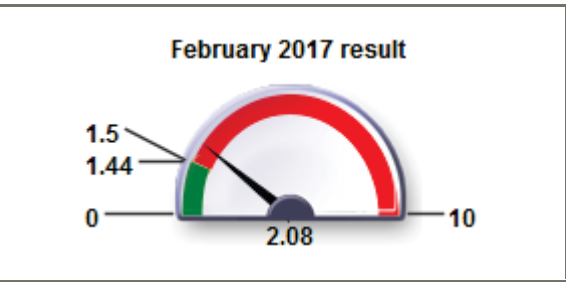
Date Range 1		
	Value	Target
April 2015	84.2%	86%
May 2015	87.2%	86%
June 2015	81.5%	86%
Q1 2015/16		
July 2015	80.6%	86%
August 2015	77.5%	86%
September 2015	79.8%	86%
Q2 2015/16		
October 2015	82.8%	86%
November 2015	82.8%	86%
December 2015	80.8%	86%
Q3 2015/16		
January 2016	78.7%	86%
February 2016	82.2%	86%
March 2016	87.4%	86%
Q4 2015/16		
April 2016	85.2%	86%
May 2016	82.9%	86%
June 2016	84%	86%
Q1 2016/17		
July 2016	86%	86%
August 2016	86.4%	86%
September 2016	81%	86%
Q2 2016/17		
October 2016	77%	86%
November 2016	79.1%	86%
December 2016	84.4%	86%
Q3 2016/17		
January 2017	80.2%	86%
February 2017	79.6%	86%
March 2017		
Q4 2016/17		

ACS SC 12 Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]

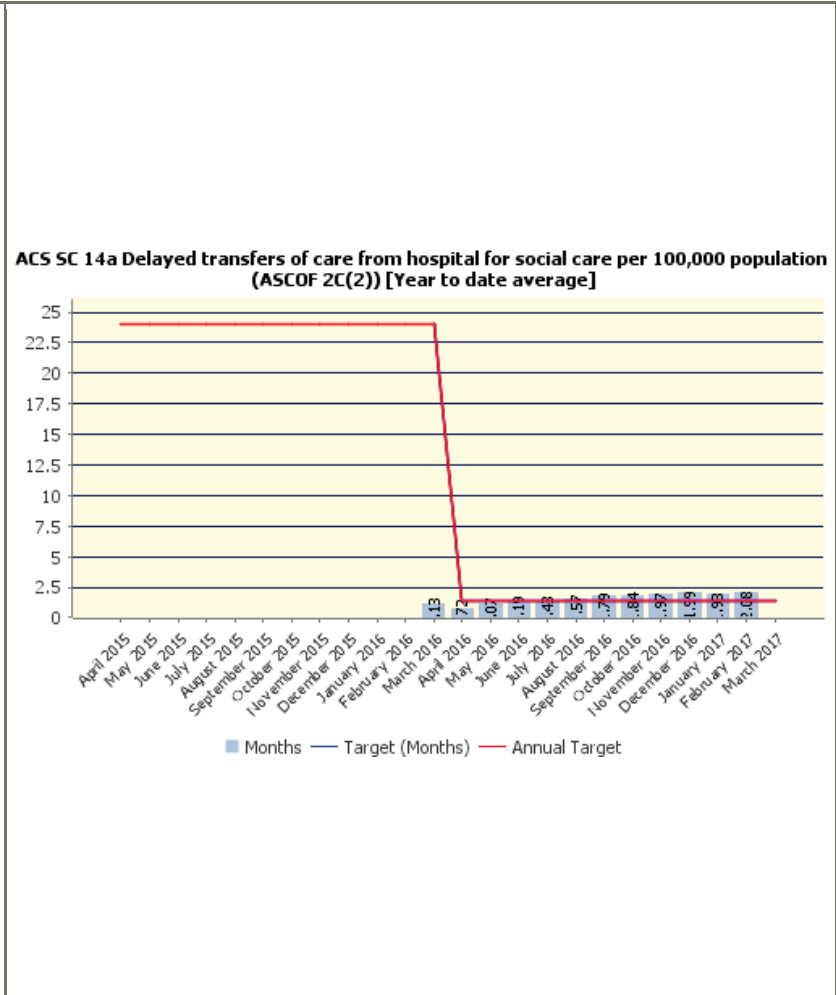


For the reporting period, 103 Adults used the reablement service, 82 Adults were still at home 91 days. An analysis of the 21 Adults not at home will be completed. Over the longer term this indicator will be monitored for impact from the new Domiciliary Care Contract due to commence in May 2017 as this includes a reablement / enablement facet.


CP 3.2	Delayed transfers of care from hospital for social care per 100,000 population (ASCOF 2C(2)) [Year to date average]		
Expected Outcome		Format	Aim to Minimise
Managed By	Sharon Houlden		
Year Introduced			

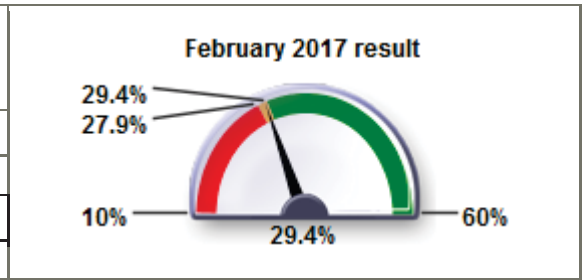


Date Range 1		
	Value	Target
April 2015		
May 2015		
June 2015		
July 2015		
August 2015		
September 2015		
October 2015		
November 2015		
December 2015		
January 2016		
February 2016		
March 2016	1.13	24
April 2016	0.72	1.43
May 2016	1.07	1.43
June 2016	1.19	1.43
July 2016	1.43	1.43
August 2016	1.57	1.43
September 2016	1.79	1.43
October 2016	1.84	1.43
November 2016	1.97	1.43
December 2016	1.99	1.43
January 2017	1.93	1.43
February 2017	2.08	1.43
March 2017		1.43

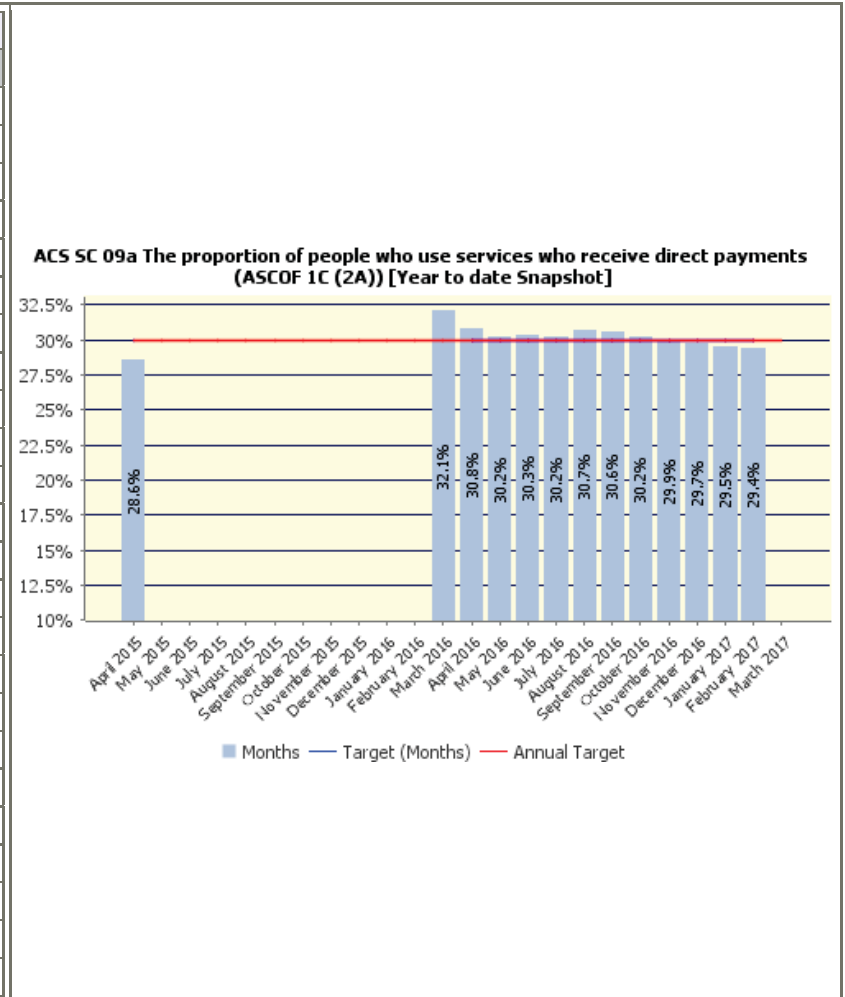


Performance has declined slightly this month, influenced by 5 new delays (4 from acute, 1 from non-acute), but we remain well below the regional average of 3.79. A 7 day a week service is ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives being put in place to both prevent hospital admission and aide timely discharge from hospital.


CP 3.3	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [Year to date Snapshot]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced			

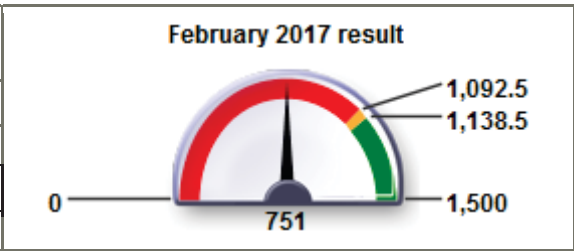


Date Range 1		
	Value	Target
April 2015	28.6%	30%
May 2015		
June 2015		
July 2015		
August 2015		
September 2015		
October 2015		
November 2015		
December 2015		
January 2016		
February 2016	N/A	
March 2016	32.1%	
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017		

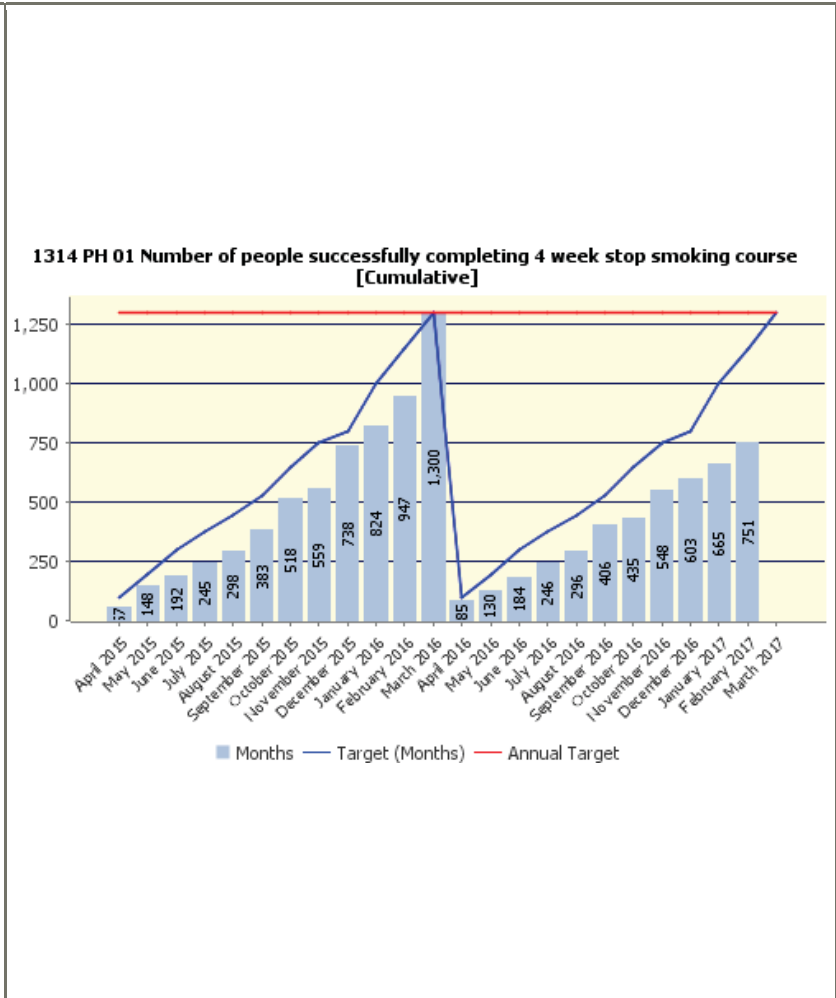


There continues to be a fixed trend just below target, which is echoed by partners in the East Region. Barriers to improved performance in this area are going to be explored, commencing with the analysis of the time take for an Adult to receive a direct payment. This is a replica of the analysis completed by Eastern Region partners and the outcome will be compared.


CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Liesel Park		
Year Introduced			

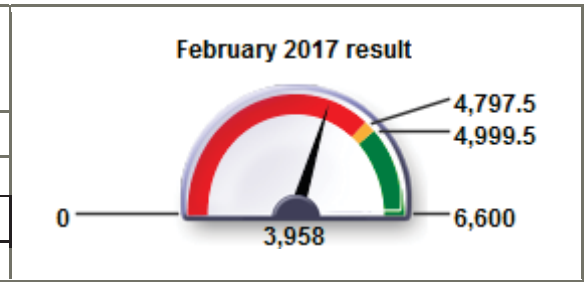


Date Range 1		
	Value	Target
April 2015	57	100
May 2015	148	200
June 2015	192	300
July 2015	245	380
August 2015	298	450
September 2015	383	530
October 2015	518	650
November 2015	559	750
December 2015	738	800
January 2016	824	1,000
February 2016	947	1,150
March 2016	1,300	1,300
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017		1,300

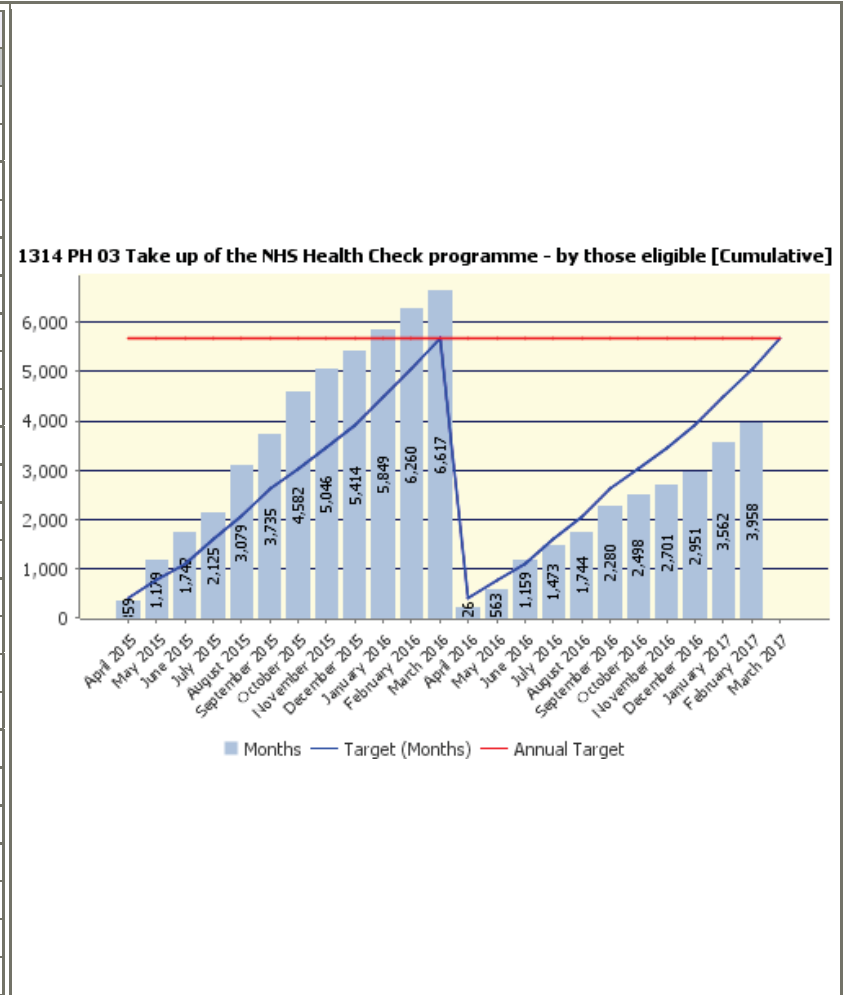


Final quit data February is unlikely to be available until the end of April 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.

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



Date Range 1		
	Value	Target
April 2015	359	406
May 2015	1,179	763
June 2015	1,742	1,120
July 2015	2,125	1,592
August 2015	3,079	2,064
September 2015	3,735	2,632
October 2015	4,582	3,038
November 2015	5,046	3,443
December 2015	5,414	3,914
January 2016	5,849	4,482
February 2016	6,260	5,050
March 2016	6,617	5,673
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017		5,673



Outreach work is underway. The Health Check bus is sited at 3 locations in Southend (Waitrose, B & Q and Southend Airport) 7 days a week over the next 3 weeks.

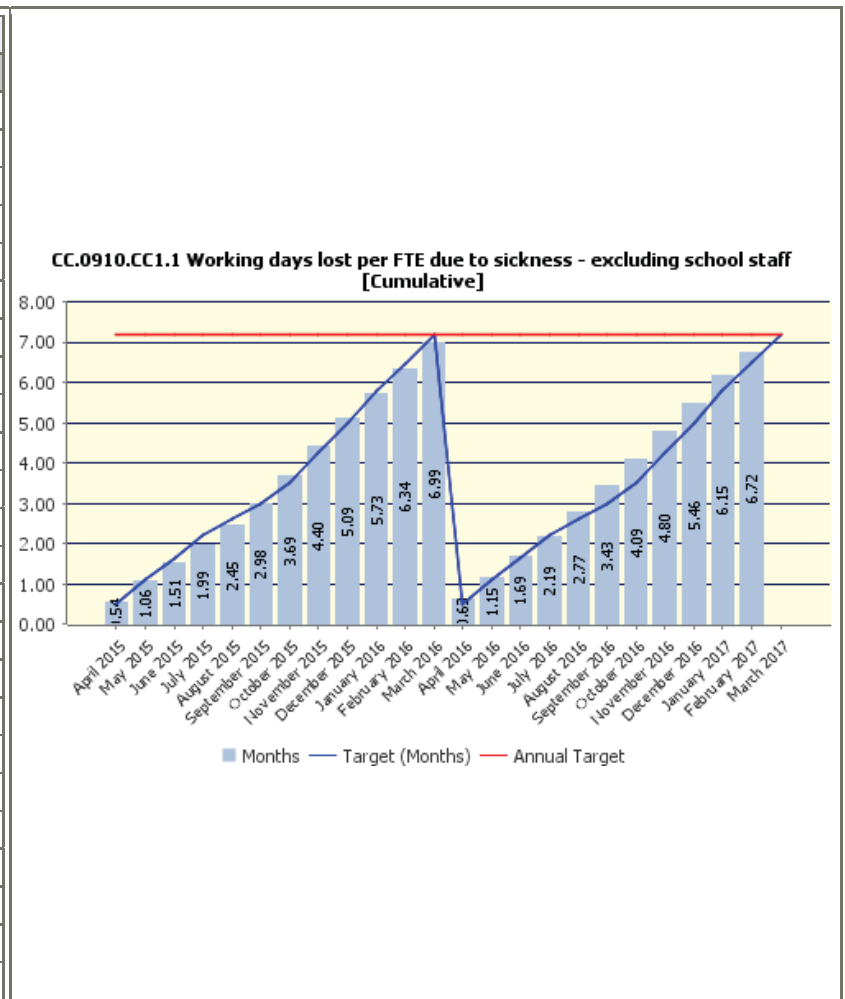
GPs are continuing to receive support to invite patients in for their NHS Health Check. Some practices are piloting follow up calls to patients that have not responded to invites. Text messages are being sent out to patients to encourage them to make appointments also.

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

Expected Outcome: At risk of missing target 1

CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]			<p>February 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Joanna Ruffle			
Year Introduced	2009			

Date Range 1		
	Value	Target
April 2015	0.54	0.51
May 2015	1.06	1.10
June 2015	1.51	1.65
July 2015	1.99	2.21
August 2015	2.45	2.61
September 2015	2.98	3.01
October 2015	3.69	3.51
November 2015	4.40	4.25
December 2015	5.09	4.97
January 2016	5.73	5.80
February 2016	6.34	6.47
March 2016	6.99	7.20
April 2016	0.63	0.51
May 2016	1.15	1.10
June 2016	1.69	1.65
July 2016	2.19	2.21
August 2016	2.77	2.61
September 2016	3.43	3.01
October 2016	4.09	3.51
November 2016	4.80	4.27
December 2016	5.46	4.99
January 2017	6.15	5.82
February 2017	6.72	6.49
March 2017		7.20



While the Council has met its target for February but is not meeting the required cumulative target for the year to date. HR continue to provide managers with information regarding key areas of sickness to ensure sickness absence is appropriately managed, and to help departments identify trends. The Council still compares favourably with other local authorities and other sectors (latest Local Government Association Workforce Survey shows councils reporting an average of 8.5 days lost per FTE employee).



Revenue Budget Monitoring 2016/17

Period 11

as at 28 February 2017
Portfolio Summary

Contents

Commentary	3
General Fund Summary Forecast	9
Portfolio	
Leader	10
Culture, Tourism and the Economy	12
Corporate and Community Support Services	14
Housing, Planning & Public Protection Services	18
Children & Learning	20
Health & Adult Social Care	23
Transport, Waste & Cleansing	25
Technology	28
Housing Revenue Account Summary Forecast	30

1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2016/17, based on the views of the Directors and their Management Teams, in light of expenditure and income to 28 February 2017.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2016. Therefore, the full cost budget is being monitored, including fully allocated Management, Administrative and Technical Services (MATS) and capital financing costs. As at the end of October 2016 all corporate savings had been allocated.

2. Overall Budget Performance – General Fund

As at the end of February, an underspend to the overall Council budget of £2,387,000 is currently being forecast for the year-end. This position reflects a projected overspend of £154,000 in Council departmental spending and a £2,541,000 underspend on financing costs and levies. The budget pressures which services are reporting are detailed in section 3. The forecast net underspend of £2,387,000 is currently estimated to be transferred to earmarked reserves.

General Fund Portfolio Forecast Comparison 2016/17 at 28 February 2017 - Period 11

Portfolio	Latest Budget 2016/17 £000	Projected Outturn 2016/17 £000	February Forecast Variance £000	January Forecast Variance £000
Leader	2,858	2,855	(3)	(25)
Culture, Tourism and the Economy	16,559	16,772	213	310
Corporate and Community Support Services	4,888	4,516	(372)	(282)
Housing, Planning & Public Protection Services	10,883	10,819	(64)	(28)
Children & Learning	32,552	32,855	303	551
Health & Adult Social Care	43,101	43,362	261	221
Transport, Waste & Cleansing	25,833	25,649	(184)	(397)
Technology	65	65	-	-
Total Portfolio	136,739	136,893	154	350
Non-Service Areas	(12,186)	(14,727)	(2,541)	(326)
Earmarked Reserves	(1,347)	1,040	2,387	(24)
Net Expenditure / (Income)	123,206	123,206	0	0

Where Portfolios are forecasting an overspend by the end of the year, the relevant Director has been advised that appropriate action plans must be in place to address any projected overspend position so that a balanced budget for the Council is produced by the year end.

3. Service Variances - £154,000 forecast overspend

The key variances are as shown in the following table:-

Portfolio	Unfavourable	Favourable	Net	Previous period
	£(000)	£(000)	£(000)	£(000)
<u>Leader</u>				
Treasury Management Costs		(3)		0
Vacancies in the Policy and Communications team				(25)
	0	(3)	(3)	(25)
<u>Culture, Tourism and the Economy</u>				
Southend Pier - Loss of income due to repair of pile caps and associated repair costs due to buggy usage for certain users	133			200
Grounds Maintenance - Additional peak relief staff due to weather conditions	69			60
Grounds Maintenance - One off additional materials and maintenance costs in relation to the new Southend contract	60			60
Grounds Maintenance - shortfall in income	35			40
Golf course - reduced income due to lower user numbers	50			50
The Forum - Facilities Management contract	100			100
Leigh Library - Income shortfall	6			0
Leisure Management - Newly tendered contract saving & part year vacant post		(182)		(182)
Town Centre - Additional income from the weekly markets		(30)		0
Tourism & Events - Vacant post & unspent contractors budget		(28)		(18)
	453	(240)	213	310
<u>Corporate and Community Support</u>				
Income from Cremations		(150)		(50)
Vacancies in the Customer Service team		(61)		(8)
IT Costs relating to Citizens Accounts		52		0
Income from the Customer Service support for the Veolia		(47)		(30)
Benefits Admin Team Staffing	100			100
Vacancies in the Partnership team and Grants to Voluntary Organisation teams		(15)		(50)
Corporate Training Income		(14)		(14)
Vacancy in the Transport Management team		(20)		0
Vacancies in the Accounts Payable and Accountancy teams		(20)		(170)
Vacancy in the Asset Management Team		(50)		(50)
Additional security costs for Civic Campus	25			25
Lettings Income not achieved at Civic Centre	23			23
Council Tax Court Income		(80)		(90)
Maternity cover in Democratic Services	15			0
Vacancies in the Chief Executive Support team		(50)		(35)
Printing and Postage for Local Elections and Referendum	10			12
Vacancy Factor in the Legal Team	0			5
Legal Services Court Costs and Barristers' Fees	55			65
Legal Services Income	25			20
Staffing costs in the Business Rates team		(35)		(15)
Vacancies in Corporate Procurement		(20)		(20)
Property - Increased capitalisation of staffing costs		(50)		0
Property - Income received in relation to a written off invoice		(70)		0
Other Minor Variance	5			0
	258	(630)	(372)	(282)

...Continued**Housing, Planning & Public Protection Services**

Building Control - staffing pressures	57			57
Development Control - staffing & court cost underspends		(77)		(64)
Development Control - drop in income	20			0
Development Control - CIL monitoring income		(42)		(42)
CCTV - Consultants costs and equipment maintenance	27			27
Vacancies in Private Sector Housing		(65)		(27)
Vacancies in Community Housing		0		(35)
Regulatory Services - Legal advice	13			13
Licensing - Tables and chairs income shortfall	28			27
Licensing - Gambling Act income shortfall	17			21
Minor variances		(42)		(5)
	162	(226)	(64)	(28)

Children and Learning

Children's Placements - high cost children with disabilities, and cost of direct payments	58			56
Children's Placements - forecast for current cohort of looked after children	7			46
Unaccompanied asylum younger people - legacy scheme	41			54
Unaccompanied asylum younger people - 16/17 National transfer scheme	18			17
Pressure on Leaving Care accommodation placements	102			102
Staffing pressure costs in children services due to high levels of agency staff and MARAT team	106			321
Children under Sect 17 and Sect 20 support costs		(69)		(62)
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	127			143
Legal charges for children in care - high case load	159			86
Forecast on current in-house fostering placements and impact of adoption referral income	4			38
Home to School Education Transport - lower demand and contract management		(150)		(150)
School Improvement staff vacancies		(100)		(100)
	622	(319)	303	551

Health and Adult Social Care

People with a Learning Disability - Lower than estimated residential care placements and direct payments		(263)		(249)
People with Mental Health Needs - Higher than estimated residential care placements, direct payments and supported living	596			532
Older People - Reduced residential care packages		(151)		(108)
Physical and Sensory Impairment - Higher than estimated residential care placements	51			71
Pressure against budgeted vacancy levels	64			77
Health contribution towards Integrated commissioning		(17)		(24)
Underspend on service contracts		(19)		(78)
	711	(450)	261	221

...Continued			
Transport, Waste & Cleansing			
Street lighting - full year benefits not expected to be achieved	418		355
Traffic Signals - reduction in contractor costs due to LED	9		(24)
Street works Common Permit Scheme - S.74 penalties		(469)	(467)
Highways Maintenance - rechargeable works not being	169		152
Structural maintenance - footway repairs	144		184
Projects Implementation - transport & online resource costs	22		21
Environmental Maintenance - contract costs	24		(23)
Winter Maintenance - anticipated stock value at year end		(92)	0
Bridge Maintenance - reactive repairs		(32)	(32)
Decriminalised parking - delay in new contract implementation	152		139
Decriminalised parking - estimated bad debt provision at year end		(83)	133
Decriminalised parking - reduction in income	717		649
Parking management - income from on- and off-street		(277)	(262)
Concessionary fares - based on consultant estimate	35		73
Strategic Transport Policy	11		11
Travel Centre - additional security required for site	58		60
Traffic Management - reduction in contractor costs		(71)	(72)
Traffic Management - fall in capitalisation	100		116
Traffic Management - transport/supplies & services		(15)	0
Traffic Management - highways boundary searches		(15)	0
Road Safety - changes to service delivery		(52)	(47)
Public Conveniences - Reduced electricity consumption		(30)	(30)
Waste Collection - Vacant post within the team		(16)	(16)
Waste Disposal - Reduced gate fee at the MBT. Balance transferred to the Waste Reserve.		(438)	(780)
Cleansing - Service Licences no longer required		(19)	(19)
Environmental Care - Vacant post and associated staffing		(65)	(65)
Environmental Care - Revised vehicle hire contract		(32)	(32)
Waste Management - Income from ECC in relation to the JWA		(518)	(531)
Flood Defences - vacant posts		(42)	(42)
Flood Defences - pump station servicing & land licence	109		76
Flood Defences - maintenance	74		36
Business Support - Low staff turnover resulting in vacancy factor pressure	40		40
	2,082	(2,266)	(184)
			(397)
Technology			
	0	0	0
			0
Total	4,288	(4,134)	154
			350

Non Service Variances (£2,541,000 forecast underspend)

Financing Costs – (£2,535K)

This provision is forecast to be underspent against budget at the year-end as; revised Minimum Revenue Provision Policy (£2,035K); PWLB interest (£361K) due to reduced borrowing; reduced interest from in-house investments due to lower interest rates £110K; interest on short term borrowing (£51K); interest on Bonds (£56K); interest property funds (£200K); Schools and trust balances interest £51K; finance lease costs £5K; other £2K.

Levies – (£6K)

The annual levy from the Coroners Court is less than advised by the organisation when setting the budget.

4. Appropriations to / from Earmarked Reserves

Net appropriations from Earmarked Reserves totalling £3,874,000 were agreed by Council when setting the 2016/17 budget in February 2016. The current outturn position allows for further in-year net appropriations to reserves, totalling (£4,914,114). Total net appropriations from / (to) reserves for 2016/17 will therefore equal (£1,040,114).

- £367,950 from the Business Transformation Reserve to enable the progression of various projects.
- £2,073,936 from the Earmarked Reserves for Grants carried forward from previous years
- (£301,000) to the Specific Projects Reserve to cover identified projects
- £250,000 from the Queensway Reserve to cover on-going revenue costs of the project
- £30,000 from SEN Reserve to support school music
- (£150,000) to the Rental Equalisation Reserve
- (£434,000) to the Waste Reserve due to the MBT commissioning phase
- (£4,364,000) reduction in the contribution to RCCO from original budget
- (£2,387,000) appropriation to reserves at the year end

(£4,914,114)

5. Revenue Contributions to Capital Outlay (RCCO)

The original budget for 2016/17 included planned revenue contributions for capital investments, via the use of Earmarked Reserves, of £6,472,000. Due to slippage in the capital programme, this budget is now £2,164,000 with the unused budget being returned to the Capital, Agresso and Social Care Reserves respectively. A net change of £4,308,000 has occurred, part of which relates to £56,000 which has been allocated from contingency to fund the purchase of Bronze Cannons salvaged from The London.

6. Performance against Budget savings targets for 2016/17

As part of setting the Council budget for 2016/17, a schedule of Departmental and Corporate savings was approved totalling £10.086 million. These are required to achieve a balanced budget.

A monthly exercise is in place to monitor the progress of the delivery of these savings. A breakdown, by RAG status, of the Departmental Savings is shown below:

	Red £000	Amber £000	Green £000	Original Savings Total £000	Projected Outturn £000	Forecast Variance £000
Department						
Chief Executive	25	75	1,308	1,408	1,383	(25)
People	260	3,547	1,504	5,311	5,015	(296)
Place	0	1,380	1,987	3,367	2,833	(534)
Total	285	5,002	4,799	10,086	9,231	(855)

Although the current forecast is showing a shortfall of £855,000 against the required savings total of £10.086 million, it is currently expected that the total savings will be delivered in full as part of each Department's overall budget total by the end of the financial year either by finding alternative savings or ensuring amber and red savings are delivered in full.

7. Overall Budget Performance – Housing Revenue Account (HRA)

The HRA budget was approved by Council on 25th February 2016 and anticipated that £2,287,000 would be appropriated to earmarked reserves in 2016/17.

The closing HRA balance as at 31st March 2016 was £3,502,000

8. Budget Virements

In line with the approved financial procedure rules all virements over £50,000 between portfolio services or between pay and non-pay budgets are to be approved by Cabinet. Below is a table showing the virements which fall within these parameters.

	DR	CR
	£	£
Virements over £50,000 in reported period	500	(500)
Virements over £50,000 previously reported	7,018	(7,018)
Virements approved under delegated authority	10,224	(10,224)
Total virements	17,742	(17,742)

The virements for Cabinet approval this period are:

- £500,000 To reallocate Care Act Funding
- £500,000 Total

General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Portfolio Holder Summary

Portfolio	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
Leader	4,765	(1,062)	3,703	(845)	2,858	2,855	(3)	(1,836)	(2,045)	(209)
Culture, Tourism and the Economy	17,439	(3,178)	14,261	2,298	16,559	16,772	213	15,605	15,873	268
Corporate and Community Support Services	127,435	(124,772)	2,663	2,225	4,888	4,516	(372)	5,177	4,694	(483)
Housing, Planning & Public Protection Services	13,689	(2,942)	10,747	136	10,883	10,819	(64)	9,926	9,811	(115)
Children & Learning	116,234	(85,464)	30,770	1,782	32,552	32,855	303	29,298	29,552	254
Health & Adult Social Care	76,004	(35,092)	40,912	2,189	43,101	43,362	261	39,575	39,652	77
Transport, Waste & Cleansing	35,073	(11,943)	23,130	2,703	25,833	25,649	(184)	23,906	24,861	955
Technology	5,858	(5,748)	110	(45)	65	65	0	69	135	66
Portfolio Net Expenditure	396,497	(270,201)	126,296	10,443	136,739	136,893	154	121,720	122,533	813
Reversal of Depreciation	(21,711)	3,069	(18,642)	(5,958)	(24,600)	(24,600)	0	(23,080)	(23,082)	(2)
Levies	585	0	585	0	585	579	(6)	491	485	(6)
Financing Costs	20,408	(4,621)	15,787	(72)	15,715	13,180	(2,535)	11,709	9,293	(2,416)
Contingency	5,816	0	5,816	(2,832)	2,984	2,984	0	1,297	0	(1,297)
Pensions Upfront Funding	(4,782)	0	(4,782)	0	(4,782)	(4,782)	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	1,126	1,126
Sub Total	316	(1,552)	(1,236)	(8,862)	(10,098)	(12,639)	(2,541)	(9,583)	(12,178)	(2,595)
Net Operating Expenditure	396,813	(271,753)	125,060	1,581	126,641	124,254	(2,387)	112,137	110,355	(1,782)
General Grants	0	(4,252)	(4,252)	0	(4,252)	(4,252)	0	(3,557)	(3,701)	(144)
Corporate Savings	(200)	0	(200)	200	0	0	0	0	0	0
Revenue Contribution to Capital	6,472	0	6,472	(4,308)	2,164	2,164	0	5,933	0	(5,933)
Contribution to / (from) Earmarked Reserves	(3,874)	0	(3,874)	2,527	(1,347)	1,040	2,387	(5,058)	(6,695)	(1,637)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	399,211	(276,005)	123,206	0	123,206	123,206	0	109,455	99,959	(9,496)

Use of General Reserves										
Balance as at 1 April 2015			11,000	0	11,000	11,000	0			
Use in Year			0	0	0	0	0			
Balance as at 31 March 2016			11,000	0	11,000	11,000	0			

General Fund Forecast 2016/17
at 28 February 2017 - Period 11

Leader

Portfolio Holder - Cllr J Lamb

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Corporate and Non Distributable Costs	3,760	(177)	3,583	(868)	2,715	2,712	(3)	(1,966)	(2,175)	(209)
b Corporate Subscriptions	73	0	73	5	78	78	0	72	66	(6)
c Emergency Planning	99	0	99	43	142	142	0	134	136	2
d Strategy & Performance	833	(885)	(52)	(25)	(77)	(77)	0	(76)	(72)	4
Total Net Budget for Portfolio	4,765	(1,062)	3,703	(845)	2,858	2,855	(3)	(1,836)	(2,045)	(209)

Virements

	£000
Transfer from earmarked reserves	(363)
Allocation from Contingency	5
In year virements	(487)
	<u>(845)</u>

General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Leader
Portfolio Holder - Cllr J Lamb

Forecast Outturn Variance	Year to Date Variance
a. A saving on money market fees are offsetting the Dilution Levy charge	Budgets for Salaries, Corporate Initiatives, and Audit costs are currently underspent. Due to the ad-hoc and high value nature of some corporate core costs it is not possible to profile the budgets for Pensions Backfunding and Corporate Initiatives more accurately.
b.	
c.	
d.	

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Culture, Tourism and the Economy
Portfolio Holder - Cllr A Holland**

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Arts Development	706	(364)	342	4	346	346	0	338	332	(6)
b Amenity Services Organisation	2,964	(386)	2,578	829	3,407	3,571	164	3,144	3,420	276
c Culture Management	104	(6)	98	0	98	98	0	90	94	4
d Library Service	3,789	(390)	3,399	576	3,975	4,081	106	3,836	3,951	115
e Museums And Art Gallery	1,303	(67)	1,236	107	1,343	1,343	0	1,252	1,255	3
f Parks And Amenities Management	2,736	(667)	2,069	(639)	1,430	1,480	50	1,213	1,191	(22)
g Sports Development	179	(45)	134	1	135	135	0	124	129	5
h Sport and Leisure Facilities	627	(144)	483	1,048	1,531	1,349	(182)	1,472	1,337	(135)
i Southend Theatres	575	(17)	558	178	736	736	0	709	704	(5)
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	3,410	(999)	2,411	(492)	1,919	2,052	133	1,758	1,934	176
k Tourism	267	(11)	256	49	305	277	(28)	282	260	(22)
l Economic Development	363	0	363	228	591	591	0	661	626	(35)
m Town Centre	211	(58)	153	(3)	150	120	(30)	139	103	(36)
n Climate Change	205	(24)	181	162	343	343	0	388	343	(45)
o Queensway Regeneration Project	0	0	0	250	250	250	0	199	194	(5)
Total Net Budget for Portfolio	17,439	(3,178)	14,261	2,298	16,559	16,772	213	15,605	15,873	268

Virements

	£000
Transfer from earmarked reserves	387
Allocation from Contingency	303
In year virements	1,608
	<u>2,298</u>

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Culture, Tourism and the Economy
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a.	
b.	<p>Additional staffing, materials and maintenance costs have been incurred as a result of setting up the new Southend contract and there is a shortfall in income generation during the first full year of revised service delivery.</p> <p>A wet Spring/Summer required higher levels of relief staff and overtime. Additional staffing, materials and maintenance costs have been incurred as a result of setting up the new Southend contract and there is a shortfall in income generation.</p>
c.	
d.	<p>The facilities management contract at the Forum has been let for longer than anticipated by the Forum Management Company resulting in a 2 year delay to renegotiate the costs. This matter is being dealt with by the Forum Management Company.</p> <p>The facilities management contract at the Forum has been let for longer than anticipated by the Forum Management Company resulting in a 2 year delay to renegotiate the costs. This matter is being dealt with by the Forum Management Company.</p>
e.	
f.	<p>A reduction in visitor numbers to the golf course combined with a reduction in the use of outdoor sports facilities has resulted in a reduction in income.</p>
g.	
h.	<p>Saving due to the tendered leisure management contract</p> <p>Saving due to the tendered leisure management contract</p>
i.	
j.	<p>Loss of income as a result of the Pier train being out of service due to repairs of the pile caps during the busiest season of the year.</p> <p>Loss of income as a result of the Pier train being out of service due to repairs of the pile caps during the busiest season of the year.</p>
k.	<p>Vacancy within the team.</p> <p>Vacancy within the team.</p>
l.	
m.	<p>There has been a part year vacancy in the team and additional income has been received this year.</p> <p>There has been a part year vacancy in the team and additional income has been received this year.</p>
n.	
o.	

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Corporate and Community Support
Portfolio Holder - Cllr A Moring**

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a	1,436	(2,198)	(762)	(96)	(858)	(1,008)	(150)	(777)	(982)	(205)
b	2,902	(2,836)	66	106	172	116	(56)	164	95	(69)
c	0	0	0	0	0	0	0	0	(23)	(23)
d	117	(19)	98	19	117	117	0	106	106	0
e	218	0	218	6	224	234	10	208	217	9
f	2,677	(1,195)	1,482	61	1,543	1,643	100	1,422	1,523	101
g	98,947	(99,050)	(103)	0	(103)	(103)	0	(90)	83	173
h	317	0	317	(21)	296	281	(15)	268	251	(17)
i	802	0	802	24	826	826	0	759	761	2
j	2,208	(2,239)	(31)	48	17	17	0	18	37	19
k	532	(527)	5	(1)	4	(10)	(14)	4	(26)	(30)
l	386	(383)	3	10	13	13	0	15	(6)	(21)
m	227	(240)	(13)	(114)	(127)	(147)	(20)	(116)	(145)	(29)
n	720	(741)	(21)	(69)	(90)	(90)	0	(82)	(76)	6
o	257	(256)	1	0	1	(19)	(20)	5	(20)	(25)
p	340	(351)	(11)	55	44	44	0	41	33	(8)
q	2,727	(2,742)	(15)	(301)	(316)	(316)	0	(311)	(345)	(34)
r	438	(434)	4	30	34	(16)	(50)	34	(18)	(52)
s	948	(940)	8	0	8	8	0	10	(70)	(80)
t	2,909	(2,843)	66	261	327	375	48	390	440	50
u	54	(1)	53	1,383	1,436	1,436	0	1,429	1,429	0
v	794	(2,539)	(1,745)	579	(1,166)	(1,166)	0	(1,045)	(1,028)	17
w	1,355	(481)	874	0	874	794	(80)	801	703	(98)
x	430	0	430	0	430	445	15	396	408	12
y	1,084	(1,272)	(188)	(57)	(245)	(295)	(50)	(227)	(274)	(47)
z	409	0	409	25	434	444	10	415	423	8
aa	185	(243)	(58)	1	(57)	(57)	0	154	138	(16)
ab	279	(318)	(39)	0	(39)	(39)	0	(32)	(44)	(12)
ac	1,173	(1,237)	(64)	21	(43)	37	80	(45)	35	80

ad Non Domestic Rates Collection	347	(304)	43	(1)	42	7	(29)	(47)
ae Corporate Procurement	756	(748)	8	266	274	254	210	(55)
af Property Management & Maintenance	749	(635)	114	(10)	104	(16)	239	(86)
ag Member Expenses	712	0	712	0	712	707	649	(6)
Total Net Budget for Portfolio	127,435	(124,772)	2,663	2,225	4,888	4,516	4,694	(483)

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

(83)
40
2,268
2,225

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Corporate and Community Support
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a. During December, January & February income from cremations has increased significantly compared to earlier in the year	Salary and Public Health Act Funeral costs are lower than anticipated in the budget. Repairs to the boiler are causing a pressure on the Repairs and Maintenance budget however higher Cremation figures in the last quarter have contributed towards a substantial increase in income.
b. Additional income from the support for the Veolia contract and staff vacancies are offsetting additional IT charges for the Citizens Account	A pressure due to unbudgeted IT costs in the Customer Service team is being offset by vacancies and higher income than predicted.
c.	Overpayments repaid relating to prior years
d.	
e. Overspend on Porter's premises budget due to Water Services costs which includes part of 2015/16 year costs and overtime costs for the chauffeur	
f. Forecast overspends on agency costs	A pressure on employees' budget due to overtime and agency
g.	Period 11 monitored position
h. Staff Vacancies	
i.	
j.	Additional income has been received from Suffolk CC to fund project work and funding has been drawn down from the Business Transformation Reserve to support the HR administration of the Talent Pool. Some schools are no longer subscribing to the HR function which is resulting in a reduction in income.
k. Income for Corporate Training	Income is currently higher than profiled in the budget. It is expected that more costs will be incurred by the end of the year which will partially offset the surplus
l.	Income from the Tickfield Centre is currently higher than budget but it is expected to be offset by further costs (relating to a possible VAT adjustment).
m. Vacancy in the Transport Management team	
n.	
o. Staff vacancy	

Forecast Outturn Variance	Year to Date Variance
p.	Positions in Financial Management have now been filled but there are still vacancies in the Financial Planning and Control team
q.	An underspend due to staff vacancies is being partially offset by an overspend relating to the purchase of professional expertise in the form of contractors. Income received to date is lower than anticipated when setting the budget
r.	Staff Vacancies
s.	In line with previous years, the furniture budget is underspent but is being offset by an overspend on Contract Cleaning, Security and Repairs & Maintenance costs
t.	Additional security for the Civic buildings was required earlier in the year which has led to a pressure on the budget. Income raised is lower than budgeted
u.	
v.	
w.	More court proceedings relating to court proceedings has been raised than anticipated
x.	Pressure on employees budget due to extra staff to cover Maternity Leave
y.	Staff vacancies
z.	Pressure on the postage and printing budgets due to local elections and referendum in year
aa.	Vacancies during year which have now been filled
ab.	Higher income to date than forecast in the budget. This is expected to be offset by the end of the year
ac.	Court Costs and Barristers Fees in relation to Children's cases are higher than expected at this time of the year. It is currently unlikely that the income budget will be achieved which is adding to the pressure
ad.	Vacant hours in the Business Rates team
ae.	Underspend on a vacant post.
af.	This underspend is due to additional income which had originally been written off and a rise in the capitalisation of salaries resulting in a reduction in revenue staffing costs.
ag.	An underspend on the Members National Insurance budget

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Housing, Planning & Public Protection Services
Portfolio Holder - Cllr M Flewitt**

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Strategy & Planning for Housing	256	(255)	1	0	1	1	0	0	0	0
b Private Sector Housing	4,139	(587)	3,552	97	3,649	3,584	(65)	3,345	3,283	(62)
c Housing Needs & Homelessness	1,276	(514)	762	167	929	929	0	867	867	0
d Supporting People	3,456	0	3,456	(316)	3,140	3,098	(42)	2,873	2,839	(34)
e Closed Circuit Television	517	(32)	485	10	495	522	27	465	467	2
f Community Safety	251	(32)	219	3	222	222	0	199	178	(21)
g Building Control	732	(397)	335	(1)	334	391	57	294	361	67
h Development Control	829	(569)	260	(1)	259	167	(92)	241	153	(88)
i Strategic Planning	412	0	412	0	412	405	(7)	514	511	(3)
j Regulatory Business	707	(11)	696	63	759	772	13	697	708	11
k Regulatory Licensing	570	(483)	87	312	399	444	45	98	185	87
l Regulatory Management	236	0	236	(211)	25	25	0	97	38	(59)
m Regulatory Protection	308	(62)	246	13	259	259	0	236	221	(15)
Total Net Budget for Portfolio	13,689	(2,942)	10,747	136	10,883	10,819	(64)	9,926	9,811	(115)

Virements	£000
Transfer from earmarked reserves	333
Allocation from Contingency	7
In year virements	(204)
	<u>136</u>

General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Housing, Planning & Public Protection Services
Portfolio Holder - Cllr M Flewitt

Forecast Outturn Variance	Year to date Variance
a.	
b.	Vacancies during the year within Private Sector Housing.
c.	
d.	Underspend on contracts
e.	CCTV equipment maintenance costs are higher than anticipated and a consultant has been brought in to work on special projects.
f.	
g.	Pressure resulting from increased staffing costs
h.	Development control has underspends on budgeted staffing costs and court costs/legal fees which are expected to total £77k. These are now being partially offset by a drop in forecast income of around £20k. Separately, income has been received in respect of monitoring work related to the Community Infrastructure Levy (CIL) creating a surplus of £42k.
i.	
j.	Legal advice is required as part of a national court case against a company.
k.	Income from Tables & Chairs Licensing and Gambling Act Licensing is below budget.
l.	Current Vacancies
m.	

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Childrens Commissioning	2,549	(2,166)	383	1	384	287	(97)	347	245	(102)
b Children with Special Needs	2,047	(739)	1,308	304	1,612	1,644	32	1,491	1,521	30
c Early Years Development and Child Care Partnership	10,993	(9,562)	1,431	(11)	1,420	1,420	0	1,301	1,296	(5)
d Children Fieldwork Services	4,311	0	4,311	440	4,751	4,847	96	4,393	4,500	107
e Children Fostering and Adoption	6,796	(252)	6,544	389	6,933	7,229	296	6,434	6,642	208
f Youth Service	1,444	(397)	1,047	(94)	953	953	0	852	879	27
g Other Education	728	(580)	148	29	177	177	0	221	157	(64)
h Private Voluntary Independent	4,211	(156)	4,055	200	4,255	4,262	7	3,950	3,968	18
i Children Specialist Commissioning	1,016	(59)	957	365	1,322	1,401	79	1,226	1,285	59
j Children Specialist Projects	304	(189)	115	(39)	76	261	185	103	132	29
k School Support and Preventative Services	20,279	(12,302)	7,977	85	8,062	7,812	(250)	6,579	6,644	65
l Youth Offending Service	4,205	(1,711)	2,494	113	2,607	2,562	(45)	2,401	2,283	(118)
m Schools Delegated Budgets	57,351	(57,351)	0	0	0	0	0	0	0	0
n Age 14-19 Learning and Development	0	0	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	116,234	(85,464)	30,770	1,782	32,552	32,855	303	29,298	29,552	254

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

	£000
	1,093
	929
	(240)
	<u>1,782</u>

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Forecast Outturn Variance	Year to Date Variance
a. Underspend due to vacancies during the year	
b. Current cohort of LDD placements and direct payments budgets are overspending.	
c.	
d. Overspend due to cost of Agency Social Workers in frontline child protection roles in Care Management and First Contact teams. Teams are unable to run with Vacancies due to caseloads.	Overspend due to cost of Agency Social Workers in frontline child protection roles in Care Management and First Contact teams. Teams are unable to run with Vacancies due to caseloads.
e. The overspend pressure is mostly attributable to a forecast overspend on accommodation payments for leaving care, and the Marigold Assessment centre which is mostly attributable to transport costs.	The overspend pressure is mostly attributable to a forecast overspend on accommodation payments for leaving care, and the Marigold Assessment centre which is mostly attributable to transport costs.
f.	
g.	
h. Current cohort of 53 children and young people in PVI placements is forecast to overspend, Within this there are 22 residential placements compared to 13 a year ago. This budget remain volatile and susceptible to sudden changes in demand from high cost placements such as secure accommodation placements.	Current cohort of 53 children and young people in PVI placements is forecast to overspend, Within this there are 22 residential placements compared to 13 a year ago. This budget remain volatile and susceptible to sudden changes in demand from high cost placements such as secure accommodation placements.
i. £40k overspend attributable to the newly formed MARAT team. A further pressure against budget vacancy factor is also present in the plans and review team are they are running at full establishment.	
j. Continuing overspend due to the costs of legal representation in child protection cases, linked to high numbers of children in care. There is a risk this overspend could increase as in the previous financial year the overspend was £200k and related to approximately 120 cases.	
k. As last year, there is forecast underspend of £150k for home to school transport costs, however costs may start to rise once the growth in pupil numbers reaches the secondary school phase. A £100k underspend is also forecast in the School improvement service due to vacancies during the year.	
l. Underspend due to a vacant post	

m.

n.

General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Health and Adult Social Care
Portfolio Holder - Cllr L Salter

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Adult Support Services and Management	600	(593)	7	(1)	6	(11)	(17)	7	(14)	(21)
b Commissioning Team	2,628	(2,685)	(57)	(20)	(77)	(147)	(70)	(71)	(110)	(39)
c Strategy & Development	2,298	(2,328)	(30)	125	95	147	52	95	71	(24)
d People with a Learning Disability	15,878	(1,629)	14,249	258	14,507	14,244	(263)	13,299	13,075	(224)
e People with Mental Health Needs	3,627	(165)	3,462	237	3,699	4,295	596	3,391	3,962	571
f Older People	32,269	(14,940)	17,329	(356)	16,973	16,822	(151)	15,562	15,470	(92)
g Other Community Services	2,021	(665)	1,356	1,590	2,946	3,010	64	2,738	2,740	2
h People with a Physical or Sensory Impairment	5,182	(1,003)	4,179	60	4,239	4,290	51	3,888	3,801	(87)
i Service Strategy & Regulation	149	(69)	80	(2)	78	77	(1)	72	71	(1)
j Public Health	8,516	(8,379)	137	199	336	336	0	310	310	0
k Drug and Alcohol Action Team	2,529	(2,373)	156	99	255	255	0	243	243	0
l Young Persons Drug and Alcohol Team	307	(263)	44	0	44	44	0	41	33	(8)
Total Net Budget for Portfolio	76,004	(35,092)	40,912	2,189	43,101	43,362	261	39,575	39,652	77

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

	£000
	782
	1,217
	190
	<u>2,189</u>

General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Health and Adult Social Care
Portfolio Holder - Cllr L Salter

Forecast Outturn Variance	Year to Date Variance
a. Health contribution towards integrated commissioning	
b. Mostly attributable to staffing vacancies within the customer services team during the year.	
c. In year pressure against staffing costs	
d. Forecast underspend on residential care placements and daycare services	
e. Forecast overspend on residential care, supported living and direct payments	Forecast overspend on residential care, supported living and direct payments.
f. Forecast underspend on residential care placements	
g. Teams are running at full staffing levels which is therefore causing a slight pressure against budgeted vacancy levels.	
h. Forecast overspend on residential care placements	
i.	
j.	
k.	
l.	

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Transport, Waste & Cleansing
Portfolio Holder - Cllr T Cox**

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Highways Maintenance	9,611	(2,229)	7,382	352	7,734	7,928	194	7,118	7,460	342
b Bridges and Structural Engineering	432	0	432	(11)	421	389	(32)	386	357	(29)
c Decriminalised Parking	1,306	(1,633)	(327)	(3)	(330)	456	786	(291)	506	797
d Car Parking Management	1,443	(5,959)	(4,516)	1,437	(3,079)	(3,356)	(277)	(2,661)	(2,761)	(100)
e Concessionary Fares	3,246	0	3,246	(10)	3,236	3,271	35	3,200	3,241	41
f Passenger Transport	405	(62)	343	525	868	926	58	857	919	62
g Road Safety and School Crossing	403	(60)	343	0	343	291	(52)	310	270	(40)
h Transport Planning	1,077	(57)	1,020	6	1,026	1,050	24	956	1,011	55
i Traffic and Parking Management	683	(5)	678	(58)	620	619	(1)	568	558	(10)
j Public Conveniences	604	0	604	194	798	768	(30)	735	683	(52)
k Waste Collection	3,850	0	3,850	900	4,750	4,734	(16)	4,320	4,348	28
l Waste Disposal	4,120	0	4,120	1,026	5,146	4,726	(420)	4,525	4,268	(257)
m Cleansing	1,916	(7)	1,909	(335)	1,574	1,555	(19)	1,461	1,440	(21)
n Civic Amenity Sites	570	0	570	(71)	499	499	0	457	461	4
o Environmental Care	644	(4)	640	(163)	477	380	(97)	451	344	(107)
p Waste Management	2,078	0	2,078	(1,054)	1,024	506	(518)	808	910	102
q Flood and Sea Defence	860	(64)	796	(30)	766	907	141	743	799	56
r Enterprise Tourism and Environment Central Pool	1,825	(1,863)	(38)	(2)	(40)	0	40	(37)	47	84
Total Net Budget for Portfolio	35,073	(11,943)	23,130	2,703	25,833	25,649	(184)	23,906	24,861	955

Virements

Transfer from/(to) earmarked reserves
Allocation from Contingency
In year virements

£000
(426)
130
2,999
<u>2,703</u>

**General Fund Forecast 2016/17
at 28 February 2017 - Period 11
Transport, Waste & Cleansing
Portfolio Holder - Cllr T Cox**

Forecast Outturn Variance	Year to date Variance
<p>a. Street lighting energy costs are reducing due to the LED replacement project, however delays at the outset mean the full benefit is yet to be achieved. The saving in the 2016/17 budget was based on the projects original timetable which has resulted in a potential in-year pressure circa £418k which will be temporarily funded from reserves.</p> <p>Structural maintenance repair works, particularly on footways, is likely to result in a budget pressure of around £140-160k based on current expenditure levels. Proactive action is being taken in partnership with the contractor to reduce costs and this is reflected here.</p> <p>The value of works recharged to the public for damage caused to the highway is below the targeted level creating a potential pressure of around £169k.</p> <p>Income from the street works common permit scheme is above the expected level. A significant proportion of this is due to penalties levied in relation to S.74 overruns. At current rates an income surplus of between £0.4-0.5m seems likely.</p>	<p>Overspend to date is in line with the forecast outturn</p>
<p>b. An underspend of £30k on reactive maintenance is expected.</p>	<p>The underspend to date is in line with the forecast outturn</p>
<p>c. Delays in the implementation of the new Compliance Management contract for decriminalised parking mean expected savings in the first half of the year have not been achieved. The budget pressure as a result of this is approximately £152k. The shortfall in income has increased due to a number of debts being written off, this has resulted in a change in the bed debt provision. The net effect of this is a reduction in the projected overspend.</p>	<p>Overspend to date is in line with the forecast outturn</p>
<p>d. Car parking performance in February was above expected levels so the projected surplus has increased by £15k to £277k. The surplus of £330k reported in the previous month has been reduced to £262k due to the income in January being below the expected level, this is likely due to poor weather.</p>	<p>Underspend to date is in line with the forecast outturn</p>
<p>e. Concessionary fares costs for three quarters of the year have been confirmed and our consultants have updated their estimate for the year. Based on these updated figures the projection has reduced to £3.21m against a budget of £3.17m. Fluctuations in the number of journeys in the final quarter of the year mean this pressure could increase again or</p>	

	decrease further.	
f.	Additional security levels required at the Travel Centre will cost approximately £70k for a full year which will cause a budget pressure of £60-70k.	
g.	There is a projected underspend of £52k on Road Safety due to changes in delivery, whilst maintaining the same level of service.	
h.	Traffic signal maintenance costs have reduced since the upgrade to LED leading to a potential underspend circa. £30k. This is now being offset by overspends on staff travel and online database costs.	The Year to date variance shows an overspend due to government grants and EU funding for which claims are made in arrears.
i.	As previously reported Traffic Management contractor costs are consistent with previous years and show an underspend of around £71k. The pressure due to agency staff and reduced capitalisation has fallen slightly to around £100k and underspends on transport and supplies & services of around £15k are now being recognised. In addition to these, income for highways boundary searches has exceeded budget expectations by around £15k.	
j.	There has been a reduction in the electricity consumption at convenience sites.	There has been a reduction in the electricity consumption at convenience sites.
k.	There is a vacant post within the waste team.	There is a vacant post within the waste team.
l.	Due to the MBT still being in its commissioning phase, there is a reduced gate fee for the disposal of waste.	Costs for MBT Plant are estimated pending actual charges from Essex CC.
m.	Service licences are no longer required as a result of the new Street Cleansing contract.	Service licences are no longer required as a result of the new Street Cleansing contract.
n.		
o.	There is a vacant post in the Environmental Care team along with an associated reduction in additional employee costs.	There is a vacant post in the Environmental Care team along with an associated reduction in additional employee costs.
p.	Joint Working Agreement with Essex County Council Waste Infrastructure Credit less costs, less legal advice re new waste contract	Legal advice re New Waste Contract.
q.	The underspend on staffing vacancies, reported previously, remains and is forecast at £42k. Unexpected costs relating to surface water pumping station servicing, fees for spoil storage from the Cliff Stabilisation works and higher than forecast costs for flood defence maintenance have created a combined pressure of £183k.	Overspend to date is in line with the forecast outturn.
r.	Due to the high levels of staff retention, the vacancy factor within the team is unlikely to be met and additional reductions in expenditure will need to be found.	Due to the high levels of staff retention, the vacancy factor within the team is unlikely to be met and additional reductions in expenditure will need to be found.

General Fund Forecast 2016/17
at 28 February 2017 - Period 11

Technology

Portfolio Holder - Cllr T Byford

Service	Gross Expend £000	Gross Income £000	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Information Comms & Technology	5,858	(5,748)	110	(45)	65	65	0	69	135	66
Total Net Budget for Portfolio	5,858	(5,748)	110	(45)	65	65	0	69	135	66

Virements

Transfer from/(to) earmarked reserves
Allocation from Contingency
In year virements

	£000
	114
	0
	<u>(159)</u>
	<u>(45)</u>

General Fund Forecast 2016/17
 at 28 February 2017 - Period 11
 Technology
 Portfolio Holder - Cllr T Byford

Forecast Outturn Variance	Year to date Variance
a.	<p>A pressure on Employee costs mainly due to Agency, Standby & Protected Pay, Recruitment costs and the Vacancy Factor is being offset by higher income than profiled. Capitalisation of salary costs which should reduce the pressure on staffing costs by year-end has not yet happened</p>

Housing Revenue Account Forecast 2016/17
at 28 February 2017 - Period 11
Deputy Chief Executive - Simon Lefley

Description	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000	Budget to Date £000	Spend to Date £000	To Date Variance £000
a Employees	276	0	276	276	0	276	276	0
b Premises (Excluding Repairs)	702	0	702	762	60	644	684	40
c Repairs	4,736	0	4,736	4,736	0	4,007	4,007	0
d Supplies & Services	67	0	67	67	0	61	61	0
e Management Fee	5,618	0	5,618	5,618	0	4,754	4,754	0
f MATS	1,048	0	1,048	1,048	0	961	961	0
g Provision for Bad Debts	372	0	372	372	0	341	341	0
h Capital Financing Charges	13,045	0	13,045	13,045	0	11,958	11,958	0
Expenditure	25,864	0	25,864	25,924	60	23,002	23,042	40
i Fees & Charges	(503)	0	(503)	(503)	0	(461)	(461)	0
j Rents	(26,645)	0	(26,645)	(26,945)	(300)	(24,425)	(24,575)	(150)
k Other	(263)	0	(263)	(263)	0	(241)	(241)	0
l Interest	(210)	0	(210)	(210)	0	(193)	(193)	0
m Recharges	(530)	0	(530)	(390)	140	(486)	(406)	80
Income	(28,151)	0	(28,151)	(28,311)	(160)	(25,805)	(25,875)	(70)
n Appropriation to Earmarked reserves	2,287	0	2,287	2,387	100	0	0	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	0	0	(2,803)	(2,833)	(30)

Description	Original Budget £000	Virement £000	Latest Budget £000	Expected Outturn £000	Forecast Variance £000
Use of Reserves					
Balance as at 1 April 2016	3,502	0	3,502	3,502	0
Use in Year	(0)	0	(0)	(0)	0
Balance as at 31 March 2017	3,502	0	3,502	3,502	0

Housing Revenue Account Forecast 2016/17
at 28 February 2017 - Period 11
Deputy Chief Executive - Simon Leftley

Forecast Outturn Variance	Year to Date Variance
a.	
b. Forecast Overspend due to the cost of security patrol services on the Victoria Ward	
c.	
d.	
e.	
f.	
g.	
h.	
i.	
j. Higher than estimated rental income because of a lower number of void properties than expected in the budget, and further conversion of new tenancies being let at formula rent.	
k.	
l.	
m. Due to a reduction in the forecast spend on the capital programme, this has reduced the 8% fee income re-imbursed to the HRA.	
n. Any underspend at year end, will be transferred to the HRA Reserve.	
o.	



**Capital Programme Budget
Monitoring 2016/17**

Period 11

**as at 28th February 2017
Departmental Summary**

Capital Programme Monitoring Report – February 2017

1. Overall Budget Performance

The revised Capital budget for the 2016/17 financial year is £55.114million which includes all changes agreed at February Cabinet. Actual capital spend at 28th February is £38.224million representing approximately 69% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.420million have been removed from this figure).

The expenditure to date has been projected to year end and the outturn position is forecast to reflect the Project Manager's realistic expectation. This is broken down by Department as follows:

Department	Revised Budget 2016/17 £'000	Outturn to 28 February 2016/17 £'000	Expected outturn 2016/17 £'000	Latest Expected Variance to Revised Budget 2016/17 £'000	Previous Expected Variance to Revised Budget 2016/17 £'000
Chief Executive	1,289	409	1,199	(90)	-
People	14,185	10,065	11,665	(2,520)	-
Place	32,199	21,669	31,741	(458)	-
Housing Revenue Account (HRA)	7,441	6,081	7,441	-	-
Total	55,114	38,224	52,046	(3,068)	-

The capital programme is expected to be financed as follows:

Department	External Funding			Total Budget £'000
	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	
Chief Executive	1,285	-	4	1,289
People	6,806	7,378	1	14,185
Place	16,274	15,206	719	32,199
Housing Revenue Account (HRA)	7,285	109	47	7,441
Total	31,650	22,693	771	55,114
As a percentage of total budget	57.4%	41.2%	1.4%	

The funding mix for the total programme could change depending on how much grant and external contributions are received by the Council by the end of the year.

The grants and external contributions position to 28th February is as follows:

Department	Grant Budget £'000	Developer & Other Contributions Budget £'000	Total external funding budget £'000	External funding received £'000	External funding outstanding £'000
Chief Executive	-	4	4	-	4
People	7,378	1	7,379	3,813	3,566
Place	15,206	719	15,925	14,211	1,714
Housing Revenue Account (HRA)	109	47	156	106	50
Total	22,693	771	23,464	18,130	5,334

2. Department Budget Performance

Department of the Chief Executive

The revised capital budget for the Department of the Chief Executive is £1.289million. The budget is distributed across various scheme areas as follows

Department of the Chief Executive	Revised Budget 2016/17 £'000	Outturn to 28 February 2016/17 £'000	Expected outturn 2016/17 £'000	Latest Forecast Variance to Year End 2016/17 £'000	Previous Forecast Variance to Year End 2016/17 £'000
Council Buildings	9	8	9	-	-
Asset Management (Property)	359	106	269	(90)	-
Cemeteries & Crematorium	785	295	785	-	-
Subtotal	1,153	409	1,063	(90)	-
Priority Works (see table)	136	-	136	-	-
Total	1,289	409	1,199	(90)	-

Priority Works	£'000
Budget available	500
Less budget allocated to agreed schemes	(364)
Remaining budget	136

Actual spend at 28th February stands at £0.409million. This represents 32% of the total available budget.

Council Buildings

All building works at Tickfield and the Perimeter Security Improvements are now complete.

Asset Management (Property)

A scheme to demolish the existing Southend Library car park and construct a new one is in progress and utility mapping, topographical surveys and laser scanning have already taken place. The new building will increase capacity for parking spaces and earn additional income. Planning submission is now scheduled to be submitted before the end of March.

The scheme to demolish the public toilets at Leigh Cliffs has been delayed due to the UK Power Networks disconnection date being later than originally expected. The full budget of £15k will therefore be included as a carry forward request in the report to June Cabinet.

The contractors have instructed the land agents to deal with the statutory rights and related easements and way leaves on the Ropers Farm Cottages scheme. This is unlikely to be in a position to proceed before the end of March therefore the full budget of £45k will be included as a carry forward request in the report to June Cabinet.

The works on the Pier Arches Toilets Waterproofing Solution have been delayed due to marketing and it is currently waiting on a structural engineers report. The full budget of £30k will be included as a carry forward request in the report to June Cabinet.

Cemeteries and Crematorium

A scheme to improve the crematorium grounds and replace the aged Pergola Walk is taking place to include memorials and interment units within the supporting structure. The concrete base has now been laid and set and installation of the granite modules commenced on 6th March.

The scheme to install pre-made mini graves for cremated remains commenced on 25th November. The mini graves have all been installed and the paving has now been completed. Final works on landscaping will be completed by the end of March.

The hearths in all three cremators are to be replaced this financial year. This commenced on 10th March and it is expected to be complete before the end of March.

Priority Works

The Priority works provision budget currently has £136k remaining unallocated.

Summary

Carry forward requests to be included in the report to June Cabinet include the Ropers Farm Cottages scheme for £45k, Leigh Cliffs Public Toilets Demolition for £15k and Pier Arches Toilets for £30k.

Department for People

The revised Department for People budget totals £14.185million.

Department for People	Revised Budget 2016/17 £'000	Outturn to 31 January 2016/17 £'000	Expected outturn 2016/17 £'000	Latest Expected Variance to Year End 2016/17 £'000	Previous Expected Variance to Year End 2016/17 £'000
Adult Social Care	489	146	489	-	-
General Fund Housing	1,323	1,082	1,103	(220)	-
Children & Learning Other	64	-	64	-	-
Condition Schemes	992	676	992	-	-
Devolved Formula Capital	288	288	288	-	-
Primary and Secondary School Places	11,029	7,873	8,729	(2,300)	-
Total	14,185	10,065	11,665	(2,520)	-

Actual spend at 28th February stands at £10.065million. This represents 71% of the total available budget.

Adult Social Care

The Community Capacity grant is used to enable vulnerable individuals to remain in their own homes and to assist in avoiding delayed discharges from hospital. A review has been carried out and the costs of recommendations as a result of a sheltered housing review are expected to be £50k with service transformation costs expected to be £165k.

The Local Authority Trading (LATC) Company Delaware and Priory scheme has allocated £18k to the implementation project manager which is expected in 2016/17.

General Fund Housing

The Private Sector Renewal scheme is in place to ensure that the private sector stock is kept in a good condition. The grant process is currently awaiting clarification therefore £180k of the current budget will be included as a carry forward request in the report to June Cabinet.

The Empty Dwellings Management scheme is currently concentrating on bringing more empty homes back into use. No further major expenditure is planned for 2016/17 therefore £40k of the current budget will be included as a carry forward request in the report to June Cabinet.

The adaptations team are on target to spend the budgeted £800k in 2016/17. The team will be moving to stage two of the service redesign over the next few months and the new four year framework agreement to deliver adaptations for the joint service is planned for July 2017.

Children & Learning Other Schemes

Retentions of £57k are being held for Kingsdown Special School roof works and will be paid once outstanding snagging and defects works are completed and fully signed off. This figure is included in the creditors shown above.

Condition Schemes

A budget of £0.992m has been allocated to address larger conditions in schools where the cost is over the schools capabilities to fund. Most of these works have been undertaken over the school summer holidays to minimise disruption to the schools. Retentions of £17k are being held for works completed last year at seven primary schools.

Devolved Formula Capital

This is an annual devolution of dedicated capital grant to all maintained schools. The grant for 2016/17 is £288k. This grant amount will reduce as further maintained schools convert to academy status.

Primary and Secondary School Places

The primary expansion programme is now complete. A review of places available against forecast demand will be done on an annual basis. If a need is identified, a further expansion of primary places will be explored to ensure that the Council's statutory duty to provide a good school place for all those that request it can be met.

A secondary expansion programme is now in the beginning stages to ensure that the extra places supplied in primary are matched in secondary as they are needed. As part of this expansion programme, the PROCAT building in Southchurch Boulevard has been purchased and an internal realignment plan is waiting for land transfer agreements to be approved by the Department for Education (DfE) before they can be progressed. Improvements to Special Education Needs and Pupil Referral Unit accommodation are also in the planning stages and waiting for the same DfE approval. A carry forward request of £2.3million will therefore be included in the report to June Cabinet. A further £78k is also being held as retention payments against works completed in the previous financial year on primary expansion projects.

Summary

Carry forward requests to be included in the report to June Cabinet included £40k for the Empty Dwellings Management scheme, £180k for the Private Sector Renewal scheme and £2.3million for the School Improvements and Provision for School Places scheme.

Department for Place

The revised capital budget for the Department for Place is £32.199million. This includes all changes approved at February Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2016/17 £'000	Outturn to 28 February 2016/17 £'000	Expected outturn 2016/17 £'000	Latest Expected Variance to Year End 2016/17 £'000	Previous Expected Variance to Year End 2016/17 £'000
Culture	1,277	609	1,277	-	-
ICT Programme	4,633	3,542	4,468	(165)	-
Enterprise, Tourism & Regeneration	6,766	4,292	6,766	-	-
Southend Pier	866	308	866	-	-
Coastal Defence & Foreshore	611	426	458	(153)	-
Highways and Infrastructure	8,123	6,653	8,123	-	-
Parking Management	134	62	134	-	-
Section 38 & 106 Agreements	643	568	643	-	-
Local Transport Plan	2,818	1,920	2,668	(150)	-
Local Growth Fund	4,914	2,716	4,914	-	-
Transport	6	42	16	10	-
Energy Saving Projects	1,408	531	1,408	-	-
Total	32,199	21,669	31,741	(458)	-

Actual spend at 28th February stands at £21.669million. This represents 67% of the total available budget.

Culture

The works have now commenced on Westcliff Library with Leigh Library development works currently in progress.

Final works have begun on the Belfairs Golf Course Drainage Works and are expected to complete by 31st March.

The design works are underway on the Palace Theatre Air Handling Units. There is a possibility that this will identify additional works to the roof area. This will be assessed once more information is known.

All first floor windows have now been installed on the Palace Theatre with the additional windows for the toilets in the process of being installed.

The contract has now been awarded for the Air Handling Units at Southend Leisure and Tennis Centre. These works commenced at the end of January and are expected to complete by the end of the financial year.

ICT

The final drafts of the low level designs have been completed for the Datacentre works and they are currently being reviewed for sign off. Both Southend and Thurrock Datacentres are cabled and ready for work to begin.

The scheme to deliver a robust Social Care case management system is underway with a full suite of test systems now available for use. The budget for 2016/17 is £1.4million but this will be reviewed at year end once a revised timetable of works has been defined. The project go live date has been delayed with revised dates to be confirmed. A carry forward of £165k will be included in the report to June Cabinet.

CallSecure testing has been carried out by staff on the Cash Receipting system with a number of queries raised with Capita. Department representatives are to be invited to a further testing session to gain their feedback.

Hardware is in the process of being purchased for libraries and this will be rolled out during March. This scheme is expected to complete before year end.

Enterprise, Tourism & Regeneration

The Regeneration projects include all the work currently taking place on the City Deal Incubation Centre, Airport Business Park, Queensway and the Coastal Communities Fund.

Programme pressures on the Airport Business Park have reduced anticipated spend by 31st March but the grant of £3.2m will still be spent by this deadline as per the grant requirement.

Several projects are planned for 2016/17 under the Property Refurbishment Programme including works at Priory Park yard, Campfield Road toilets, Belfairs Park drainage investigations and Central Museum windows. Orders for the shelters and toilets at Shoebury Common have now been placed and will be installed once they have been received.

The Ground Penetrating Radar scheme of £142k is focused on determining the location of gas pipes, electricity cables and drainage around the Queensway site. The survey has now been completed and both the 2D and 3D models have been delivered. The works are now complete on this scheme.

Southend Pier

Additional works have been carried out on the pile caps on Southend Pier and works are on-going. Pier decking repairs are also taking place. It is anticipated that this full budget will be spend during 2016/17.

An order has been placed for the trial concrete repairs on Prince George extension scheme at a cost of £200k. The works are expected to be complete within 6 months and a carry forward request will be required with the value dependant on the level of works completed by 31st March.

Coastal Defence and Foreshore

The Cliff stabilisation scheme on Clifton Drive is working to remediate the cliff slip and reinforce it against further slippage. The final works of fixing anti-slip strips to the step edges took place in early November which completes the main project. The final account is in the process of being prepared.

Minimal spend is expected for the remainder of the year on the Shoebury Common Sea Defence scheme therefore a carry forward request of £80k will be included in the report to June Cabinet.

Funding totalling £160k from the Environment Agency has been received as part of the Southend Shoreline Strategy and development of the strategy is currently underway. A carry forward request of £73k will be included in the report to June Cabinet to continue the scheme in 2017/18.

Highways and Infrastructure

A scheme to invest in the highways infrastructure to reduce long term structural maintenance and improve public safety was approved for 2016/17. The works are based on priorities identified by the outcome of the asset management condition survey. Schemes were approved with regards to verge hardening and works commenced during February 2017.

A grant of £65k has been received from the Department for Transport for the repair of potholes throughout the Borough and there is a requirement to spend this in year. This grant has been secured for the next 5 years.

The Street Lighting budget is a multi-million pound, multi-year scheme to be part funded by the Challenge fund from the Department for Transport. The total number of lanterns converted is now over 10,900 and works are continuing to complete the outstanding lights. Works have now commenced in parks, the Civic Centre car park and on Southend Pier.

Parking Management

A new scheme to improve car park surfacing, structures and signage and to replace pay and display machines in order to maximise capacity and usage is taking place in 2016/17. The scheme will aim to rationalise and upgrade pay and display equipment across all car parks, surface improvements at East Beach, lighting upgrades at Belton Gardens and layout alterations to improve accessibility and security at University Square. Some works are now underway in Elm Road to demolish an old store and convert into parking bays. Tylers Avenue works have been delayed due to power issues with equipment. These works recommenced on 3rd March.

Section 38 and Section 106 Schemes

There are a number of S38 and S106 schemes all at various stages. The larger schemes include works to Shoebury Park enhancement and Fossetts Farm bridleway works.

Local Transport Plans (LTP Schemes)

The Local Transport Plan schemes cover various areas including better networks, traffic management, better operation of traffic control systems and bridge strengthening. Schemes are well underway and works on Carnarvon Road commenced on 9th January.

Minimal spend is expected on the Bridge Strengthening scheme for the remainder of the financial year and a carry forward request of £150k will be included in the report to June Cabinet.

Local Growth Fund

The A127 Growth Corridor projects will support the predicted growth associated with London Southend Airport and the Joint Area Action Plan (JAAP) proposals developed by Southend, Rochford and Essex County Councils to release land and create 7,380 high value jobs. The improvement will also support background growth of Southend and Rochford.

The final business case for A127 Kent Elms junction improvements has been approved by the South East Local Enterprise Partnership to draw down the 2016/17 funding.

Work commenced at Kent Elms on 21st November 2016 and the existing footbridge was removed to allow for the construction of the additional lane inbound and outbound. Works are focussing on the inbound carriageway laying the new kerblines and drainage up to the new toucan crossing. New drainage is being laid for the new outbound carriageway at the west of the junction. School crossing patrol is in place for the duration of the works.

The works to the Bell junction will be focusing on options to put forward for the business case. Pedestrian surveys have been undertaken and further work is required due to the review. Air quality specialist work has commenced and the draft engagement and consultation document is currently being updated.

Bridge and Highway Maintenance works will be focusing on investigation works for improvements to the A127 corridor and supporting Kent Elms works. Gaist are currently reviewing the deterioration model for the A127 to identify work requirements. Further surveys for lighting and safety barriers will be undertaken.

Transport

The final account has now been agreed for the main works on the A127 Tesco junction improvements. The Road Safety Audit report has been reviewed with minor adjustments being carried out on traffic signals as necessary. Works to steps at Strawberry Fields are yet to be completed. An accelerated delivery request of £10k will be included in the report to June Cabinet for this scheme to fund works carried out before the end of March.

Southend Transport Model is an on-going scheme to support various multi modal transport projects. The work on the review of the model is underway to establish what updates are required.

Energy Saving Projects

Temple Sutton Primary School are still to make a decision on the pool works therefore the scheme is on hold until then.

The lift works are now complete at Beecroft and the contractor for the ventilation works is still on site.

New projects are in the process of being developed for the Solar PV and Energy Efficiency schemes but it is unlikely they will commence in 2016/17. Carry forward requests are therefore likely on this scheme but more information on the amounts will be known at year end.

Summary

Carry forward requests to be included in the report to June Cabinet are Development of the Liquid Logic Case Management System for £165k, Shoebury Common Sea Defence scheme for £80k, the Southend Shoreline Strategy for £73k and LTP Bridge Strengthening for £150k.

An accelerated delivery request on the A127 Junction Improvements scheme for £10k will be included in the report to June Cabinet.

Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2016/17 is £7.441million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2016/17 £'000	Outturn to 28 February 2016/17 £'000	Expected outturn 2016/17 £'000	Forecast Variance to Year End 2016/17 £'000	Previous Forecast Variance to Year End 2016/17 £'000
Decent Homes Programme	4,324	3,552	4,324	-	-
Council House Adaptations	500	397	500	-	-
Other HRA	2,617	2,132	2,617	-	-
Total	7,441	6,081	7,441	-	-

The actual spend at 28th February of £6.081million represents 82% of the HRA capital budget.

Decent Homes Programme

Decent Homes works have recently been reviewed to reflect life expired component replacements. Phase two of the block upgrade project at Saxon Gardens has now commenced. Health and safety issues have caused slightly more spend on the rewiring budget but this will be absorbed in the Decent Homes budget as a whole and will not cause a pressure.

Council House Adaptions

This budget relates to minor and major adaptations in council dwellings. Spend depends on the demand for these adaptations and works are currently in progress for 2016/17.

Other HRA

The plan for the HRA Land Review scheme is to construct 18 housing units within the Shoeburyness ward. The contractor has now entered the final phase in the construction process. The last two houses at Ashanti site D were handed over at the start of February and are now occupied. The remaining set of five flats at Ashanti site F are due to be completed and handed over by mid-March. A project completion event was held on 24th February and was well received.

Appendix 1

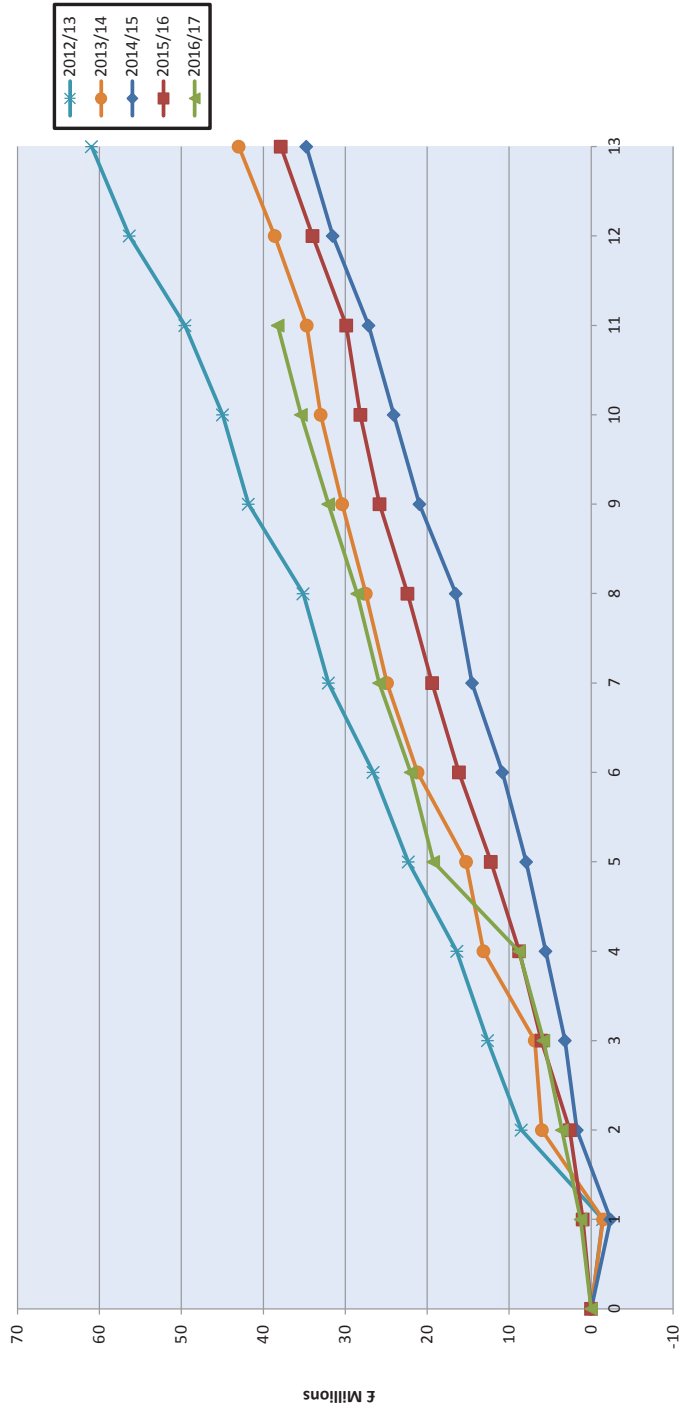
Summary of Capital Expenditure at 28th February 2017

	Original Budget 2016/17 £000	Revisions £000	Revised Budget 2016/17 £000	Actual 2016/17 £000	Forecast outturn 2016/17 £000	Forecast Variance to Year End 2016/17 £000	% Variance
Chief Executive	15,229	(13,940)	1,289	409	1,199	(90)	32%
People	13,365	820	14,185	10,065	11,665	(2,520)	71%
Place	34,083	(1,884)	32,199	21,669	31,741	(458)	67%
Housing Revenue Account	10,773	(3,332)	7,441	6,081	7,441	-	82%
	73,450	(18,336)	55,114	38,224	52,046	(3,068)	69%
Council Approved Original Budget - February 2016	73,450						
Chief Executive amendments	(15,846)						
People amendments	(144)						
Place amendments	(2,045)						
HRA amendments	(3,489)						
Carry Forward requests from 2015/16	4,218						
Accelerated Delivery requests to 2015/16	(2,807)						
Budget re-profiles (June Cabinet)	(134)						
New external funding	1,911						
Council Approved Revised Budget - February 2017	55,114						

Actual compared to Revised Budget spent is £38.224M or 69%

Appendix 2

Capital programme Delivery
Cumulative Capital Expenditure 2012/13 to 2016/17



Year	Outturn £m	Outturn %
2012/13	61.0	97.9
2013/14	43.3	93.8
2014/15	34.8	83.8
2015/16	37.9	97.0

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Southend-on-Sea Borough Council

Agenda
Item No.

68

Report of Deputy Chief Executive (People)

to
Cabinet
On
14 March 2017

Report prepared by: Andrew Fiske, Group Manager: Housing

Future Phases of the Housing Revenue Account (HRA) Development Project

Relevant Scrutiny Committee: Policy and Resources Scrutiny Committee
Executive Councillor: Councillor Mark Flewitt
A Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To provide an overview of the future phases of the HRA Land Review Project which seeks to meet the Council's aim of developing affordable housing in the borough and request agreement to progress with the second phase of the project.

2. Recommendations

- 2.1 That the Cabinet Agrees to:-
- a. Bring forward the following sites within Phase 2 of the HRA Land Review Project for development:-
 - Rochford Road – 15 units
 - Audleys Close – 1 unit
 - b. Undertake resident consultation, finalise plans and submit a detailed planning application
 - c. Agree the proposed method of funding for the project from the 2017/18 capital programme to be met from the HRA Capital Investment Reserve
 - d. Undertake further feasibility work of a number of sites that would form future phases of the HRA Land Review Project.

3 Background

- 3.1 The need for affordable housing within the borough is as great as ever and the Council's commitment to addressing this is well documented. The Council's Corporate Priorities and the aims of the Strategic Housing Strategy 2011-21 both reflect this.
- 3.2 Following an assessment of 124 parcels of Housing Revenue Account (HRA) land, a Cabinet paper in July 2014 entitled *Investigation of potential development sites on HRA Land* further detailed the sites identified within a

feasibility study. These sites were packaged in 3 distinct phases – Phase 1 (Shoeburyness), Phase 2 (St. Laurence), and Phase 3 (Blenheim/Belfairs). The pilot scheme for the first new Council house was completed in Byron Avenue and Phase 1 (18 properties), currently being built in Shoeburyness, will be finished in the next few months.

- 3.3 The architects for Phase 1 of the project, AK Design, have also progressed with the feasibility assessment for the sites within Phase 2. This feasibility work has further developed the opportunities and constraints for each site which has necessitated some changes to sites included within this phase. The sites in Phase 2 are within the St Laurence ward and it is anticipated these sites will yield 16 properties as per below.

Phase 2

Ward	Site	Total Housing Units
St Laurence	Rochford Rd	15
St Laurence	Audleys Close	1
	Total	16

- 3.4 The proposed sites are two underutilised garage sites in the St Laurence ward of the borough. The larger site is on Rochford Road, and the second site is in Audleys Close.



- 3.5 Land within Bishop House had previously been included within Phase 2; however this proved to be an unviable site.

- 3.6 The Rochford Road garage site has the potential for:

- 12 x 2 bedroom flats (4 of which will be ground floor and designed to be adapted/adaptable)

- 3 x 3 bedroom houses

3.7 The Audleys Close garage site is an extremely constrained site, and as a result it only has the potential for 1 x 2 bedroom bungalow, which has been designed for disabled use.

Finances

3.8 Phase 1 of the HRA Land Review project achieved a contract value of just over £2.5m, with on-costs bringing the total project to the value £2.8m. This equated to just under £1600 per m² + on costs.

3.9 Using the HRA Phase 1 tendering process as a point of reference and understanding that the cost of construction is increasing it is anticipated a build cost of around £2100m² could be achieved. The following figures have been calculated on the assumption that the build cost will be £2100m² + 15% SBC on-costs (allowing for new transport works as well).

Upon liaising with the development teams of local Registered Providers, and utilizing our cost plan (prepared by Pellings LLP) from Phase 1 it is recognized the average build cost per square meter is approximately £2000. It is worth noting that the cost of materials post brexit has been estimated to have increased 10-15%.

Southend's on-costs may include (but not limited to) party wall matters, demolition costs, site investigation works, planning fees, utility services consultation, employers agent, clerk of works, capitalization of officer's time, consultation and media event costs.

Site	Build Area m ²	Build Cost	On costs (15%)	Total
Rochford Road	1052.55	£2,210,355.00	£ 331,553.25	£ 2,541,908.25
Audley's Close	88.27	£ 185,367.00	£ 27,805.05	£ 213,172.05
Total	1140.82	£2,395,722.00	£ 359,358.30	£ 2,755,080.30

Funding

3.10 Due to changes in national Housing and planning policies, the Strategic Housing team have secured an increase in Section 106 contributions from developers in lieu of them providing affordable housing on their sites. This funding can be utilised alongside HRA Right-to-Buy (RTB) receipts and the HRA Capital Investment Reserves as demonstrated in the rounded figures below:

Overall project cost	£ 2,755,000
RTB Contribution (30%)	£ 826,500
S106 Contribution (15%)	£ 413,250
HRA Capital Investment Reserves (55%)	£ 1,515,250

Estimated Timescales

3.11 Any programme for the delivery of this project which would be subject to more detailed consultation and procurement decisions but a draft programme is as follows:-

- Cabinet Agreement to progress with Phase 2 of the HRA land Review – March 2017
- Architect Procurement – March 2017
- Planning/Member/Resident Consultation – February/March 2017
- Planning Application – March 2017
- Contractor Tender –Summer 2017
- Start on Site – Autumn 2017
- Completion – Autumn 2018

Review of HRA Land Future Phases

3.12 In addition to the previously outlined Phase 2, further phases have been identified. This includes land within Blenheim Park, Belfairs, Shoeburyness and Southchurch wards. The timing of these schemes will be based on the amount of funding available in future years and details will be brought back to the Cabinet for agreement accordingly. In the meantime it is proposed that Officers progress some further feasibility work to determine which sites can be brought forward.

Phase	Site Location	Est.Unit No's	Indicative Cost
Future Phase	Blenheim Park & Belfairs	18	£3.3m
Future Phase	Shoeburyness	14	£2.7m
Future Phase	Southchurch	22	£4.1m
	Total	45	£10.1m

4. Other Options

4.1 The alternate options available to the Council have been evaluated and are detailed below:

4.2 Do Nothing – This option considered leaving the existing garage areas in their current underused state. This option would not increase community safety and reduce antisocial behaviour and its associated costs. It also would not meet the Council's ambition of developing further affordable housing in the borough. Therefore it does not meet the Council's corporate priorities.

4.3 Transfer Land to a Registered Provider – This option would follow a development route used in previous projects to develop underused garage sites whereby land is transferred to an RP to develop the site in exchange for nominations rights in perpetuity. This approach means a loss of capital assets and potential future revenue income to the HRA.

- 4.4 Sale of Sites on the Open Market – This option would allow some the sites to be sold on the open market with the receipts reinvested in the HRA, potentially to be used for future housing development phases. This approach means a loss of potential future revenue income to the HRA.

5 Reasons for recommendations

- 5.1 Further to the Council’s successful pilot project of house building at 32 Byron Avenue and first housing development programme in Shoeburyness, it is recommended that pursuing a further development phase (Phase 2) is the most appropriate course of action. It is anticipated that this option will have wider community benefits, will ensure a longer term revenue income to the HRA and will meet the Council’s ambition for building further affordable housing.

Corporate Implications

- 6.1 Contribution to Council’s Vision & Corporate Priorities

The development of new affordable housing in the borough meets the Council’s Corporate Priority to *“Enable the planning and development of quality, affordable housing.”*

- 6.2 Financial Implications

An agreement to be made with the Finance department in regards to the funding of this Phase of the HRA Land Review project which has been estimated at £2.75m. The use of Right to buy receipts can equate to a maximum of 30% (£826k). Due to a change in S106/ Commuted sums policy the council are now in a position to fund 15% of the build (£413k) from payments received from developers. This would result in a capital cost to the Council of £1.51m.

Overall project cost	£ 2,755,000
RTB Contribution (30%)	£ 826,500
S106 Contribution (15%)	£ 413,250
HRA Capital Investment Reserves (55%)	£ 1,515,250

A further feasibility study into the redevelopment opportunities of future phases would cost an estimated £15k to be funded through Section 106 contributions.

Revenue Generation

It should also be noted that a number of additional income streams will be available to Council should these development come forward, in particular the rental income and associated Council Tax and New Homes Bonus from the additional properties.

- 6.3 Legal Implications

None at this stage but will be investigated as part of the process if a decision is taken to proceed with further work on the sites.

6.4 People Implications

There are currently no people implications envisaged.

6.5 Property Implications

The development of additional affordable housing units on HRA land would provide much needed housing for those on the Council's Homeseeker's Register. Rents would need to be set at a level which is affordable and in line with statutory guidance.

6.6 Consultation

Initial consultation with the Planning department has been undertaken for Phases 2 of the Review of HRA Land Project however future phases will need to be consulted upon. Further consultation will be necessary on all schemes with South Essex Homes Officers to ensure integration with capital works or refurbishment projects such as the garage refurbishment programme.

Consultations with the Portfolio Holder, Ward Members, local residents and other stakeholders will take place once a decision has been taken as to how the project will proceed.

6.7 Equalities and Diversity Implications

No Equality and Diversity Implications to consider at this stage.

6.8 Risk Assessment

The necessary risk assessment work will be undertaken in regards to development of Council owned land and this risk will be mitigated by working with Legal and Assets teams to establish site constraints and by undertaking full site investigation work.

6.9 Value for Money

The Council may be able to bring additional larger units back into family use by allowing under-occupiers to move into the smaller units, including those tenants affected by the Spare Room Subsidy ("Bedroom Tax")

The Council could potentially reduce revenue funding by moving vulnerable people who do not require residential accommodation into more appropriate housing and reduce the use of rent deposit and temporary accommodation by moving housing register applicants into appropriate housing.

6.10 Community Safety Implications

Previous projects have shown that redeveloping underused garage sites has reduced antisocial behaviour and has had positive impact on community safety in the immediate and surrounding areas.

6.11 Environmental Impact

There is an aspiration that, within the limits of financial viability, any new properties developed would be constructed to a high energy efficient standard however environmental impact of development on each site would need to be considered as part of the consultation and planning process.

7. Background Papers

Report to Cabinet on 1st July 2014, *Investigation of potential sites on HRA Land*

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Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to
Special Cabinet

on
28 March 2017

Report prepared by: Andrew Fiske
Group Manager, Strategic, Community & Private Sector
Housing

Agenda
Item No.

7

Decant Policy

Relevant Scrutiny Committee: Policy & Resources
Executive Councillor: Councillor Flewitt
Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To agree a borough-wide decant policy that would apply to any Council tenants who may have to move either on a permanent or temporary basis as a result of a regeneration project.

2. Recommendations

- 2.1 That Cabinet agrees to:
- a) Confirm the terms of the decant policy;
 - b) Make allowance in the capital programme on a scheme by scheme basis for any costs that are incurred in respect of the Policy.

3. Background

- 3.1 With the growing housing pressures in the borough and the lack of land that could be made available for development, the Council will need to maximise the best use of its assets to meet the current and future housing needs of the community.
- 3.2 The Better Queensway project is a good example whereby through redesigning the estate there is an opportunity to significantly increase the housing density and ensure a level of investment in the Council's property assets that will reduce future repair obligations. There are nine other tower blocks in the borough, offering the potential to apply this approach elsewhere in the Council's estate. It is anticipated that similar opportunities will present over time to increase the amount of homes available to meet general housing need.

- 3.3 Although such a regeneration approach will be essential to be able to meet the growing need for new homes and improve the Council's assets, it is acknowledged that many Council tenants are happy with where they live. There is the potential for regeneration to be experienced as a traumatic process for these people; in particular those who are vulnerable due to frailty, disability, or life circumstances. Therefore a key factor in the Council's approach will be to ensure that tenants receive timely communications and information about the progress of regeneration projects; and that any adverse impact of regeneration/redevelopment is minimised by the provision of advice and support where appropriate. The Decant Policy is an important document that gives additional support to tenants who will be affected by any regeneration or redevelopment project, including financial compensation.

Current Position

- 3.4 Better Queensway has been a live project and in the public domain since September 2014. Tenants have been aware for some time that the Council is progressing a regeneration scheme that will impact directly on their homes, and they have been kept up-to-date with progress e.g. via regular meetings and newsletters.
- 3.5 A high level consultation exercise was undertaken in 2016, which indicated that a number of tenants will choose to move away from the estate and into alternative Council housing provision as the regeneration progresses. It is anticipated that, once tenants receive the Initial Demolition Notices that will notify them of the timescale for demolitions in advance of development, this may increase the number of tenants who wish to move from the Queensway Estate.

Decant Policy

- 3.6 The draft Policy is attached to this Report as Appendix One and sets out the Council's commitment to tenants who will be affected by any regeneration project in the future. The decant programme will be used to either move tenants on a temporary basis whilst permanent accommodation is built (resulting in a temporary decant), or to move directly to permanent accommodation from their current home.
- A permanent decant is when a resident is moved out of their property to another property where they will remain permanently.**
- A temporary decant is when a resident is moved to a property temporarily until a permanent property is available.**
- 3.7 In line with requirement of the legislation and existing best practice, the following people will be eligible for assistance and possible re-housing:-
- Tenants living in the affected property 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through a Needs Survey.
 - Family members (including children) living at the property with the tenant 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through the Needs Survey.

- Partners and spouses living at the property with the tenant 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through the Needs Survey.

3.8 **Home Loss Payments** are statutory payments, which are paid to tenants following a compulsory purchase order or displacement by housing orders, and are not to pay for the cost of moving, as required by law. Tenants will receive a flat rate of £5,800 as from 1st August 2016 (subject to review). The following payment procedure will be agreed for each regeneration scheme in accordance with the Decant Policy. It will include the following:-

- Payments will be made directly to the resident.
- Claims can be made for up to 6 years after the offer of accommodation, and must be paid within 3 months of receiving the claim. Under the Land Compensation Act 1973, there is a right of appeal to the Lands Tribunal.
- Rent, Service Charge, Council Tax, Business Rate arrears can be offset against any Home Loss payment, and the decision to do so will be decided for each individual regeneration scheme.

3.9 **Disturbance Payments** - in addition to the one-off Home-loss Payments the Council will also meet reasonable Disturbance Payments to financially compensate the displaced tenant for expenses associated with the need to move. In cases where it is necessary to move tenants twice, Disturbance Payments may need to be paid twice and will be paid to tenants to cover reasonable costs associated with moving. The Policy will ensure that any tenant will not be financially disadvantaged from the regeneration or redevelopment project and additional help and support is provided for any vulnerable or frail tenant.

4. Other Options

4.1 The Council has legal responsibilities to meet to its tenants whose home is subjected to demolition, or major refurbishment.

5. Reasons for Recommendations

5.1 With the Queensway project progressing it is important that the Council has a clear Decant Policy which will enable tenants to be compensated for the disturbance associated with regeneration projects.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

Safe, Clean, Healthy, Prosperous, Excellent

This new Policy is intended to give a clear statement of the Council's support for any Council tenants affected by a regeneration or redevelopment scheme in the borough. Regeneration projects should ensure that all of the Council's corporate priorities are addressed through the transformation of estates

6.2 Financial Implications

There is the potential of significant financial implications for each regeneration or redevelopment scheme as a result of this Policy but any such costs will be directly ring fenced to each individual capital project

6.3 Legal Implications

The Council has a legal duty to comply with the law in relation to the rights of tenants that would be affected by any regeneration or redevelopment scheme

6.4 People Implications

There is the potential of staffing implications arising from this Policy which will be taken into account as part of the capital project costs.

6.5 Property Implications

The Decant Policy enables the Council to make the best use of its assets.

6.6 Consultation

There is no need to consult externally on these proposals.

6.7 Equalities and Diversity Implications

A full Equality impact Assessment will need to be carried out for each major regeneration or redevelopment project.

6.8 Risk Assessment

There are no major risks associated with this Report but if the Council has not got a Policy in place it could be in breach of its statutory duties.

6.9 Value for Money

The Decant Policy will enable tenants to be supported through any regeneration project.

6.10 Community Safety Implications

There are no community safety implications arising from this Report.

6.11 Environmental Impact

None arising from this Report

7. **Background Papers**

8. **Appendices**

Appendix 1 – Decant Policy

Appendix One - Decanting Policy – Southend Council

1. Introduction

This Decant Policy is to be used when regenerating or redeveloping the Council's housing stock.

The Decant Policy aims to provide housing regeneration schemes with a clear approach to manage decant proceedings in an efficient and fair manner. It provides an outline process by which to deliver vacant possession of properties. The Council recognises that moving home is a stressful time for anyone but for households that are required to move temporarily it is likely to be even more disruptive.

2. Decant Policy

This policy covers all tenants where regeneration of occupied housing is proposed. Appendix 1 outlines the relevant legislation covering the Council's obligations in this regard.

This Decant Policy should be used once a Cabinet decision has been made to progress with a regeneration project. Initial consultation will include asking tenants and leaseholders to complete a Survey form that outlines their household's housing need. More detailed consultation will take place once the Council has made a formal decision to progress with the regeneration project.

3. Decant Programme

The Decant Programme will be used to either move tenants on a temporary basis whilst permanent accommodation is built (resulting in a temporary decant), or to move directly to permanent accommodation from their current home.

A permanent decant is when a resident is moved out of their property to another property where they will remain permanently.

A temporary decant is when a resident is moved to a property temporarily until a permanent property is available.

4. Eligibility Criteria

In line with the legislation and existing best practice, the following people will be eligible for assistance and possible re-housing:-

- Tenants living in the affected property 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through the Needs Survey.
- Family members (including children) living at the property with the tenant 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through the Needs Survey.

- Partners and spouses living at the property with the tenant 12 months prior to the date of agreement for the regeneration scheme or who are identified as eligible through the Needs Survey .

The Council will not re-house unauthorised occupants, sub-tenants, lodgers, licensees or any other non-secure occupants.

5. Needs Survey

A Needs Survey of the regeneration site will be completed to understand the specific requirements of the proposed regeneration and to ensure a suitable decant programme is followed. This will be completed as soon as possible after the Cabinet decision to progress with the regeneration has been made.

The Needs Survey results will be updated during the course of the regeneration programme until the decanting occurs, and should be carried out as frequently as determined necessary for each regeneration scheme.

6. Home-loss Payments and Disturbance Package

Authorised Tenants meeting the criteria as detailed in Section 4 above are entitled to Home-loss Payment and Disturbance Payments.

Home-loss Payments are statutory payments, which are paid to tenants following a compulsory purchase order or displacement by housing orders, and are not to pay for the cost of moving, as detailed in Sections 29-33 of Land Compensation Act 1973. Tenants will receive a flat rate of £5,800 as from 1st August 2016 (subject to review). To qualify, the property must be the Tenant's only or main residence for a year prior to the date of displacement.

Home-loss Payment Procedure

The following payment procedure will be agreed for each regeneration scheme in accordance with the Decant Policy. It will include the following:-

- Payments will be made directly to the resident.
- Claims can be made for up to 6 years after the offer of accommodation, and must be paid within 3 months of receiving the claim. Under the Land Compensation Act 1973, there is a right of appeal to the Lands Tribunal.
- Rent, Service Charge, Council Tax, Business Rate arrears can be offset against any Home-loss payment, and the decision to do so will be decided for each individual regeneration scheme.

Disturbance Payments

In addition to the one off Homeless Payments the Council will also meet reasonable Disturbance Payments to financially compensate the displaced tenant for expenses associated with the need to move.

- In cases where it is necessary to move tenants twice, Disturbance Payments may need to be paid twice.
- Removal costs from the current home to the new home, will be paid directly to the Council's approved removal firm. For vulnerable residents, this might include additional support, such as furniture packing and unpacking.
- Telephone and internet disconnection and reconnection.
- Disconnection of any television aerials or satellite dishes connected either to an existing television or that allows the proper operation of television equipment. Reconnection will only apply with the express approval of the landlord at the new address. New homes may have television aerials and systems installed as part of the specification.
- Washing machine, cooker, dishwasher and plumbed fridge disconnection and reconnections will be carried out by the Council's removal firm's operatives (who must be suitably qualified to the appropriate trade standards).
- It is expected that relocating residents will refit curtains, carpets and furnishings however if this is not possible then reasonable replacement costs will be covered by the Disturbance Payment.
- Any extra costs of new school uniform if moved to a different area, which necessitates a change of school (supported by letters from the respective schools).
- Other reasonable costs incurred by the tenant if approved in writing by the Council prior to the cost being incurred.
- Any costs incurred will need to be evidenced through receipts and up to a maximum amounts of £1000 per household.

Disturbance Payment Procedure

The following payment procedure will be agreed for each regeneration scheme in accordance with the Decant Policy. It will include the following:-

- Payments will be made directly to the tenant.
- Claims can be made for up to 6 years after the offer of accommodation, and must be paid within 3 months of receiving the claim. Under the Land Compensation Act 1973, there is a right of appeal to the Lands Tribunal.
- Rent, Service Charge, Council Tax, Business Rate arrears cannot be offset against any Disturbance Payments.

7. Alternative Accommodation – permanent or temporary

Tenants will be given priority to move to another Council or Housing Association property. They will be eligible for Home-loss Payments and the Disturbance Allowances to facilitate the move. Tenants will be given priority for alternative permanent housing which meets the household's requirements, and if the tenant currently under occupies their property by 1 bedroom this will be allowed for on any properties they want to move to. For working age people on a low income or Housing Benefit/Universal Credit this may result in an additional spare room subsidy to be met by the tenant. If the current tenant's household is overcrowded they will be able to move to larger accommodation which meets the current needs of their household.

Wherever possible it will be the intention to minimise the need for a temporary move but if a tenant is willing to move to other temporary accommodation while the regeneration takes place they will be considered for a new home based on the same criteria as above in accordance with their requirements.

Any specific adaptations to the property for anyone in the household will be provided in the new temporary or permanent home and will be in addition to the Home-loss and Disturbance allowances.

8. Gaining possession

Once the Council has come to a decision on a regeneration scheme, it will offer alternative accommodation in line with this Policy. However if a tenant needs to move to enable the scheme to be progressed then Legal action to gain possession of tenanted properties will be used as a last resort. Where a resident refuses to move, or has refused the offer of other suitable alternative accommodation, the Council has the legal right to gain possession of the property for decanting and redevelopment purposes. The two grounds for possession relevant to regeneration are Grounds 10 and 10A (following approval from the Secretary of State) of Schedule 2 of the Housing Act 1985:-

Ground 10:

"The Landlord intends, within a reasonable time of obtaining possession of the dwelling-house:

- a) to demolish or reconstruct the building or part of the building comprising the dwelling-house, or*
- b) to carry out work on that building or on land let together with, and thus treated as part of, the dwelling-house, and cannot reasonably do so without obtaining possession of the dwelling-house."*

Ground 10A

"The dwelling-house is in an area which is the subject of a redevelopment scheme approved by the Secretary of State or the Homes and Communities Agency in accordance with Part V of this schedule and the landlord intends within a reasonable

time of obtaining possession to dispose of the dwelling-house in accordance with the scheme" or

"Part of the dwelling-house is in such an area and the landlord intends within a reasonable time of obtaining possession to dispose of that part in accordance with the scheme and for that purpose reasonably requires possession of that dwelling-house."

9. Equality Impact Assessment

The Council will carry out an Equality Impact Assessment of any regeneration scheme.

10. Appeals

The Council has a three-stage complaints process, which can be used in relation to appeals against the application of this policy www.southend.gov.uk/complaints

Appendix One – Legislation

The list of legislation below is to be consulted when carrying out decanting and using this policy:

- Homelessness Act 2002
- Housing Acts 1985, 1996 and 2004
- Housing and Regeneration Act 2008
- Human Rights Act 1998
- Land Compensation Act 1973
- Planning and Compulsory Purchase Act 2004
- Town and Country Planning Act 1990
- Housing and Planning Act 2016
- Equalities Act 2010
- Care Act 2014

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Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to Special Cabinet

on
28 March 2017

Report prepared by: Andrew Fiske Group Manager: Housing
Group Manager

Agenda
Item No.

8

Local Lettings Policy – Better Queensway

Relevant Scrutiny Committee: Policy and Resources
Executive Councillor: Councillor Flewitt
Part 1 (Public Agenda Item)

1. Purpose of Report

To agree a Local Lettings Policy for Council Tenants on the Queensway Estate which would give them additional priority to move from the Estate, in advance of redevelopment/regeneration, to alternative Council housing provision if they choose to do so.

2. Recommendations

That Cabinet agrees to:

- a) Confirm the terms of the Local Lettings Policy for Queensway tenants;
- b) Delegate the timing of the decision to the Deputy Chief Executive for People or Place, in consultation with the Executive Councillor for Housing
- c) Publicise the proposals on the Council's On the Move website;

3. Background

Better Queensway is a major regeneration project and a pioneering development initiative in Southend-on-Sea. It is inevitable that an element of uncertainty around the impact of regeneration will be experienced by tenants on the Queensway Estate; a number of whom will want to move away from the Estate and into alternative Council housing provision ahead of commencement of the major development works. Many of these will be suitably housed in a property which meets their household's requirements as per housing legislation. In such cases, the Council's current Housing Allocation Policy prohibits them from registering for re-housing.

- 3.3 Similarly, Queensway tenants who do have a recognised need to move, as they are over or under occupying their current home, are not attracting sufficient priority to enable them to move elsewhere due to pressure on the housing register (now numbering some 2,000 households).

3.4 Section 167 of the 1996 Housing Act (as amended by the Localism Act 2011) requires that “every local authority shall have a scheme (their “allocation scheme”) for determining priorities and as to the procedure to be followed, in allocating housing accommodation.” Once this has been published the Council has to make all allocations in accordance with that scheme. Councils are able to bring forward Local Lettings Policies (LLP) to specifically address specific situations, which are introduced for a time-limited period to address a particular set of circumstances, and in this case it would be for the initial years of the Better Queensway regeneration project.

3.5 **PROPOSED LOCAL LETTINGS POLICY**

3.6 Any Council Tenant living within the Queensway Estate including the Tower Blocks of Quantock, Malvern, Pennine, Chiltern and the flats on Sutton Road will be able to make an application to join the Council’s Housing Register. If they need help and assistance to make an application then this will be provided.

3.7 For those Queensway tenants that are currently on the Housing Register as they have a recognised need to move, their application will be re-prioritised in accordance with the LLP proposals.

3.8 The Council recognises that redevelopment and regeneration can be a difficult and stressful experience for tenants. Some tenants will be more vulnerable to stress due to frailty, disability, and life circumstances. In view of this, tenants who are eligible for a move to sheltered housing schemes will be given additional priority and support to move. They will be awarded Band B as a minimum and if there are other medical issues that warrant a higher Banding this will be taken into account. Tenants who qualify for sheltered accommodation, who are currently on the Housing Register as Band B, will be moved up to Band A.

3.5.4 All other tenants will be automatically moved up a Band from where they would normally be placed on the Housing Register. Any tenants who are suitably housed and have no housing need to move will be placed in Band C.

3.5.5 Any secure Council tenants who take the opportunity to move from the Queensway Estate in the short term will do so on a permanent basis and as a result will qualify for Home-loss payments and disturbance costs being met in accordance with the Decant Policy. Their existing home will not be let on a permanent basis but will be used as Temporary accommodation for homeless households who would not be entitled to Home-loss payments or disturbance costs.

3.5.6 As the regeneration progresses it may be necessary to provide additional priority to enable tenants to move and this will be triggered 12 months before a specific block is identified for demolition. At that point all tenants affected by the regeneration project who wish to move permanently will be given Band A priority to move during that 12 month period.

4. **Other Options**

The other option would be to include the Local Lettings Policy alongside a wider review of the Allocation Policy but this would take some months to complete. The wider review will take into account this LLP.

5. Reasons for Recommendations

As the Better Queensway is progressing there are a number of tenants who want to leave the Estate but the Council's Allocation Policy does not enable them to do so and the only option would be to introduce a Local Lettings Policy which would enable them to move.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities Safe, Clean, Healthy, Prosperous, Excellent

This new Policy is intended to give a clear statement of the Council's support for any tenants affected by the Better Queensway regeneration. Regeneration projects should ensure that all of the Council's corporate priorities are addressed through the transformation of estates

6.2 Financial Implications

There is the potential of financial implications for each regeneration or redevelopment scheme as a result of this Policy but any such costs will be directly ring fenced to the Better Queensway Project.

6.3 Legal Implications

The Council has a legal duty to comply with the law in relation to the Council's Allocation Policy.

6.4 People Implications

There is the potential of staffing implications arising from this Policy which will be taken into account as part of the capital project costs.

6.5 Property Implications

There are no property implications arising from this Report

6.6 Consultation

There is a need to consult externally on these proposals and this will be done directly by writing to all tenants on the Queensway Estate and via notice placed on the Council's website.

6.7 Equalities and Diversity Implications

An Equality impact Assessment will need to be carried out for this policy.

6.8 Risk Assessment

No issues arising from this Report

6.9 Value for Money

No issues arising from this Report.

6.10 Community Safety Implications

No issues arising from this Report.

6.11 Environmental Impact

None arising from this Report

7. Background Papers

8. Appendices

Appendix 1 – Local Lettings Policy

Appendix 1 - Southend Borough Council Local Lettings Plan (LLP) Policy – Better Queensway

1. Introduction

- 1.1 A Local Lettings Plan (LLP) is a set of guidelines and/or criteria governing which households can be allocated accommodation in a specific designated area which are outside of the Council's main Allocation Policy and should be time specific to link with a particular Regeneration project.
- 1.2 The reason for introducing an LLP is that any tenants who want to move away from a regeneration schemes and are currently suitably housed are not able to go on the Council's Housing Register as they have no housing need to move. Although many tenants will want to remain living in the same area and will be housed in due course as the regeneration project progresses the Council recognises that some tenants will want to move to other Council or Housing Association properties in the Borough.
- 1.3 Section 167 of the 1996 Housing Act (as amended by the Localism Act 2011) requires that "every local authority shall have a scheme (their "allocation scheme") for determining priorities, and as to the procedure to be followed, in allocating housing accommodation." Therefore the Council has to allocate all affordable rented homes strictly in accordance with the Allocation Policy and in order to enable changes to be made this would require either an LLP being introduced or the Allocation Policy being reviewed in its entirety.

Background

- 1.4 Generally there are three main types of Local Lettings Plan used by Councils:
 - Local Lettings Plans for re-lets in a designated area such as a regeneration project.
 - Local Lettings Plans for first time lets on new developments where there are significant local problems in the local area which would require a more sensitive approach to the allocation of the new homes.
 - Local Lettings Plans for hard to let properties.
- 1.5 LLPs should not remain in place ad-indefinitum and should be reviewed every two years.
- 1.6 The development of LLPs should be an accountable process and Tenants in the regeneration area will be given a copy of the LLP and it should be posted on the Council's website for all Housing Applicants information.

Proposals

- 1.7 Any Council Tenant living within the Queensway Estate including the Tower Blocks of Quantock, Malvern, Pennine, Chiltern and the flats on Sutton Road will be able to make an application to join the Council's Housing Register. If they need help and assistance to make an application then this will be provided.
- 1.8 Those tenants currently on the Housing Register with a housing need to move will not have to make a new application and their application will be re-prioritised in accordance with the LLP proposals.
- 1.9 Older tenants who are eligible for a move to sheltered housing schemes will be given additional priority and support to move through the Council's Decant Policy. They will be awarded Band B as a minimum and if there are other medical issues which warrant a higher Banding then this will be taken into account.
- 1.10 All other tenants will be automatically moved up a Band from where they would normally be placed on the Housing Register. Tenants in Band A will remain in Band A.

Any tenants currently who are suitably housed and have no housing need to move will be placed in Band C. Any tenants who would normally be in Low Band will be placed in Band C.

- 1.11 The Director of Adult Services and Housing will have some discretion to consider a particular case if there are exceptional circumstances in terms of a Tenant's application and will notify the Housing Portfolio holder of the reasons why an exception has been made to the LLP.

Regeneration works to commence within a 12 month period

- 1.12 Where a demolition is scheduled to take place within a 12 month period, all tenants will be notified in writing. At this point any tenants affected by the regeneration project who wish to move permanently will be given Band A priority to move during that 12 month period.

Review of the LLP

- 1.13 The Council will regularly review the LLP as any regeneration project progresses and as a minimum will undertake a review every 2 years of the LLP itself.

Southend-on-Sea Borough Council

Agenda
Item No.

9

Report of Chief Executive
to
Place Scrutiny Committee and
Policy & Resources Scrutiny Committee

10th and 12th April 2017

Report prepared by: Tim Row

**Joint In-depth Scrutiny Report –
‘To investigate the case for additional enforcement resources for Southend’
A Part 1 Agenda Item**

1. Purpose of Report

To seek formal approval to the draft report of the scrutiny project – ‘To investigate the case for additional enforcement resources for Southend’.

2. Recommendations

- 2.1 That the report and the recommendations from the joint in-depth scrutiny project, attached at **Appendix 1**, be agreed.
- 2.2 That the Chairman of the Policy & Resources Scrutiny Committee, in consultation with the Chairman of the Place Scrutiny Committee, be authorised to agree any final minor amendments to the draft report.
- 2.3 That, in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the Chairman of the Project Team present the final report to a future Cabinet meeting.

3. Background

- 3.1 At their meetings on Monday, 11th July 2016 and Thursday, 14th July 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 110 and 153 refer respectively) approved the suggestion for a joint in-depth study to investigate the case for additional enforcement resources for Southend. The project plan was agreed by both Scrutiny Committees at their meetings on Monday, 10th October 2016 and Thursday, 13th October 2016 respectively (Minutes 340 and 372 refer).
- 3.2 The specific focus of the review was to:
 - (i) To investigate the possibility of the Council increasing resources for enforcement activity including consideration of the Council employing its own PCSOs or financing the provision of additional “Specials” by the Police. In the context of “Specials” specific consideration should be given to whether financial support could be offered to such officers and how they would be dedicated to the Borough of Southend-on-Sea; and
 - (ii) To consider how such PCSO’s or additional “Specials” could contribute to an improved level of service in connection with the enforcement of public protection, waste, graffiti, street scene etc.

- 3.2 The Committees also agreed that ‘officers proceed with background work in advance of the scope of the topic being fully developed.
- 3.3 The Member Project Team, which was chaired by Councillor Brian Ayling, met on 9 occasions and considered a range of evidence to inform their approach, including witness sessions and a site visit. The Project Team comprised Councillors Robinson (Vice-Chairman), Arscott, Assenheim, Bright, Burzotta, Callaghan, D Garston, J Garston and Gilbert. Officer support was provided by Lysanne Eddy (Project Manager), Tim Row (Project Support Officer), Tim MacGregor, Ade Butteriss, Kelly Clarke and Rob Walters

4 Recommendations

- 4.1 The scrutiny report is attached at **Appendix 1**. The report has been discussed and agreed by the Member Project Team and will be shared with the witnesses.
- 4.2 The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme
- 4.3 It should be noted that approval of any recommendations with budget implications will require consideration as part of future years’ budget processes prior to implementation.
- 4.4 Scrutiny is recommended to endorse the following conclusions from the review, for approval by Cabinet:

1. That the Council actively promotes the recruitment and retention of Special Constables within Southend as a sustainable and active part of reinforcing an enhanced uniformed presence by:

- 1.1. Enrolling in the ‘Employer Supported Scheme’ for Special Constables run by Essex Police and actively promoting it to council employees with an initial target commitment of up to five staff enlisted and trained;
- 1.2. Investigating the appetite of Essex authorities to a County wide approach for a Council Tax incentive scheme that promotes and encourages the recruitment and retention of Special Constables.

2. That the Council explores the potential for a revised ‘Borough Patrol’ model to be reintroduced by:

- 2.1. Further investigating Maldon District Council’s example of community enforcement as a potential updated delivery model;
- 2.2. Aligning existing council resources for enforcement more clearly under the premise of the ‘Borough Patrol’;
- 2.3. Investigating opportunities from the income generation proposals that support, fund and expand the role of the revised ‘Borough Patrol’.

3. That the Council leads a renewed emphasis on the importance of continued strong and effective partnership working that achieves better coordinated working between existing enforcement agencies through clearly identified and articulated priorities by:

- 3.1. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
- 3.2. Commissioning an evaluation of the Community Safety Hub (CSH) with particular emphasis on reducing the apparent disconnect between the priorities of the CSP and the operational response of the CSH; ensuring more effective sharing, appropriate focus and direction of the current resourcing of wider enforcement across Southend partners;
- 3.3. Looking at how the Council currently uses the Community Safety Accreditation Scheme (CSAS), with a view to widening the scope of its use;
- 3.4. Tasking the CSP with ensuring that night time provision of suitable uniformed resourcing is identified and strengthened with particular emphasis on the high street and the night time economy;
- 3.5. That the Council instigates and facilitates quarterly updates to all Elected Members by the Southend Community Safety Partnership and in parallel with the Essex Police briefings.

4. That the Council explores potential income generation that supports the resourcing of enforcement activities through initially investigating:

- 4.1. The Proceeds of Crime Act 2002 to identify how recoverable funds could be better aligned to local enforcement response;
- 4.2. The options available through re-negotiation of key council contracts to better utilise corporate social responsibility accountability and social value legislation; for example the introduction of Waste Champions as identified in the waste contract;
- 4.3. A commercial approach to management of the CCTV capability and offer;
- 4.4. Sponsorship from private businesses;
- 4.5. How council contracts (for example, the parking contract) could be used to enhance the use of wider enforcement powers;

4.6. Reviewing Maldon's experience to take a more pro-active approach to enforcement, including in relation to the issuing of Fixed Penalty Notices.

5. That the council promote the use of technology to enable real time processing of information and enhance intelligence capture that supports enforcement activities by:

5.1. Investing in appropriate equipment, such as handheld reporting devices and cam-vests for council personnel;

5.2. Ensuring that mobile technology requirements are met as part of contract re-negotiations as appropriate;

5.3. Supporting and investing in the creation of an 'Intelligence Hub', focused around the current CCTV unit and clearly linked with the Council's SMART City programme;

6. That the Council proposes that the CSP realigns and strengthens its core communications across wider enforcement agencies and builds on existing channels by:

6.1. Establishing a Communications Group with representation across key agencies;

6.2. Producing a structured approach to communications across agencies with a coordinated and agreed strategy and projects identified;

6.3. Producing a succinct directory of local agencies that support the delivery of CSP priorities for coordination of messaging and clear sign posting;

6.4. Leading on key campaigns that promote community resilience such as the national campaign 'Killing with Kindness';

6.5. Ensuring that all activities for high level campaigns are 'front loaded' with adequate and accessible legal advice; as well as adequate resourcing of officers across the partnership to be visible and meet the challenges that prompted this review, such as street begging and anti-social behaviour.

7. That, given the Police and Crime Commissioner's point during session two that the Council plays a vital and unique leadership role through the promotion of community cohesion and by championing community resilience, consideration should be given to how these messages are reinforced through existing networks, such as Tenants and Residents Associations, Active Citizens and Neighbourhood Watch Areas.

5. Other Options

Not applicable.

6. Corporate Implications

6.1 Contribution to Council's Vision and Critical Priorities –

(a) Excellent :

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

(b) Safe:

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

(c) Clean:

- Continue to promote the use of green technology and initiatives to benefit the local economy and environment; and
- Encourage and enforce high standards of environmental stewardship.

6.2 Financial Implications – The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme. There are financial implications to some recommendations but as yet they are unquantifiable. However, any recommendations progressing with associated financial implications will need to go through the annual budgetary process before implementation, as currently no revenue or capital budgets exist for the proposals.

6.3 Legal Implications – none.

6.4 People Implications – as described in report.

- 6.5 Property Implications – none.
- 6.6 Consultation – as described in report.
- 6.7 Equalities Impact Assessment – none.
- 6.8 Risk Assessment – none.

7. Background Papers –

- Witness Session meetings held on 19th October 2016, 19th December 2016, 1st February 2017, 7th February 2017, 15th February 2017, 22nd February 2017 and 6th March 2017
- Updates to Scrutiny Committees on – 10th October 2016, 13th October 2016, 28th November 2016, 1st December 2016, 23rd January 2017 and 25th January 2017
- Other evidence as described in the report.

8. Appendix

Appendix 1 – Joint In-depth Scrutiny Project Draft Report

APPENDIX 1

Southend-on-Sea Borough Council Joint Policy & Resources and Place Scrutiny Committee Study

into

Additional Enforcement for Southend-on-Sea

v10 – 31.3.17

Contents

	Page
1. Background	3
2. Framework for the Study	3
3. Methodology	4
4. Recommendations	5
5. Key Findings	8
Annex 1 - Witness sessions	
Annex 2 – Southend Borough Council’s Enforcement Activities	
Annex 3 - Other local authorities approaches to enforcement	

1. Background

- 1.1 At their meetings on Monday, 11th July 2016 and Thursday, 14th July 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 110 and 153 refer respectively) approved the suggestion for a joint in-depth study to investigate the case for additional enforcement resources for Southend.
- 1.2 This followed the notice of a motion to Council at its meeting on Thursday, 10th December 2015 (Minute 495 refers), proposed and seconded by Councillors Assenheim and Ward respectively, requesting:

“That this Council recognises the importance of an effective Police Force in the Borough because the situation we are facing at this present time with the ever decreasing Police services and presence on our streets means we have a duty of care to the residents of our town who need to be reassured that their security is paramount.

It is therefore requested that the Cabinet explore the possibility of reintroducing the Southend Borough Patrol back on the streets of the town. The Southend Borough Patrol was extremely successful and effective, from the late 1990’s until they were dissolved into Essex Police in the early 2000’s, with many of the Patrol Officers becoming Police Community Support Officers (PCSOs) or Special Constables.”

- 1.3 The Cabinet considered this motion and, at its meeting on Tuesday, 15 March 2016 (Minute 711 refers), subsequently resolved:
- i. That the Council explore, with Partner Agencies, an effective approach to ensuring the town remains a safe place to live, work and visit in the context of austerity measures on all public services within Southend.
 - ii. That the Council explore the recruitment of Special Constables in helping to police communities, primarily within the town.
 - iii. That the current South Essex Homes warden patrol scheme (of the Borough’s tower blocks) be reviewed to determine whether the scheme could be integrated into a combined collective approach to community safety across the Borough.

2. Framework for the Study

- 2.1 At their meetings on Monday, 10th October 2016 and Thursday, 13th October 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 340 and 372 refer respectively) both agreed that the framework for the study should be:
- i. To investigate the possibility of the Council increasing resources for enforcement activity including consideration of the Council employing its own PCSOs or financing the provision of additional “Specials” by the Police. In the

context of “Specials” specific consideration should be given to whether financial support could be offered to such officers and how they would be dedicated to the Borough of Southend-on-Sea; and

- ii. To consider how such PCSO’s or additional “Specials” could contribute to an improved level of service in connection with the enforcement of public protection, waste, graffiti, street scene etc.
- iii. The Committees also agreed that ‘officers proceed with background work in advance of the scope of the topic being fully developed.’

2.2 The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme.

2.3 The joint project team acknowledged that a perception of crime was much harder to dispel than working with statistical information. It therefore recognised the importance to establish some key basics early within the project to ensure resources were being utilised in pursuing the right things. For example:

- Do crime statistics show an increase of low level crime?;
- What is a police function and what is enforcement?;
- What is the gap in provision, if any?;
- What are the powers we want to utilise?;
- ‘mapping’ of wider enforcement functions with the Council?;
- Cost of PCSO and associated powers?;
- On-costs for Specials and associated powers?;
- What else already exists?

3. Methodology

3.1 The study was undertaken on behalf of the Scrutiny Committees by a joint project team whose membership comprised: Councillors Ayling (Chairman) Robinson (Vice-Chairman), Arscott, Assenheim, Bright, Burzotta, Callaghan, D Garston, J Garston and Gilbert.

3.2 The joint project team was supported in its investigations by the following officers: Lysanne Eddy (Project Manager), Tim Row (Project Support Officer), Tim MacGregor, Ade Butteriss, Kelly Clarke and Rob Walters.

3.3 The project was undertaken using an evidence-based approach to the consideration of a range of options, through a mixture of desk top research and information and evidence hearings with expert witnesses. It also included a workshop for ideas mapping, a site visit to the CCTV operation and the opportunity to individually partake in a ‘ride-along’ with the police.

3.4 The joint project team met on nine occasions, between October 2016 and March 2017. At seven of these the project team heard from a variety of witnesses. More detail on the witness sessions is outlined in **Annex 1**

4. Recommendations

These recommendations have been developed following consideration by the Scrutiny Project members of the evidence provided, including testimony from witness sessions and information in reports submitted to them.

1. That the Council actively promotes the recruitment and retention of Special Constables within Southend as a sustainable and active part of reinforcing an enhanced uniformed presence by:

- 1.1. Enrolling in the 'Employer Supported Scheme' for Special Constables run by Essex Police and actively promoting it to council employees with an initial target commitment of up to five staff enlisted and trained;
- 1.2. Investigating the appetite of Essex authorities to a County wide approach for a Council Tax incentive scheme that promotes and encourages the recruitment and retention of Special Constables.

2. That the Council explores the potential for a revised 'Borough Patrol' model to be reintroduced by:

- 2.1. Further investigating Maldon District Council's example of community enforcement as a potential updated delivery model;
- 2.2. Aligning existing council resources for enforcement more clearly under the premise of the 'Borough Patrol';
- 2.3. Investigating opportunities from the income generation proposals that support, fund and expand the role of the revised 'Borough Patrol'.

3. That the Council leads a renewed emphasis on the importance of continued strong and effective partnership working that achieves better coordinated working between existing enforcement agencies through clearly identified and articulated priorities by:

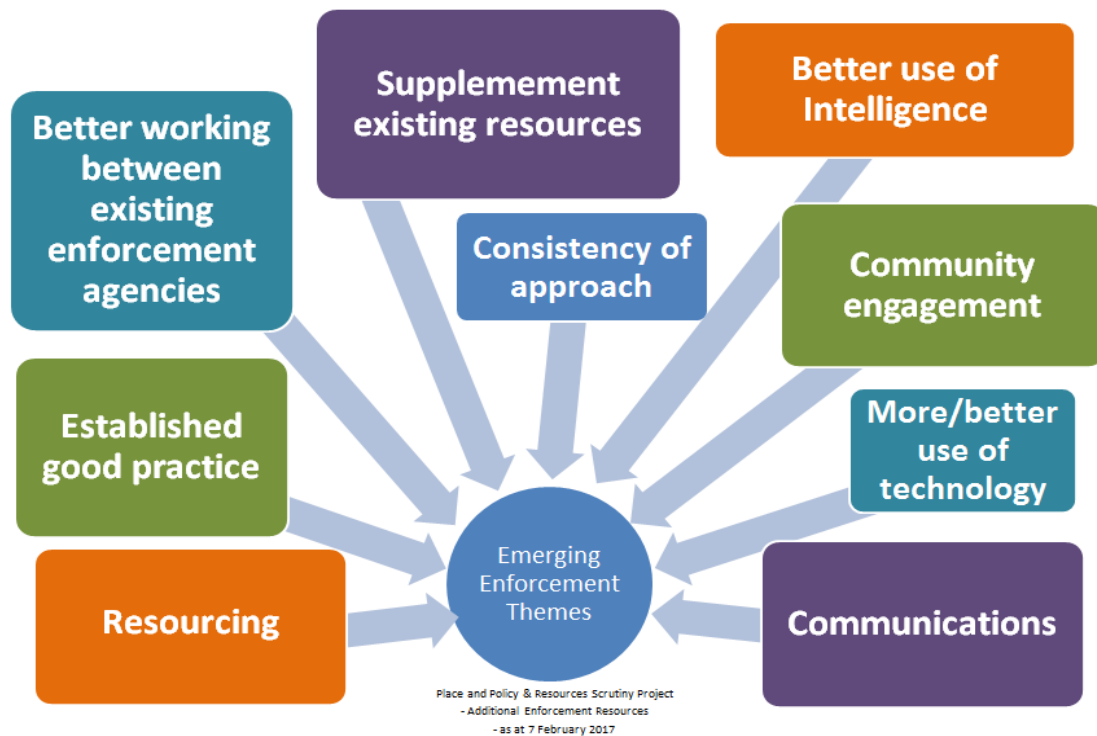
- 3.1. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
- 3.2. Commissioning an evaluation of the Community Safety Hub (CSH) with particular emphasis on reducing the apparent disconnect between the priorities of the CSP and the operational response of the CSH; ensuring more effective sharing, appropriate focus and direction of the current resourcing of wider enforcement across Southend partners;
- 3.3. Looking at how the Council currently uses the Community Safety Accreditation Scheme (CSAS), with a view to widening the scope of its use;

- 3.4. Tasking the CSP with ensuring that night time provision of suitable uniformed resourcing is identified and strengthened with particular emphasis on the high street and the night time economy;
 - 3.5. That the Council instigates and facilitates quarterly updates to all Elected Members by the Southend Community Safety Partnership and in parallel with the Essex Police briefings.
- 4. That the Council explores potential income generation that supports the resourcing of enforcement activities through initially investigating:**
- 4.1. The Proceeds of Crime Act 2002 to identify how recoverable funds could be better aligned to local enforcement response;
 - 4.2. The options available through re-negotiation of key council contracts to better utilise corporate social responsibility accountability and social value legislation; for example the introduction of Waste Champions as identified in the waste contract;
 - 4.3. A commercial approach to management of the CCTV capability and offer;
 - 4.4. Sponsorship from private businesses;
 - 4.5. How council contracts (for example, the parking contract) could be used to enhance the use of wider enforcement powers;
 - 4.6. Reviewing Maldon's experience to take a more pro-active approach to enforcement, including in relation to the issuing of Fixed Penalty Notices.
- 5. That the council promote the use of technology to enable real time processing of information and enhance intelligence capture that supports enforcement activities by:**
- 5.1. Investing in appropriate equipment, such as handheld reporting devices and cam-vests for council personnel;
 - 5.2. Ensuring that mobile technology requirements are met as part of contract re-negotiations as appropriate;
 - 5.3. Supporting and investing in the creation of an 'Intelligence Hub', focused around the current CCTV unit and clearly linked with the Council's SMART City programme;
- 6. That the Council proposes that the CSP realigns and strengthens its core communications across wider enforcement agencies and builds on existing channels by:**
- 6.1. Establishing a Communications Group with representation across key agencies;
 - 6.2. Producing a structured approach to communications across agencies with a coordinated and agreed strategy and projects identified;

- 6.3. Producing a succinct directory of local agencies that support the delivery of CSP priorities for coordination of messaging and clear sign posting;
 - 6.4. Leading on key campaigns that promote community resilience such as the national campaign 'Killing with Kindness';
 - 6.5. Ensuring that all activities for high level campaigns are 'front loaded' with adequate and accessible legal advice; as well as adequate resourcing of officers across the partnership to be visible and meet the challenges that prompted this review, such as street begging and anti-social behaviour.
- 7. That, given the Police and Crime Commissioner's point during session two that the Council plays a vital and unique leadership role through the promotion of community cohesion and by championing community resilience, consideration should be given to how these messages are reinforced through existing networks, such as Tenants and Residents Associations, Active Citizens and Neighbourhood Watch Areas.**

5. Key Findings

The key evidence presented to Scrutiny Project members is outlined below and in the accompanying annexes. It has been loosely grouped under the following enforcement themes which had emerged, and were reviewed, in witness session four.



5.1 Current position and established good practice

Scrutiny Project Members heard (at witness session three in particular) that local authorities undertake an extensive range of enforcement activity primarily aimed at securing the health and safety of local people, enhancing their quality of life, improving the quality of the local environment and ensuring the Council is fulfilling its statutory duties.

It also heard that the Council is subject to a huge raft of legislation that both enables and places limits on the enforcement activity that can and should be undertaken. The scope of legislation has increased significantly since the early 2000s (at the time of the Borough Patrol) and recent legislation, notably the Anti-social Behaviour, Crime and Policing Act 2014, provides further opportunities for the Council and Police to refine their approach.

Officers engaged in enforcement made clear that their approach across all areas is to promote good practice and behaviour, to prevent unacceptable activity developing, to use education, interventions, warnings and mediation *before* moving to more formal sanctions such as notices, enforceable contracts, orders and prosecutions.

The review received substantial evidence highlighting good or excellent enforcement practice that is currently undertaken. This includes **(see Annex 2 for more information)**:

- Work undertaken by the multi-agency Community Safety Hub that was cited by the PCC as a model of good practice in enabling different agencies to work together. Successful multi-agency working was demonstrated, notably, by the recent 'Operation Stonegate' exercise with a range of partners coming together on 'community days' to support residents in York Road through a range of support services and targeted enforcement action.

While detailed evaluation on the impact of the exercise is awaited, initial feedback highlighted successes in providing reassurance to local residents and improving the look and feel of the area. The exercise was seen to be a potential model in tackling other identified areas of priority for the borough.

- During March 2017 officers from Southend Community Policing Team have been working with numerous partner agencies, including the Council, homeless and treatment charities, DWP, and others, in the High Street, undertaking patrols, to reduce the level of street begging and drinking and promote the safety of the homeless. The impact of this initiative is currently being evaluated.
- Extensive, and highly valued, CCTV coverage across the borough, enabling a rapid response to incidents, and providing evidence for prosecutions.
- The award winning Early Help, Family Support and Youth Offending Service, which, over 5 years has worked with some 1500 young people at risk of offending, tackling issues such as, truancy, gang activity, drug and alcohol misuse and other ASB. It was noted that the re-offending rate for those going through 'triage' assessment has fallen to 16% compared to 30% for those going through the criminal justice system.
- Extensive environmental enforcement, undertaking thousands of investigations to maintain the quality of the public realm, including tackling fly-tipping, littering, graffiti, inappropriate waste disposal as well as noise nuisance, illegal sales and contravention of environmental health contraventions;
- Dealing with about 600 service requests a year relating to improving private housing conditions dealing with rogue landlords;
- Managing and enforcing the range of tenancy issues (neighbour disputes, ASB, noise nuisance etc...) that arise in relation to the borough's 6000 council tenants, including a popular Neighbourhood Security Patrol commissioned to work primarily in the Victoria Ward area and which has proved invaluable to the Police in providing them with evidence when undertaking prosecutions;
- Undertaking 10,000 highways inspections a year to ensure the safety and proper maintenance of roads, particularly ensuring that utilities undertake their work properly;

- Issuing 40,000 Parking Control Notices each year to enforce parking regulations.
- Investigating around 270 planning enforcement cases each year.
- Providing advice, support and reassurance through park wardens and 'resort assistants' to park users and seafront visitors.
- Establishing a pool of volunteer Council staff (about 13) who called on by the Police to provide support at borough events (eg. carnival and car cruise).

Police and Council enforcement activity is supplemented by other parties including:

- Business Improvement District Street Rangers (x4 fte) who are CSAS (Community Safety Accreditation Scheme) accredited and provide a presence in the town centre but whose powers are limited to fixed penalty notices.
- Door Security for pubs/clubs etc.. whose remit is limited to particular premises.
- Adventure Island Security – CSAS accredited but limited to the Adventure Island complex.
- Hospital Security – CSAS accredited to provide security.
- Active Citizens (about 10) – Police vetted volunteers who assist police on crime prevention/advice, particularly following recent burglaries.

5.2 Resourcing

There is, therefore, a somewhat complex picture of current resourcing across relevant partners around wider enforcement activities. Both the Council and the Police have been subject to severe budget cuts since 2010 and this has led to a significant reduction in the numbers of enforcement officers (noticeably in the town centre) while demand for services in areas of the reviews' focus continues to increase. **A constant theme of the witness sessions was that the reduction in a 'uniformed' presence across the borough, but particularly in the high street, has had a detrimental impact on community safety.**

This 'gap' was highlighted as having an impact, in particular, on so called 'lower-level' crimes and anti-social behaviour such as begging, street drinking, shoplifting, cycling on footways/ 'soft' drug use etc.. which impact on the lives of, and are of significant concern to residents and visitors.

It was recognised, by all parties, that the relationship between key agencies is essential in meeting the needs of communities to ensure appropriate focus and shared application of very limited resources.

Ideas for obtaining additional resources for enforcement activity and for using resources more effectively included:

- Exploring the potential 'selling of CCTV monitoring' to other boroughs. Officers stressed this would not be to the detriment of the borough's current service.
- Accrediting more Council officers to the CSAS. The scheme enables officers engaged in enforcement activity to have additional powers, conferred by Essex Police for a specific responsibility. These include, issuing Fixed Penalty Notices (FPNs) for offences such as truancy, dog fouling, graffiti, littering, pavement cycling and obtaining names and addresses. Currently South Essex Homes tenancy officers and the Youth Offending Service Street Engagement Team are accredited (about 17 officers).

While the vetting process was highlighted as an obstacle to recruitment, and there is a small cost, encouraging more officers in appropriate areas to undertake the scheme does enhance enforcement powers available in the borough and provides an element of uniformed presence as accredited officers are required to wear an Essex police ID badge when using their CSAS powers.

- Further business sponsorship of enforcement activity (supplementing BID rangers), for PCSOs or CSAS accredited civil officers.
- More rigorous use of fixed penalty notices and fines for areas such as dog fouling, pavement cycling, littering, etc.. Witness session five heard that Maldon's Community Protection Team achieved a four-fold increase in fine income from a more co-ordinated and rigorous approach – and, although, questions were raised about the sustainability of this level of fines, to date, there has not been a drop off. Witness session six heard that an initiative to undertake enforcement on dog fouling by PCSOs had met with apparently limited support from Council officers.
- Witness session three heard that there was more scope for the Police and Council to share workload on undertaking some areas of enforcement activity. This mainly relates to lower level crimes (pavement cycling was cited as an example), with the Police obtaining the necessary information from perpetrators and the Council processing the 'paperwork' to enable a prosecution. It was noted that such a practice had been in place previously but had stalled in recent years.
- Continuing current efforts to make more extensive use of the Proceeds of Crime Act. Witness session five heard that Thurrock Council recovers more than twice the amount of money obtained by Southend Council.

5.3 Special Constables

A key consideration of this study has been around the current and potential role of Special Police Constables in relation to enforcement in the Borough and how the Council might support Essex Police's drive to recruit more Specials to work in Southend. There are currently 39 Specials working in the borough, with a desire by Essex Police to increase this number to 70 by 2019.

In witness sessions 2 and 4, Essex Police extended an invitation for the Council to consider committing to the 'Employer Supported Policing' (ESP) initiative. In doing so, the Council would

encourage and support a defined number of staff to train and become Special Police Constables for deployment in Southend and promote the scheme to other organisations. A key consideration is that Special Constables have identical powers to regular Police officers.

The cited benefits of ESP include:

- Enhanced levels of policing, helping to address the fear of crime among residents;
- Providing greater capacity for the Police to focus on so called 'low level' crimes such as anti-social behaviour and missing persons as well as more 'serious' crimes;
- Promoting greater links between employers in the borough and a range of statutory services, including the Police;
- Enabling employers to enhance corporate social responsibility commitments;

Specific benefits to the council engaging in ESP include:

- **2019 target** - the Council could make a significant contribution to meeting the 2019 target for recruiting Specials;
- **Lead by example** - the Council would be leading by example when encouraging other employers to enable staff to sign up as Specials;
- **Engagement** – it would further promote engagement between the Council and community, including providing a further source of intelligence regarding local developments and community cohesion;
- **Partnership** - further strengthens partnership with the Police;
- **Shared responsibility** - encourages local residents/employees to adopt shared responsibility for the wellbeing of Southend;
- **Value for money** – provides a significant increase in enforcement resource for a relatively small investment and
- **Enhanced staff** - staff learn new skills, develop confidence and strategic thinking.

The Scrutiny project are recommending that the council should commit to signing up to the ESP, and specifically supporting up to five members of Council staff to train and become Specials for deployment within the Borough*. Such a commitment would need to be in line with service and organisational needs, so, for example, for practical reasons, school staff would exempt from this recommendation.

**There are rare occasions such as regional emergencies where specials may be called outside of the borough but these are exceptional.*

Council commitment

In real terms, the notional costs of supporting five staff members to become specials could vary, depending on the level of commitment supported and the salary levels of the individuals.

The following provides an initial estimate of core notional costs, based on a full time staff member earning £25,951 (mid-point of Level 7, SCP 29 £23,398- £29,324, 2017/18).

Notional costs (per person)

One off notional costs per person for paid leave to complete initial training:

10 days: £1,000

20 days: £2,000

Annual notional costs per person for paid leave towards Special Constable duties in Southend:

4 hours per month: £672

8 hours per month: £1,344

16 hours per month: £2,688

Council Tax Discount for all Specials resident in Southend

The study explored the potential of offering an incentive of discounted Council Tax for Specials who are resident within Southend. Differing views were expressed on this matter, including the view that this could become divisive. For example, between Specials living inside and those living outside of the town. There is also the possibility that those living in Southend might choose to volunteer in another borough. Additionally, a case could be made for other residents undertaking public service (JPs and school governors for example) to receive a similar discount.

The Scrutiny Project group, therefore, voted not to pursue this idea. However, it was felt that if there was further support for exploring the idea, that this would be better done via an Essex wide approach to ensure consistency of application.

5.4 Borough Patrol

A key theme of the review was to assess the case for re-introducing a form of 'Borough Patrol' - uniformed Council employees who had responsibility for promoting community safety in the town.

Witness session six heard (from a former manager of the Patrol, Paul West) that it had operated from 2002-2005 and had provided a uniformed presence in the town centre, sea front and other areas of high demand, undertaking a range of enforcement duties. These particularly related to environmental, parking and other anti-social behaviour offences. The Borough Patrol had a complement of 9-10 officers with one administrative support officer and was located in a building situated in York Road.

The Patrol was seen by other witnesses, (for example, former Chief Superintendent Mick Thwaites at witness session 7) to have provided a popular and invaluable service, acting as the eyes and ears for both the Police and Council officers. It dealt with over 5000 complaints in one year (the majority of which related to car tax offences and waste related issues, but also included defective lighting, street trading, unauthorised street signs and pavement cycling).

Session 6 also heard that many of the staff and functions of the Borough Patrol were superseded by the introduction of PCSOs and the transfer of functions to other Council staff such as Environmental Care Officers and highways inspectors.

The Scrutiny Project heard that the powers of BP officers were very limited (essentially acting as 'professional witnesses' and reporting offences to other authorities to take action) and that hard core offenders soon became aware of their limited ability to take action.

Estimates of the cost of introducing a Borough Patrol were placed in the region of £300,000 pa for salaries, plus £10-15,000 other costs (training, equipment etc..) based on 10/11 staff, on an average salary of £22,000. It should be noted that costs could be significantly higher or

potentially lower, depending on the outcome of a job evaluation exercise. Any re-introduction of a BP service would require a significant re-organisation of existing resources, however, could potentially be done with limited additional resources if it was introduced using existing Council staff engaged in enforcement only.

The Scrutiny Project members were also reminded that the funding for SEH Neighbourhood Patrol (about £100,000pa) is due to end in March 2017 and that continuing to resource this service would need to be factored into any funding identified for a BP service.

While a 'uniformed presence' of some kind was highlighted as being highly desirable, it was also felt, for example, by the Portfolio Holder for Housing, Planning & Public Protection, that an enhancement in numbers of Police Officers was the most preferable solution in terms of having an impact in taking effective enforcement. In this context, the PCC recognised that Southend was somewhat under resourced, proportionate to crimes per capita committed, and explained that some more front line police officers would shortly be made available to South Essex.

5.5 Better working between existing enforcement agencies / consistency of approach

Evidence showed that enforcement agencies in the borough, across both the public and voluntary sector, are historically well known to each other and benefit from a history of generally productive working relationships. It was acknowledged that Southend's relatively bounded geography was a factor in this although challenges arose in instances where partners do not always share coterminous boundaries (such as the Council and Police).

There was testimony that partners, on the ground, made efforts to integrate and support each other operationally. Police Officers, Street Pastors and SOS Bus volunteers working together to tackle late night issues in the high street was a clear example of this loose collaboration. The Council's Community Safety Manager, Simon Ford, reported at witness session three, that Southend has a long tradition of partnership working and is viewed by others across Essex as a 'leading light'.

However witnesses felt that more strategic coordination of this collaboration would give greater impact to their enforcement roles and, in particular, prevent duplication of effort. Officers managing enforcement functions within the Council also recognised that more could be done to share information and deliver across services in a more cohesive way. In session one Members heard examples from BID Rangers and local homeless charities that the town at times felt like it was saturated with Outreach services and that a 'more joined up plan' was needed so that services complement each other.

A good deal of evidence from Essex Police, the Council and wider community partners emphasised the importance of continued strong and effective partnership working, with clearly identified and articulated priorities. However, feedback also highlighted something of a disconnect between the Community Safety Partnership and current resourcing in relation to wider enforcement. This was particularly evident from the first witness session with voluntary, community, faith and business based groups feeling there is limited ability for them to influence priority setting, receive information updates or be part of an on-going dialogue.

Witnesses comments showed that not all partners are fully aware of the Partnership's priorities, plans and operations. In particular Members questioned whether the Community Safety Partnership could have a greater coordinating role to play in promoting an overarching enforcement strategy. It was noted that there may be potential for the Council and other relevant partners to continue to work on mapping current activity with a view to introducing a layered enforcement approach that fed into the Community Safety Hub.

A reoccurring line of questioning explored the benefits of the visual impact of patrolling enforcement officers – usually termed 'a uniformed presence'. A range of witnesses from Maldon District Council's Group Manager Community and Living to Southend's BID Rangers said that uniformity of appearance helped to engender respect of the public, provided vital personal protection and helped partners and public identify officers more easily. However some felt that the public could, at times, become confused between the different livery and roles of uniformed staff, be it PCSO's, Parking Control Officers or South Essex Homes Rangers. This led to exploratory questions from Members on the potential for a common Southend branding of enforcement agencies.

5.6 Community engagement

A recurring theme throughout the sessions was the concept of promoting civic pride and active citizenship. There was a general consensus that engaging with local communities in an authentic, focused and consistent way can help to prevent or reduce the need for enforcement work.

Much community engagement is being done on a face-to-face and daily basis by enforcement officers simply talking to local people on the street. The level of rapport varies from role to role - BID Rangers for example tend to lean towards long term relationship building whilst Parking Control Officers are focussed on more immediate enforcement and the issue of Fixed Penalty notices (FPNs). Some partners, such as the Police, were actively promoting the concept of greater personal and corporate responsibility – for example by advising local retailers on more proactive methods of reducing shoplifting.

Council Officers, in particular, confirmed that services increasingly rely on local people – 'their eyes and ears' - to report issues to police and partners. Witnesses cited a range examples where local business and community groups were actively engaged, such as 'street watchers', and ambassadors in communities willing to challenge or engage with culprits.

The Police and Crime Commissioner, in particular, strongly advocated fostering community cohesion, recognising the positive impact it can have on reducing the need for enforcement. He strongly rejected the tentative suggestion that councils fund private security firms, much preferring direct investment in the local voluntary sector or community groups such as residents associations.

It was acknowledged that many community delivered initiatives were dependent on ongoing and sustainable support from the public sector, whether financial or through direct action. One example was the previously successful Behave or Be Banned (BOBB) scheme which saw local pub and club owners working together with the Police to tackle anti-social or violent behaviour. The Scrutiny Project heard in session one that witnesses felt that BOBB had become less

effective since Essex Police withdrew an element of their support in order to focus on other priorities.

Engagement with local people via voluntary sector organisations was also much in evidence. Council Officers in Session 3 cited work with the Turning Tides team and using their services and staff to raise awareness and advise vulnerable people. Some witnesses stated that there was a need to better understand how the voluntary sector can make an impact and then explore ways of making this happen.

Some witnesses believed there was further scope to engage communities through third party providers by developing the *social value* aspects of contract arrangements. An example of this approach is the Council's contract with the waste services provider, Veolia, who are incentivised to encourage communities to challenge wrongdoers and take responsible action to keep Southend clean. As a result Veolia oversee volunteers acting as Snow Wardens and Environmental Ambassadors and have put in place a number of mechanisms of engaging with residents.

5.7 Communications

In most cases witnesses acknowledged that more effective communications with local residents would positively impact on reducing the fear of crime. They also cited a need to promote the success of our enforcement work to increase public confidence in what agencies are doing. Presently local communities receive fragmented messages from a range of agencies in a relatively inconsistent manner. It was felt likely that a more planned and strategic approach to communication campaigns would produce more focus and a better response from residents.

Members reminded witnesses that communication must be two way, with a particular focus on feeding back to residents how the information they have given has been used, for example the repair of faulty street lights that have been reported. Witnesses in session one also pointed to the power of social media as a particularly effective way to reach out and directly engage with communities in a cost effective and immediate way.

5.8 Greater use of technology and intelligence

Different enforcement agencies and services are often dealing with the same issues and offenders (or potential offenders) and, therefore, have a significant incentive to work together, share information and pool resources.

Furthermore, increasingly enforcement activity (and Police work generally) is applying the use of technology to make better use of resources and enable better sharing of information. Witness session two heard from the PCC how Essex Police are increasingly equipped with hand held devices, body cams and other devices that enable officers to process information in the field immediately, rather than having to do so at a station.

Use of similar technology by council officers is currently fragmented and is an obvious area for potential investment that would drive effectiveness and efficiency in the future. Such investment would complement the Council's work to embark on an ambitious programme of

introducing new digital infrastructure across the borough with pure fibre connection providing super-fast connectivity and complementing moves for Southend to become a 'Smart City'.

It was suggested that these developments, together with investment and development of the CCTV centre provides the opportunity to create an 'intelligence hub', that will enable officers to source and cross match a range of pooled data and intelligence to better tackle enforcement activity. It will also enrich the Strategic Intelligence Assessment and facilitate a more tiered response from agencies to tackling different levels of crime and ASB.

In addition, the benefits of gathering and harnessing 'soft intelligence' from a range of sources was seen as critical to efforts to promote community safety.

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Annex 1

Witness Session 1 - Wednesday 19th October 2016

To help inform the study and gain a sense of what was happening at grass roots level, the project team heard from voluntary sector groups, volunteer programmes, private sector programmes and faith groups within the Borough. This set the context for the study, particularly in terms of what such groups were seeing and what wider responses already existed. The session was in the form of a workshop, where invitees were arranged into three groups and asked to consider some pre-set questions. Each group was supported by two officers. The attendees are listed below.

Name:	Representing:	Table One:
CLlr Bernard Arscott	Leigh Ward	Support Officers: Ade Butteriss & Tim Row
CLlr Alex Bright	Southchurch Ward	
Simon Patterson	Seafront Traders	
Gary Turner	HARP	
Rebecca Venn	BID Ranger	

Name:	Representing:	Table Two:
CLlr Jonathan Garston	Milton Ward	Support Officers: Lysanne Eddy & Rob Walters
CLlr Brian Ayling, Chair	St Luke's Ward	
CLlr Ian Gilbert	Victoria Ward	
Alison Dewey	BID	
Helen Symons	Leigh Town Council	
John Bastin	YMCA & SOS Bus	

Name:	Representing:	Table Three:
CLlr David Garston	Prittlewell Ward	Support Officers: Kelly Clarke & Tim MacGregor
CLlr Mike Assenheim	Shoeburyness Ward	
CLlr David Burzotta	Chalkwell Ward	
Paul Sutton	Taxi Drivers Association	
Phil Norton	Street Pastors	
Steve Bright	Local Community Meetings	

The responses to the pre-set questions were collated by the support officers, and then fed back and discussed by the Members of joint project team at the end of the session. The questions were as follows:

- Q1. How does it feel to be in Southend? (This question looked for actual experiences and what they were dealing with as agencies/residents).
- Q2: How does your organisation/association contribute to the Borough? (This looked for where they currently field elements of enforcement).

Q3: How can we collectively solve the problems identified? (This question was about drawing out what they saw as being needed to help).

Q4: What is working well in Southend; what could we do more of or better? (This question sought to draw out what worked now and what other opportunities we may not had thought of).

The joint project team also received a copy of the Southend Community Safety Partnership's Strategic Intelligence Assessment (February 2016), Essex Police Performance Summary to August 2016 and the comparison of Southend's league position with its BCS family.

Witness Session 2 - Monday 19th December 2016

At this second witness session, the joint project team heard from Roger Hirst, Police and Crime Commissioner for Essex, as its key witness. He attended with his deputy, Jane Gardner. The session was also attended by T Chief Superintendent Paul Wells, Chief Inspector Scott Cannon and Chief Inspector Glen Pavelin from Essex Police.

This session explored the role of modern day policing within the context of a diminishing public sector and a widening gap of resources, examined crime statistics and the priorities for and budget pressures faced by Essex Police. The pre-set questions were as follows:

Q1. One of your 7 key priorities is to make Policing more 'local, visible and accessible'. How is this being done in Southend?

- How are you resourcing this activity?

Q2. How do you proportionalise the amount of uniformed policing resource across Essex?

- Do you believe Southend is being appropriately resourced in line with crime levels and in comparison to similar areas?

Q3. We have heard evidence at the last meeting that there is a widening gap developing within the enforcement of community safety across Southend; particularly in relation to low level crime such as street begging, street drinking and shop lifting.

- Is this the reality that you see? and
- What is your response to addressing this gap?

- Q4. In the past the PCC has provided a “Capacity Building Fund” specific to voluntary and community groups around themed resilience projects. What are your plans to support a wider partnership approach?
- Q5. What do you think about areas in Essex using private security firms? Do you think they represent value for money? What are the implications of this?
- Q6. In practical terms what will Southend’s Policing look like at the end of your four year term as Police and Crime Commissioner?
- How do you think Southend Council and other partners can support this within the context of equally reducing resources?

The joint project team also had before it the Police and Crime Plan 2016-2020.

Upon completion of the questions, the session concluded with what was now familiar tale to Southend. The incident in the case study was from a local resident and was one which was no longer unusual and was something being seen locally on an all-too-frequent basis.

“I live in the Southend Conservation area.

Last night I had dinner with two friends who also live in this area, it was a nice evening and so we decided to walk to our destination the Pipe of Port restaurant.

Upon arriving in the high street I was absolutely appalled by the run down state of it and I was unnerved by the very sinister air generally but what I was most concerned about was the fact that on our very short walk to the restaurant we were accosted not once, or even twice but three times by people begging.

To make matters worse upon leaving the pipe of port - not particularly late, but the same thing occurred, we were approached at least three times on the way home.

There was no police presence in the high street, there were groups of people who were openly drinking and who certainly saw my friends and I as 'civilians' and therefore targets and my question to you is this, what are you doing about it ?

How is this town to improve or survive if no effort at all is being put in to the high street, how is it possible that the apathy of our MPs, Councillors and Police force has allowed a sub-culture of drunks and addicts take over the area after dark?

By the time I got home last night I was extremely upset and agitated and that is not how a person should feel after having enjoyed a pleasant evening with friends.”

Witness Session 3 – Tuesday 1st February 2017

Colleagues from Southend-on-Sea Borough Council's enforcement functions were invited to the third witness session as the key witnesses. This session explored the role of the Council in relation to current enforcement activity within the context of a diminishing public sector and a widening gap of resources. The joint project team heard from Simon Ford (Group Manager Community Safety and Crime Reduction), Carl Robinson (Head of Public Protection), Steve Crowther (Group Manager Waste & Environmental Care), Zulfi Ali (Group Manager Traffic Management & Highways Network), Scott Dolling (Director for Culture, Tourism and Property), Andrew Fiske (Group Manager Housing), Mike Gatrell (Chief Executive South Essex Homes Ltd.) and Mario Ambrose (Executive Director South Essex Homes Ltd.).

The joint project team also had before it a report prepared by Tim MacGregor which provided some background information and highlighted some key issues for consideration, in relation to current enforcement activity undertaken by the Council, including:

- additional information on the Community Safety Hub;
- additional environmental enforcement data;
- Planning Enforcement
- more relevant formal bodies/working groups, such as the ASB Operations Group;
- More info on the powers conferred by the Community Safety Accreditation Scheme used by tenancy officers and others; and
- some corrections on the current legislation (e.g. taking out reference to ASBOs).

The questions to the witnesses are set out below. Some of these questions were more pertinent to particular officers attending and were identified for a 'LEAD' response; other officers in attendance were invited to contribute or add to the response.

Q1. We have heard evidence at previous meetings that there is a widening gap developing within the enforcement of community safety across Southend; particularly in relation to low level crime such as street begging, street drinking and shop lifting. (LEAD: Simon Ford, Carl Robinson, Steve Crowther & Scott Dolling)

(a.) Is this the reality that you see? and

(b.) What is your response to addressing this gap?

Q2. What do you think currently works well? (ALL)

Q3. What do you think could be improved? (ALL)

- Q4. How effective do you think intelligence sharing is between the Council enforcement services? (ALL)
- Q5. How effective do you think intelligence sharing is between partners, particularly with the Police? (Simon Ford & Carl Robinson)
- What more could we do on both these areas to improve it?
- Q6. How could we better focus our resources to meet CSP shared priorities? (ALL)
- Q7. What would an SBC wide enforcement function look like and how would it ensure we used current resources more effectively? (Dipti Patel, Scott Dolling & Mike Gatrell)
- Q8. Other than the Police, who else do you mainly work with to deliver your element of enforcement? (ALL)
- Q9. What do you see as the role of the voluntary and community sector plus residents in wider enforcement? (Mike Gatrell, Scott Dolling & Dipti Patel)
- How could we better engage them to encourage an active citizenship approach? (ALL)
- Q10. Can you see opportunities for using private sector or commercial firms and what are the implications of that? (LEAD: Simon Ford & Mario Ambrose/Andrew Fiske)
- Q11. If you had a complete wish list of opportunities – what would your ideal ‘enforcement dream team’ look like? (ALL)

Witness Session 4 – Tuesday 7th February 2017

At this session, the joint project team received a presentation from Chief Inspector Scott Cannon and Inspector Bill Potter on the Employer Supported Policing for the Special Constabulary and Police Support Volunteers. A copy of the slides used in the presentation, together with the supporting documentation is attached at Appendix 1.

Witness Session 5 – Wednesday 15th February 2017

Karen Bomford (Group Manager Community and Living) and Adrian Rayner (Community Protection Team Manager) from Maldon District Council, David Kleinberg from the Southend-on-Sea Fraud Team and Councillor Mark Flewitt, the Council’s Executive for Housing, Planning and Public Protection Services were invited to as the key witnesses to the fifth session. This explored an example of what another Council is doing in relation to current enforcement activity within the context of a diminishing public sector and a

widening gap of resources. It also explored the role of Fraud Teams within the wider enforcement function and heard from the Council's Executive Councillor on current issues.

A copy of the slides used in the presentation by Maldon District Council are attached at Appendix 2. The questions below were for Cllr Mark Flewitt, Executive Councillor for Housing, Planning and Public Protection Services.

- Q1. What do you think currently works well across the wider enforcement functions in the town? What do you think could be improved?
- Q2. We have heard evidence at previous witness sessions that there is a widening gap within the enforcement of community safety across Southend, particularly in relation to low level crime such as street begging, street drinking and shop lifting. Is this the reality, in your experience?
- Q3. As Portfolio Holder what do you think are your most important challenges in addressing this gap?
- Q4. What are the opportunities coming forward from this review that could help address this gap and support the Council's commitment to enforcement?

The joint project team also received a briefing paper prepared by Ade Butteriss which outlined various approaches taken by other areas to enforcement. It summarised the response of local authority staff (most commonly the Community Safety Partnership Manager or their equivalent) to a simple questionnaire emailed in February 2017.

The joint project team also discussed the emerging themes from the study so far.

Witness Session 6 – Wednesday 22nd February 2017

Prior to the commencement of the session, the project team was afforded the opportunity to visit the Council's CCTV Facility based at the Tickfield Centre. At the session, the project team heard from Paul West, who was formerly a Council employee and co-founder of the former Southend Borough Patrol, and Jackie Jones, formerly a Borough Patrol Officer and currently a PCSO with Essex Police. The session explored the Borough Patrol's previous function, role and remit and explored how this may fit nowadays, in relation to current enforcement activity within the context of a diminishing public sector and a widening gap of resources. It also explored the role of PCSO's within the wider enforcement function. The questions to the witnesses are set out below.

- Q1. Please can you outline your role now as a PCSO and the powers you have for enforcement? (Jackie)
- Q2. How well do you think PCSO's work with partners? (Jackie)

Could this be improved and how?

Q3. Please can you outline the role of the Borough Patrol and explain the powers they had for enforcement? (Paul)

Q4. How well do you both think the Borough Patrol worked with partners?

Could this have been improved and how?

Q5. Some of the key issues that councillors have consistently raised are around low level crime such as street begging, street drinking and shop lifting.

(a.) What were the merits and limitations of the Borough Patrol in this area; and

(b.) What are the merits and limitations of PCSO's in this area?

Q6. What was the legacy of the Borough Patrol and were there any arrangements for the transition of key responsibilities to relevant partners?

Q7. We've heard from the Police and Crime Commissioner at a previous witness session, that our focus should be on investing in community capacity and the interface with active citizens and neighbourhood action.

What are your thoughts on this and how it might support wider enforcement?

Witness Session 7 - Monday 6th March 2017

At this session, the joint project team heard from Mick Thwaites, the former Divisional Police Commander for Southend (2000-2005) and security consultant, to explore Southend Police Service's experience of the operation of the Borough Patrol in the early 2000s and its applicability to current need and circumstance. It also heard from Alison Dewey, Southend BID Manager, to explore further the role of the BID Street Rangers, levels of resourcing and potential for growth/improved working arrangements/partnership working.

The joint project team also received a briefing paper prepared by Tim MacGregor which outlined indicative resource implications in supporting a programme of recruitment of additional Special Constables;

- Mosaic profiles of current Special Constables;
- Costings for a Borough Patrol service and
- An outline of enforcement powers and costs of other enforcement agencies in the Borough

Joanna Ruffle, the Council's Director for Transformation, was in attendance for this discussion and gave evidence in respect of the volunteering policy for the Council and how the Council could engage in the Employer Support Policing scheme.

The joint project team also received a paper prepared by Tim MacGregor on the Community Safety Accreditation Scheme (CSAS), which included information on the number of CSAS accredited staff in the Borough and a list of Countywide CSAS organisations.

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Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To

Joint P&R/Place Scrutiny Study into Additional Enforcement for Southend-on-Sea

On
1 February 2017

Report prepared by:
Tim MacGregor – Team Manager, Policy & Information Management

Witness session 3 - Southend Council's Enforcement Activities

1. Purpose

To provide background information, and highlight some issues for consideration, in relation to current enforcement activity undertaken by the Council for the joint Policy & Resources and Place Scrutiny study into additional enforcement for Southend-on-Sea.

2. Recommendation:

That the Joint Scrutiny Committee Working Group note the report and consider the issues highlighted with a view to exploring some of these at the witness session on 1 February.

3. Background

- 3.1 Local authorities undertake an extensive range of enforcement activity across a wide range of services. These are primarily aimed at securing the health and safety of local people, enhancing their quality of life, improving the quality of the local environment and ensuring the Council is fulfilling its statutory duties. An outline of the activity undertaken by the Council is set out in **Appendix 1**. Key areas include: tackling violent crime and anti-social behaviour; action against rogue landlords; preventing illegal sales of alcohol and unsafe goods; action against littering; enforcing parking regulations; enforcement of planning decisions; ensuring highways are fit for use and ensuring children are attending school.
- 3.2 The Council, is subject to a huge raft of legislation that both enables and places limits on the enforcement activity that can and should be undertaken. The scope of legislation has increased significantly since the mid-1990s, when the ability of the Council, Police and other partners to take enforcement action, (particularly in relation to anti-social

behaviour and 'enviro-crimes') was significantly more limited. Some of the relevant Acts of Parliament are outlined in **Appendix 2**.

3.3 In addition, the Council has its own policies and procedures, which govern the way it undertakes enforcement, for example, in relation to the environment, parking, planning and private sector housing which set out the Council's approach and scope of enforcement.

4. Enforcement action and sanctions:

4.1 The Council's approach across all areas is to promote good practice and behaviour, to prevent unacceptable activity developing, to use education, interventions, warnings and mediation before moving to more formal sanctions such as notices, enforceable contracts, orders and prosecutions.

4.2 The range of sanctions can include:

- Verbal warnings
- Written warnings
- Simple Caution
- Fixed Penalty Notice (FPN) - payable for a range of offences, including anti-social behaviour such as littering and public disorder offences.
- Penalty Charge Notice (PCN) - paid when an individual is in contravention of regulations such as traffic, parking and waste, which are under civil enforcement.
- Statutory Notice (requiring action from individuals or organisations)
- Seizure of items
- Prosecutions
- Criminal Behaviour Orders
- Acceptable Behaviour Agreements (ABCs)
- Public Spaces Protection Order
- Injunctions. Including injunctions to Prevent Nuisance and Annoyance (replacing ASBOs).

4.3 The action and sanctions applied, while governed by legislation, policy and guidelines, will, however, be assessed on a case by case basis, depending on particular circumstances. These include the seriousness of an offence, the frequency of occurrence, the quality of evidence and an assessment of effective application (such as the likelihood of a prosecution).

5. Key Areas of Enforcement Activity – The Council

5.1 Community Safety

The multi-agency Community Safety Hub, based at Southend Police Station, and working to priorities set by the Community Safety Partnership, is overseen and co-ordinated by the Council's Community Safety and Crime Reduction Group Manager. Issues that the hub tackles include: violent crime; gangs; sexual exploitation; anti-social behaviour; domestic violence; management of offenders and identification of individuals at risk. The hub holds daily briefings to identify key actions and decide on day-to-day resourcing requirements.

SMAART (Southend Multi Agency Anti-social behaviour Response Team) comprises 2.5 officers based within the Community Safety Hub alongside Community Policing Team (2 from South Essex Homes, 0.5 from the Council). The team work with all partners to co-ordinate their approach to anti-social behaviour, share information to prevent duplication of activity and respond to complaints of anti-social behaviour from residents. The team attend all Local Community Meetings and also take on community based anti-social behaviour cases. They liaise with the Street Engagement Team around youth based anti-social behaviour.

The ethos of the team is Intervention, Prevention, Enforcement. The majority of cases are dealt with by means of visits and warning letters working closely with social and private landlords and has direct and daily contact with statutory, voluntary and commissioned services offering advice, guidance and best practice around tackling anti-social behaviour. This contact can include carrying out joint patrols (although reduced in past 12 months). The team draft applications for Criminal Behaviour Orders where criminal convictions are secured.

The team has provided advice and assistance to social and private landlords in pursuing enforcement action including witness statements and/or attendance at court.

The team are accredited through Essex Police Community Safety Accreditation Scheme and are vetted to enable them to access Police computer systems to assist in their investigations. The team have recently introduced Uniform, a case management system used by other teams within the Council (including Environmental Health, Planning, Private Sector Housing).

SMAART case work

Year	Cases	Letters	Visits	Mediation	CBO*	Injunction
2014-15	615	395	201	14 referrals 92.8% success		1
2015-16	639	430	225	31 ref 82.6% success	2	
2016 to current	824	501	195	10 ref 100% success	5	4

* Criminal Behaviour Order

The Community Safety Unit manage the CCTV centre, operating cameras covering the town centre, Hamlet Court Road, the seafront and major car parks as well as linking into the Royals security camera provision. The centre also acts as the Council's out of hours service. Further investment in the coming years will support the strategic vision for the centre to become an intelligence hub for a variety of agencies and partners.

The Community Safety and Crime Reduction Manager also co-ordinates a small pool (currently 13) of council officers who provide voluntary support (ie in their own time) by means of high visibility in the town. A specific job description was developed and recruitment process undertaken to appoint the Event Safety Team (EST) officers, with a council budget of £25,000 for 16/17. The EST are increasingly being called on by the

Police to provide support and since starting in August 2016 have supported 14 events, such as the carnival, car cruise and Coca Cola truck visit (see Appendix 3 for more detail). The EST concept is subject to review.

5.2 Early Help, Family Support and Youth Offending Services

Includes: Youth Offending Service; Connexions; supporting the troubled families agenda; Targeted Youth Support; Young People’s Drug and Alcohol Team; Teenage Pregnancy and Community Engagement. The teams work with young people at risk of offending or re-offending and provide support to young people that are hard to reach and vulnerable. They provide drug and alcohol treatment and support for under 21s; provide support to families with issues ranging from children not attending school to involvement in crime; work with teenagers both pre and post natal and work within the communities to make positive changes. The teams also provide a traded service to schools and work with young people who are not in education, employment or training.

Sanctions broadly divide between:

1. Diversion (to avoid prosecution): Over 1000 young people have gone through the highly successful ‘triage’ system since it began in 2009. Assessments are made of requirements of offenders which include, for example: regular reporting to the YOS; group work; reparations and restorative justice. The re-offending rate for Triage over a 7 year period is 16% (compared to 30% for those that go through the criminal justice system).

2. Prevention: A challenge and support team manage initial warning letters following reports of ASB, with persistent ASB resulting in Acceptable Behaviour Contracts (ABCs). Failure to adhere to these contract results in court application for Criminal Behaviour Orders. These are also used to disrupt gang/drugs activity. Other sanctions available include Parenting Orders for non-attendance at school

The Street Based Team conducts outreach deployments at ASB hot spots (such as the high street, parks, seafront, community events) as informed by intelligence from partners. They also complete truancy projects. A team of 10 (6 frontline) engagement staff undertake, for example, test purchasing of alcohol, truancy sweeps, confiscation of alcohol, moving children on from places they should not be in.

Powers of street engagement staff are limited to asking names/addresses of offenders and confiscating alcohol. Staff also attend all Local Community Meetings (LCMs).

Number of First Time Entrants to the Criminal Justice System	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Number of children and young people entering the criminal justice system for the first time and receiving a substantive court outcome	360	107	75	75	75	98	53	47

Challenge & Support	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Totals
Number of children and Young People worked with.	572	342	229	115	225	1483
How many of these young people have gone on to offend and receive substantive orders?	17	19	17	11	3	67
Acceptable Behaviour Contracts	35	10	8	3	4	60
ASBOs/CBO	0	0	0	0	4	4
Warning Letters	373	223	193	170	125	1084
Home Visits	82	88	39	34	18	261

Street Based Team	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Totals
Operations/deployments undertaken	134	363	480	325	679	1981
Children Engaged	456	1953	2229	2376	2145	9159
Taken to Place of Safety	2	1	9	5	0	17
Litres confiscated	14.27	6.6	26	35.1	3	84.97
No. of children alcohol confiscated from	20	4	32	30	4	90
Parents contacted	9	3	14	11	18	37
Youth ASB	1438	1304	1029	720	507	3560

5.3 Regulatory Services

The Council's Regulatory Services undertake a range of environmental protection activity. This covers: statutory nuisance and public health; regulation of businesses including environmental health functions of food safety, health and safety and trading standards (fair trading, business inspection and product safety); as well as the licensing of taxi/private hire vehicles and business licensing (alcohol, entertainment and gambling, tables and chairs and scrap metal dealers);

Regulatory Services Officers undertake enforcement, working closely with other council services and agencies to respond to complaints and undertake their statutory functions. Sanctions available include: verbal warnings, written warnings, formal cautions, a requirement for corrective action and prosecution.

5.4 Waste & Environmental Care

The service undertakes the collection and disposal of domestic refuse and recycling, street cleaning and activity to promote environmental care and clean neighbourhoods. Effective awareness raising and education of the public of their responsibilities and promoting a general culture of civic care, alongside enforcement activity, are all critical to meeting objectives in these areas.

A small team of Environmental Care Officers undertake investigations, inspections and follow up action. Some areas of recent activity are outlined below.

Waste related Enforcement action (mainly investigations and notices served) recorded on 'fly-capture' database

	2012-13	2013-14	2014-15	2015-16	2016-17 (to Sep 2016)
Investigation	515	479	475	2183	401
Warning letter	147	382	390	788	52
Statutory notice	8	48	36	113	4
Fixed Penalty Notices	14	16	23	25	0
Duty of Care (largely commercial Waste)	113	571	534	46	43
Stop/search	36	0	0	0	0
Vehicle seized	0	0	0	0	0
Formal caution	0	0	0	1	0
Prosecution	0	2	3	1	0
Injunction	0	0	0	0	0

Environmental Enforcement Action (including notices served and investigations)

Year	Dog Fouling	Fly Posting	S215, P40, P41, P42, s92a	Obstruction	A-board	Printed Matter	Education	OHV – s154*	Loose Gravel	Waste Storage	Cars for sale on Highway	Highway damage
14-15	10	12	68	1	4	0	25	94	0	0	0	0
15-16	11	14	133	12	20	1	15	89	3	4	0	0
16-17	12	1	128	16	0	0	6	98	0	0	1	1

* Overhanging vegetation

There have been 354 enforcement actions undertaken across the borough since October 2014 in relation to vehicles causing damage to pavements and verges. These include a combination of warning letters and the serving of enforcement notices, with 264 enforcement notices issued to residents.

5.5 Private Sector Housing

The Council's Private Sector Housing Team undertake work to assess the condition of the borough's properties using a health and safety assessment rating system to determine the risk to the health of residents or public, including the likelihood of an accident. This is based on a visual assessment of the condition of the property, rather than the tenant. Notices requiring action can be served in relation to, for example, the physical structure of a property, overcrowding, asbestos, sewage leaks, empty properties and energy certification.

A (non-exhaustive) list of sanctions include:

- Improvement Notice
- Prohibition Order (for hazards)
- Emergency Prohibition Order
- Slum Clearance Declaration
- Revocation of HMO Licence
- Power of Entry – where a Management Order is in force
- Overcrowding Notice
- Nuisance Abatement Notice
- Notice of cleansing or destruction of filthy & verminous articles

- Enforcement of minimum energy efficiency levels with private rented accommodation.

The team liaise regularly with SMAART, the Police, Environmental Health, Trading Standards and social care services in relation to criminal activity and safeguarding issues.

For April to December 2016, the service dealt with:

Number of service requests	438
Category 1 or high Category 2 hazards removed	247
Empty dwelling brought back into use from Private Sector Housing action	45

5.6 Social housing

South Essex Homes (SEH) undertake enforcement activity in a number of ways in relation to council tenants and leaseholders. The Tenancy Management Team undertake day-to-day management of council tenancies, which includes dealing with low level anti-social behaviour such as noise nuisance and neighbour disputes. All tenancy officers are accredited to the Community Safety Accreditation Scheme, which confer limited powers to request names and addresses and to issue a Fixed Penalty Notice in relation to offences that cause injury, alarm and distress to another person or damage or loss of another's property. Being accredited enables officers to attend briefings and receive information with/from the Police.

South Essex Homes also make an operational and financial contribution to the multi-agency SMAART which tackles ASB on council estates and across the borough. In addition, a neighbourhood patrol (2 officers) provide an out of hours patrol service from 5pm-2am for council housing concentrated in Victoria Ward, providing a visible presence in the area. The service, contracted from a private security firm, has been operating as a pilot since 2015.

SEH also sit on the board of 'RESOLVE Antisocial Behaviour', a national body to promote good practice and advise government in relation to ASB and social housing.

5.7 Traffic Management & Highways

The service carries out the Council's statutory functions associated with highways, parking and traffic management to keep traffic moving and maintain the highways network. Parking enforcement (off and on-street) is undertaken through the Council's chosen provider, APCOA. The requirements of Parking Control Officers are set out in the agreed contract, but are essentially limited to checking that parking regulations are being followed and issuing Penalty Charge Notices where they are not.

Highways inspectors check on the state of the roads, progress of works being carried out by utilities and others, the quality of reinstatements and works over-runs. Companies that are found to be non-compliant are subject to fines, Fixed Penalty Notices and Improvement Notices.

Enforcement activity for 2015/16 included:

Number of inspections undertaken	10,036
FPNs issued	1,155
Work over-runs notice (Section 74s)	171
Parking Control Notices issued	40,000 (approx)

5.8 Planning Enforcement

The Council's Planning Team ensure the enforcement of planning control under the Town & Country Planning Act 1990 and the Planning (Listed Building and Conservation Area) Act 1991. Planning enforcement deals with breaches of planning controls, including where building work requiring planning permission is undertaken without such permission, where conditions attached to a planning condition are not complied with, or where the use of a building or site is changed without planning permission.

Planning enforcement is not a statutory function, however, without effective enforcement, the planning system would be ineffective. Breaches of planning control are not illegal, however, non-compliance with a planning enforcement notice is. Unauthorised works to a Listed Building constitutes a criminal offence.

The team employs 1.6FTE officers dedicated to planning enforcement. The level of work undertaken is summarised below.

5.9 Planning Enforcement Data 2015 – 2016

Enforcement Cases investigated in 2016	275
Formal Notices Issued in 2016	3
Enforcement Cases investigated in 2015	269
Formal Notices Issued in 2015	6

The vast majority of cases are resolved by negotiation and regularisation without the need for formal action, as is advised by Government. Often a resolution by the Development Control Committee to take enforcement action results in the land-owner remedying the situation before said notice is served.

5.10 Parks

The Council currently has three parks wardens to cover 15 parks, gardens and nature reserves (at one time the Parks Rangers Service numbered 15). The role of wardens is to provide a presence, promoting re-assurance, advice and support to parks users as well as challenge where byelaws are being contravened (although this rarely leads to prosecutions in practice).

5.11 Pier and foreshore

From April to September four-six seasonal Resort Assistants provide first aid, and health and safety along the foreshore for beach users. While this will include advising/challenging people on, for example, not having bbqs or dogs on the beach, their action does not extend to issuing FPNs or prosecutions for contravention of byelaws. For more serious incidents, additional support is sought from ECO officers or the Police, where appropriate.

5.12 Enforcement Prosecutions 2013-16 (by calendar year)

The number of enforcement related prosecutions undertaken by the Council's Legal Section in recent years are as follows:

Service Area	2013	2014	2015	2016
Education	13	14	11	22
Fraud	20	18	14	8
Highways	0	1	9	5
Planning	8	8	8	2
Private Sector Housing	6	1	8	1
Regulatory Services	11	4	7	3
Street Scene	6	10	3	4
Youth Services	2	3	2	2

6. Issues for consideration

6.1 Joint working

There is considerable overlap of work between service areas, with anti-social behaviour, criminality and risk to health and safety of residents requiring a multi-agency approach to ensure such issues can be tackled effectively. However, reports relating to the same issues/cases can, in some cases, be made to different service areas, leading to the potential for duplication of effort or for issues to 'fall between the gaps'. Avoiding this relies on officers building and maintaining good informal networks and relationships.

There are a number of formal mechanisms to help promote joint working, including:

- **Community Safety Partnership:** Chaired in alternate years by the Police and the Council, the CSP sets the overarching community safety priorities for the borough. Membership includes Essex Fire & Rescue Service, Office of the PCC, South Essex Homes, Probation and health services. It brings together organisations and groups that share responsibility of tackling crime and disorder, anti-social behaviour and drug and alcohol related offending.
- **Community Safety Partnership sub-group:** Multi agency officer group, focussing on violent and other serious crime in the borough.
- **ASB Operations Group:** Multi-agency group chaired by the Police Community Policing Inspector and covering a range of council services (including environmental health, parks, community safety, private sector housing), and including the hospital, SEPT, housing providers among others. Meeting monthly the group identifies issues, including priority areas to be tackled. Agencies bring their high risk ASB cases for multi-agency approach to be taken, information and best practice is shared and areas where agencies are experiencing barriers or

difficulties

- **Homelessness Strategy Group:** Multi-agency group (including Police, voluntary sector and housing providers) chaired by the Council, addresses operational issues to address, among other issues, homelessness and street begging in the borough. Meets monthly to align with the ASB Operations Group.
- **Complex Needs Panel:** Multi-agency group, chaired by the Council and including voluntary sector providers
- **Adults and Children Safeguarding Boards:** Statutory multi-agency bodies that play a strategic role in protecting vulnerable adults and children, ensuring the right policies are in place and helping to improve relevant services.
- **Strategic Safeguarding and Community Safety Meeting:** bringing together issues of safeguarding, community safety and health and wellbeing.
- **Two Safety Advisory Groups** – 1. To promote health and safety for events held in the borough. 2. To oversee health and safety at Southend Utd games.

While informal relationships between officers are generally good, there may be more systematic ways in which joined up working could be more effective, particularly in relation to tackling anti-social behaviour, and ensuring greater clarity in terms of operational priorities across the Council (building on the overarching priorities of the CSP). A new Anti-Social Behaviour Strategy may help in this respect.

6.2 Sharing of intelligence

Intelligence led approaches to tackling criminality have proved increasingly successful over many years. However, different council services tend to have different systems to record and process information. Ensuring better means of sharing knowledge and intelligence, obtained from multiple sources, (assuming issues of data protection can be addressed) may, therefore, prove fruitful if extended.

To this end the more staff are equipped with effective technology that enables them to record and process cases 'in the field', the more effective they can be in tackling requests made of them and the quicker and easier it becomes to share information.

6.3 Generic approach

While the Council's Environmental Care Officers have responsibilities beyond waste and cleansing, some local authorities have extended this approach further, with more generic enforcement officers who have a wider range, or a different mix of responsibilities. For example, parking enforcement officers in some borough have responsibilities beyond the immediate role of parking restrictions.

However, each area of enforcement has their own specialist requirements (in relation to planning, trading standards and private sector housing) and so a more generic approach to enforcement, comes with risks and significant resource and training requirements.

6.4 Resourcing and partnership working

Inevitably, given the declining levels of resources available to the Council and Police, the extent and range of enforcement activity, as well as work to raise awareness and undertake education and training has been increasingly restricted in recent years (when the demand for those resources has been increasing). This has been reflected in the ability of both organisations to address lower-level anti-social behaviour.

There is also a perceived growing disengagement from other aspects of partnership working from the Probation Service (particularly since the supervision of low-medium risk offenders was outsourced in 2015 to community rehabilitation companies) and to some extent from the health and fire sectors.

However, effective joint working has been notable recently in exercises, such as, Operation Stonegate designed to support residents in the York Road area. The operation, has included close working of council services as well as Essex Police, Fire and Rescue Service, BID Rangers, Street Pastors, Family Mosaic, Harp, Storehouse, and South East Alliance of Landlords (SEAL). This model, of focussed joint working, has the potential for being extended to other parts of the borough, where it is deemed to be required.

There may also be scope for more agencies to share resources – for example, for the Council to process FPNs that have been issued by the Police.

6.5 Culture and consistency of approach

There can be a wide range of views on the extent to which enforcement activity should undertaken and the way it is applied by local authorities. The use of CCTV footage and covert surveillance (such as using the Regulation of Investigatory Powers Act (RIPA)) to tackle issues such as dog fouling, test purchases and fly tipping, by some councils in the past, has prompted accusations of ‘big brother’ behaviour.

Similarly areas vary in their approach to tackling street begging, with some such as Southampton, introducing a Public Spaces Protection Order (PSPO) and prosecuting people asking for money. Others such as City of London and Tower Hamlets have run campaigns (‘your kindness could kill’) to urge people not to give money to beggars.

Whether the Council has a consistent approach to enforcement, may, therefore, be worthy of consideration.

6.6 Public engagement

Engaging the public further in supporting, (or in some cases undertaking?) levels of enforcement has long been seen as critical to success in this area. This requires equipping residents/community groups with the right knowledge of what can and should be done as well as who to liaise with in particular circumstances. Part of the solution could include providing more community safety related information and data to members and the public generally on a regular basis.

6.7 Use and knowledge of legislation

Given the complexity and changing nature of the legislative framework in this area it remains a challenge to ensure officers, and members, are aware of the relative powers available, determine whether legislation is being used to best effect, and identify areas where the legal framework needs to change. Examples of recent changes to legislation include:

- Anti-Social Behaviour, Crime and Policing Act, 2014. The Act introduced a range of new powers/requirements, including: a 'Community Trigger' for residents to demand action; a 'Community Remedy' giving victims a say in out of court punishment and new powers of injunction in relation to ASB (breaches of which can lead to 2 years in prison/unlimited fine);
- Since May 2016, councils have been given the power to issue FPNs on those committing the offence of fly tipping;
- Further legislation is expected to amend the Housing Act 2004 on extending mandatory licensing of all HMOs;

In addition, the Council has support previous (unsuccessful) efforts to make pavement/verge parking a civil offence (as in London).

6.8 Use of third sector/private enforcement

The Council already engages some additional support from private enforcement providers. Whether there is further scope to supplement mainstream services with private/third sector, potentially funded through a supplementary charge (such as a rent levy) is something local authorities may increasingly consider. Experience from other areas has arguably been mixed, with concerns expressed at the application of a heavy handed approach and lack of accountability.

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Appendix 1 to Annex 2

Summary of service area enforcement activity and related sanctions

Service area	Area of enforcement	Lead officer	Sanctions
Community Safety	Range of community safety issues, including: Anti-social behaviour Violent crime; Gangs; Sexual exploitation; Domestic violence; Management of offenders and Identification of individuals at risk CCTV	Simon Ford	<ul style="list-style-type: none"> - Home/office interviews, - Warning letters, - Acceptable Behaviour Contracts, - Joint patrols - Mediation, - Restorative Justice Referrals, - Community Circles, - Injunctions - Designated Public Spaces Order (replaced by Public Spaces Protection Order) - Community Protection Warnings/Notices (not used by - SMAART at present)
Children at risk of offending	Youth Offending; Targeted Youth Support; Young People's Drug and Alcohol	Carol Compton	<ul style="list-style-type: none"> Acceptable Behaviour Contracts (ABC). Criminal Behaviour Orders (CBO) Parenting Contracts Parenting Orders Education Supervision Order School Attendance Order Prosecutions
Regulatory Services	Noise nuisance Licensing Trading standards Environmental Health Filthy & verminous	Carl Robinson	<ul style="list-style-type: none"> - Verbal warnings, - Written warnings, - Formal cautions, - Requirement for corrective action - Prosecution
Waste & Environmental Care	Fly-tipping Fly-posting Littering Dog control orders Street furniture Commercial waste Overgrown gardens (EPA), S215 Planning) Graffiti Unsafe buildings –building control	Steven Crowther	<ul style="list-style-type: none"> - Verbal warning - Written warning - Simple Caution - Fixed Penalty Notice (FPN) - Statutory Notice (requiring action from individuals or organisations) Seizure of items - Prosecutions - Acceptable Behaviour Agreements (ABCs)

Service area	Area of enforcement	Lead officer	Sanctions
	Highways obstruction Street trading Waste collection		- Injunctions
Highways	- Highway inspections – safety/condition - Highway licensing - Utility works - Non-compliance - e.g. skips, scaffolding, hoarding, oversail etc. - Obstruction, unauthorised vehicle crossing etc. - Overgrowing trees - Obstruction of highway - Pavement crossings (pvxs) - Abandoned vehicles - Parking enforcement	Zulfi Ali	Written warning Fines (mainly utilities) Penalty Charge Notice Improvement Notice
Planning	Breaches of planning control	Peter Geraghty / Dean Hermitage	- Planning Contravention Notice - Temporary Stop Notice - Enforcement Notice - Stop Notice - Breach of Condition Notice - Powers of entry - Section 215 notices (untidy land)
Private Sector Housing	HMO licencing Health and Safety assessment (physical structure/overcrowding/asbestos/water leaks etc...) Empty homes Energy certification	Andrew Fiske / Stuart Burrell	- Improvement Notice - Prohibition Order (for hazards) - Emergency Prohibition Order - Slum Clearance Declaration - Revocation of HMO Licence - Management Order (to take over an HMO) - Overcrowding Notice - Nuisance Abatement Notice - Notice of cleansing or destruction of filthy & verminous articles - Enforcement of minimum energy efficiency levels with private rented accommodation
Social housing	Tenancy Management (eg noise nuisance and neighbour disputes). Support for SMAART Neighbourhood patrol	Andrew Fiske/Mike Gatrell	- Warning letters - Application of ASB related sanctions - ABC's - Mediation - Notice of Seeking Possession

Service area	Area of enforcement	Lead officer	Sanctions
			<ul style="list-style-type: none"> - Court Undertaking - Injunction - Eviction.
Parks	Anti-social behaviour in parks Contravention of Park bye-laws	Scott Dolling / Paul Jenkinson	Minimal: (largely limited to advice and challenging contraventions)
Pier & Foreshore	Bye-laws	Scott Dolling	Minimal: (largely limited to advice and challenging contraventions, such as issues of bbqs or dogs on the beach).

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A (non-exhaustive) list of legislation used for enforcement

Anti-social Behaviour, Crime and Policing Act 2014

Anti-social Behaviour Act 2003

Building Act 1984

Clean Neighbourhoods & Environment Act 2005

Crime and Disorder Act 1998

Data Protection Act 1998

Deregulation Act – 2015 (relates to Enforcement of Waste Receptacle Offences)

Education Acts 1996, 2005, 2006

Enforcement of Waste Receptacle Offences Deregulation Act 2015

Environmental Protection Act 1990

Highways Act 1980

Housing Act 2004

Local Government Act 1972 (S222 Injunction for nuisance)

Local Government (Miscellaneous Provisions) Act 1982 (drainage)

Prevention of Damage by Pests Act 1949

Public Health Act 1961

Psychoactive Substances Act 2016

Regulation of Investigating Powers Act 2000

Town and Country Planning Act, 1990,

Event Support Team activity since August 2016

Date	Event	Number of Officers on Duty
6 th August 2016	Sierra Leone Festival	2
20 th August 2016	Carnival	2
26 th August 2016	Bank Holiday	3
27 th August 2016	Bank Holiday	3
2 nd October 2016	Car Cruise	6
15 th October 2016	Fireworks	2
22 nd October 2016	Fireworks	2
28 th October 2016	Halloween	4
29 th October 2016	Fireworks	3
12 th November 2016	Fireworks	3
19 th November 2016	High Street lights Switch On	3
2 nd November 2016	Leigh Lights Switch On	3
15 th December 2016	Coca Cola Truck	5
21 st January 2016	Car Cruise	2

Annex 3

Other local authorities approach to enforcement

The mini studies below are intended to give a brief taster of the various approaches taken by other areas to enforcement. They summarise the response of local authority staff (most commonly the Community Safety Partnership Manager or their equivalent) to a questionnaire emailed in February 2017.

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Adur and Worthing Councils (member of Southend's Crime Family group)

Adur and Worthing have the following enforcement measures in place:

Enforcement Officers for PSPOs - There are 4 PSPOs in place to tackle **erected shelters in parks, DPPO conversion, aggressive begging and dangerous dogs**. Enforcement Officers are from a range of services within the Council's various services, such as parks staff, dog warden etc. these have enhanced powers added to their roles. And job descriptions. PSPOs are overseen by the Councils Overview & Scrutiny Committee as well as reporting to the Safer Communities Partnership. The orders were funded through Council budget.

Street Pastors - Affiliated to the Ascension Trust, Pastors put out teams in Worthing on Friday and Saturday nights. Pastors have no enforcement powers but provide an effective service to those using our night time economy who are **vulnerable, normally intoxicated**. Funding is always an issue and Pastors apply to a range of bodies. Worthing BC support them with consumables such as water, flip flops and foil blankets. This scheme started locally following conversations around trying to establish a safe haven where those who are in need of support can access. Street Pastors are managed by a voluntary board.

Taxi Marshals - This service is provided by a commercial security company, who provide 2 x SIA Door Supervisors to marshal taxi ranks in the centre of Worthing Town on a Friday and Saturday night. The scheme was started to reduce **Public Place Violent Crime** and, encourage Taxi Drivers to work over night and ensure that there were transport options available for those wanting to use the night time economy to get home safe. This is funded by contributions from taxi license fees, voluntary contributions from night time venues (calculated using a formula on hours opened after midnight) and underwritten by the Safer Communities Partnership. This scheme is very successful and is now embedded as the culture within Worthing. This contract is managed by Worthing BC staff and governed through the Safer Communities Partnership and reported on to Pubwatch.

Street Outreach Worker - Established to work with the street community to **reduce harm and minimise risk, with a particular focus on drug and alcohol use**. However, this officer now provides the link through to housing services as well as other services, enabling the street community to get service ready. This has

recently been mainstream funded by the Council and was previously funded through a mixture of Safer Communities Funding and Supporting People Funding (Housing Grant). This post is governed through the Safer Communities Partnership.

Town Centre Warden - Funded through the Business Improvement District levy and employed by the Town Centre Initiative, this post provides a meet-and-greet function within Worthing Town Centre, but also links in with the business community, supporting them with any issues that arise, ensuring a safe a peaceful Town Centre.

Worthing Borough Council: <https://www.adur-worthing.gov.uk/>

Safer Communities Plan: <https://www.adur-worthing.gov.uk/safer-communities/safer-communities-partnership/#a-w-safer-Communities-partnership-plan>



Bury Council (member of Southend's Crime Family group)

Bury have a single **Anti-social Behaviour (ASB) Caseworker**. They previously used to have more but this had to be scaled back. The **ASB Caseworker** routinely issues

- ABCs, Civil Injunctions,
- PSPOs,
- Closure Orders and
- CPNs.

Street Pastors are also in but have no enforcement powers.

Bury's enforcement work is governed through a Joint Engagement Team (JET) which is a partnership approach with the Police and other services. The team's focus is on **low-level ASB** across the borough and they allocate resources appropriately. These initiatives are primarily grant funded through the Community Safety Partnership.

Bury: <http://www.bury.gov.uk/>

Community Safety Plan: <http://www.bury.gov.uk/CHttpHandler.ashx?id=15740&p=0>



London Borough of Hounslow (member of Southend's Crime Family group)

Hounslow have a varied approach to enforcement.

The maintenance of the highways and all enforcement related to them (**fly-tipping, littering, abandoned vehicles, graffiti, fly-posting, obstruction of the highway, skips, building materials**, etc.) was outsourced as part of a 25 year PFI contract to **Hounslow Highways (part of Vinci Concessions)**. Hounslow would like the contractor to be more proactive on enforcement however, due to it being a very small part of the overall contract, the contract management team give it little emphasis unless directed otherwise.

Littering and dog fouling enforcement in high foot fall areas such as high streets and stations, outsourced to a private contractor, **Kingdom Environmental Protection Services** who provide a service where they receive £45 per ticket issued, and as such cost the Council nothing if not making us a little profit. This service performs well but at times can be seen to be a 'little over zealous' due to the pressure to issue tickets and ensure payment. Many Councils use Kingdom for other enforcement services and Hounslow are looking at using them to enforce PSPOs as they are implemented (primarily to replace existing **drink and dog control orders**).

Hounslow's **Estate Enforcement Team** are HRA funded and provide all **ASB enforcement on estates** including **fly-tipping, littering, abandoned vehicles, noise, loitering and associated ASB in communal areas, dog fouling**, whilst also reporting faults and monitoring and maintaining the Housing CCTV system.

The **Neighbourhood Enforcement Team** was formally the pollution team and as such now do a combined role of **pollution (noise, air, land, controlled processes) and ASB** primarily on private or unregistered land (fly-tipping, littering, abandoned vehicles, etc.). This team are funded from the Council's revenue budget.

Making Hounslow Safe:

https://www.hounslow.gov.uk/info/20056/community_safety/1203/making_hounslow_safe

Kingdom Environmental Protection Services: <http://www.kingdom.co.uk/services/environmental-protection/>



Ipswich Borough Council (member of Southend's Crime Family group)

Little additional enforcement activity other than **two dedicated co-located police officers** based in Ipswich's Community Protection Team. They are focused on **ASB** and are funded by Suffolk Constabulary, although this could change due to budget pressures.

Ipswich Borough council: <https://www.ipswich.gov.uk/>



MALDON DISTRICT COUNCIL

Maldon District Council

The Council now has a **Community Protection Team (CPT)** which has been in place since April 2016. The Community Protection Team undertakes monitoring and environmental enforcement on behalf of several parishes and town councils within the district. This Team brings together many previously separate enforcement roles by merging;

- Street Scene Enforcement Officers (x 2)
- Rangers (x 6)
- Dog warden (x .5)
- Civil enforcement Officer

The purpose of the merger was to achieve economies of scale, greater resilience of the team, and cover more hours.

There are now 10 CPOs in total which includes one Team leader and one Co-ordinator. Maldon are now looking to put in place an administration role as the work is constantly expanding and requires some office based support. This is an additional cost.

Maldon don't believe that this move has *led* to Police cutting back resources rather Maldon have set up the CPT to pick up much of the low level crime that is now not dealt with by the police.



From a local authority perspective, **outside of statutory enforcement of noise nuisance, planning, temporary structures** etc. most of Westminster's remaining enforcement is a single enforcement team which they refer to as **City Inspectors**.

These officers are a combination of two previous roles which were reorganised a couple of years ago; Licensing Inspector (**inspecting and enforcing against breaches of premises license conditions**), and City Wardens (on **street enforcement of waste and environmental issues such as fly tipping and ASB**).

The new officers (of which there are about **70**) cover a multitude of issues and work shifts split between geographic teams responsible for different parts of the City, including dedicated market inspectors, and response officers.

Response teams are more reactive but all are tasked through an intelligence led process which identifies the key issues affecting the City, including premises of greatest concern, and drives activity from Council Officers. Partners are also involved in this process to ensure plans are aligned and that we can get appropriate support as necessary. This process also identifies key events taking place in the City for which the Council need to provide support.

Much of the above came about in response to reducing budgets two-three years ago and the need to consolidate functions and reduce management layers. Consequently all of Westminster's environmental health services are now brought together on a geographic basis with a residential service covering the North and South of the City, and a commercial team directed towards the West End.

Westminster have a number of local and London byelaws to support additional enforcement, these are covered under City of Westminster, and London Local Authority Acts. Westminster also have DPPOs in place covering most of the City, DCOs (to become PSPOs later this year), and a single PSPO to tackle Street Gambling around Westminster Bridge.

As a Borough Westminster don't provide any funding to the police for additional officers, although many of our neighbouring boroughs such as Kensington and Hammersmith do invest significantly to boost their officer numbers.

<https://www.westminster.gov.uk/>



City of York Council (member of Southend's CIPFA's 'nearest neighbour' unitary authority group)

In 2014 York established a **Joint Community Safety Hub** with North Yorkshire Police. This has two teams working within it. One is an ASB team who undertake a daily risk assessment and deal with the **highest risk/vulnerability ASB cases**. This team is comprised of 5 City of York Council **ASB Officers** and 6 operational police officers. The other team is a **Neighbourhood Enforcement Team** who deal with **environmental ASB and noise nuisance**. The 9 officers work Monday- Friday 9am – 5pm but also carry out **domestic noise nuisance** patrols 9pm-3am Friday and Saturday. In addition they work flexible shifts to carry out joint operations with the police Safer Neighbourhood Teams targeting issues such as **bonfire night, begging, alcohol related ASB** etc

The Neighbourhood Enforcement Team have the usual enforcement powers granted through local authorities eg. **Fly tipping, noise nuisance, graffiti, littering, dog fouling** etc and in addition the Chief Constable granted them Community Safety Accreditation Scheme powers. The structure was established to improve the response to ASB for both organisations and also to remove duplication where **PCSOs** may be sent to deal with issues which are best dealt with by a Neighbourhood Enforcement Officer. The NEOs carry police radios and can be tasked directly from the North Yorkshire Police Force Control Room. They are a uniformed service (requirement for CSAS) which includes stab proof high viz orange vests

The team was initially piloted with funding from the Police Innovation Fund. However, because it has demonstrated efficiencies to both organisations it is now mainstreamed. Line Management structure is that each of the two teams report to a City of York Council Community Safety Manager.

<https://www.york.gov.uk/>

Southend-on-Sea Borough Council

Agenda
Item No.

10

Joint Report of Acting Chief Executive and Deputy Chief
Executive (Place)

To
Policy & Resources Scrutiny Committee
on
12th April 2017

Report prepared by: Robert Harris,
Principal Committee Officer

Consultation – Police and Fire & Rescue Collaboration Local Business Case

Policy & Resources Scrutiny Committee
Executive Councillor: Councillor Lamb
Part 1 (Public Agenda Item)

1. Purpose of Report

This report presents a Police and Crime Commissioner (PCC) consultation document on the local business case for greater collaboration between Police and Fire & Rescue Services in Essex.

This report seeks the views/comments from members of the Committee on a proposed Council response which is to support the PCCs preferred option for greater collaboration through the Governance Model.

2. Recommendation

- 2.1 That based on the views expressed at the Members Briefing held on 28th March 2017 that the Council's response to the PCC consultation document should be to support the option for greater collaboration between the Police and Fire & Rescue Service in Essex through the "Governance Model."

3. Background

- 3.1 The Policing and Crime Act 2017 (the 'Act') received Royal Assent on the 31st January 2017. The Act introduces measures that place a duty on emergency services to collaborate and also enables the PCC to take on the responsibilities for the fire and rescue services in their area.
- 3.2 The Act sets out three governance options. These are:-
- Representation Model – the PCC would join the Essex Fire Authority as a member with full voting rights. This option has been assessed to have

limited benefits in that the PCC will be only one member of 26 members of the Fire Authority.

- Governance Model – The Fire Authority is replaced by the PCC who takes on the role of the Fire Authority. This option has been assessed to have significant benefits and to be deliverable at a local level.
- Single Employer Model – The PCC takes on the role of the Fire Authority and creates a single employer for both police and fire personnel under a single chief officer. Effectively the PCC becomes the Police Fire and Crime Commissioner. This option has been assessed to have significant benefits but would not be easy to deliver as it would require substantial change and carries substantial risks.

3.3 The PCC has launched a 12 week consultation with the public, local authorities, police and fire staff which closes on 10th May 2017. This assesses the three options as set out in paragraph 3.2 and on the basis of this assessment, the Essex PCCs preferred option is the Governance Model, whereby the Police and Crime Commissioner becomes the new Fire Authority. The consultation document sets out the local business case for the Governance Model. Details of the consultation and questionnaire are at **Appendix 1**.

3.4 The Local Business Case for the Governance Model identifies three key drivers for change in Essex:

- Operational benefits which will keep the public safer;
- Improved management for fire and rescue; and
- Financial benefits through more economic and efficient provision of services, with savings reinvested back into front line services and wider community safety and prevention activities.

3.5 On 28th March 2017 the PCC and the Chief Executive and Monitoring Officer of the PCC, provided a detailed overview of the Local Business Case to a Members Briefing Session which was attended by 9 Councillors. At the briefing the PCC responded to a number of comments/questions, as follows:

- *Was the ambulance service included in the consultation?* The local business case focuses on police and fire only and did not include the ambulance service;
- *Will fire stations close?* None of Essex's Fire stations will close under these proposals. The PCC is committed to the Essex County Fire & Rescue Service Programme 2020 and has no plans to shut/close any fire stations and will look to make better and smarter use of buildings for both services.
- *Are other PCCs looking at this?* A number of PCCs are looking at the different options but Essex is the first to go out to consultation;
- *Will police officers and fire officers take on each other's duties/roles?* No their roles will remain unique – a fire officer will remain a fire officer and a police officer will remain a police officer;
- *What will happen to the proposed savings?* The aim is to reinvest savings into front line services.

Those Members who attended the briefing were minded to support the Local Business Case for the Governance Model.

3.6 Given the timescale a formal response to the consultation must be submitted by 10th May 2017. It is proposed that the Council's formal response (which is an Executive matter) is signed off under the SO46 procedure but support is sought from the Scrutiny Committee to the suggested response set out above.

3.7 This is a public consultation and therefore members can respond in their own right if they wish to do so.

4. Other Options

Not to respond to the consultation or to support one of the other governance options.

5. Reasons for Recommendations

To respond to this consultation within the required timescale.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

The proposed approach contributes to the Council's vision and corporate priorities for safer communities.

6.2 Financial Implications

One of the objectives of the proposed approach is to save money (see paragraph 3.4).

6.3 Legal Implications

See sections 3.1 and 3.2 of the report.

6.4 People Implications

None.

6.5 Property Implications

None.

6.6 Consultation

As described in the report.

6.7 Equalities and Diversity Implications

The Local Business Case states that the proposed governance changes will not affect any particular group or sector of the community differentially and will be tested through the public consultation.

6.8 Risk Assessment

None

6.9 Value for Money

See 6.3 above.

6.10 Community Safety Implications

The Local Business Case deals with these issues.

6.11 Environmental Impact

N/A

7. Background Papers

Local Business Case for Joint Governance of Police and Fire & Rescue Service in Essex which is available from www.essex.pcc.police.uk/LocalCaseForChange.

8. Appendices

Appendix 1 – Details of the Consultation and the Questionnaire

PCC
POLICE AND CRIME
COMMISSIONER FOR ESSEX

Briefing on Police and Fire & Rescue Collaboration Local Business Case

28/03/17 1

PCC
POLICE AND CRIME
COMMISSIONER FOR ESSEX

Approach

The Policing and Crime Act 2017
Permissive legislation to improve emergency services and facilitate collaboration.
The Policing and Crime Act 2017 sets out three alternative fire governance options to the status quo (the "do nothing" option).

These are:

- the "Representation Model", whereby PCCs would join the local Fire and Rescue Authority (EFA) as a member with full voting rights. PCC already an observer.
- the "Governance Model", whereby PCCs would take on the role of the Fire Authority. Two Chief Officers remain and services retain separate identities.
- the "Single Employer Model", which would go a step further by combining the Police and Fire and Rescue services under the leadership of a single Chief Officer.


The Local Business Case (LBC) assesses future governance options for Essex Police and Essex County Fire & Rescue Service.

28/03/17 2

Preferred Option: Governance Model
Joint governance will:

- Aim to improve the provision of services while also saving money to reinvest back in to both organisations.
- Identify further opportunities for us to work "smarter" and to do more of our business together
- Share buildings
- Joint support services e.g. IT, HR
- Further joint crime and fire prevention advice
- Improve opportunities for joint attendance at incidents
- Potential for joint contact centre
- Enable greater ability for efficiency savings in order to release funds for reinvestment in enhancing public safety.
- Ability to improve the way we respond to the public both online and by phone.

The case for change in Essex



PCC
 POLICE AND CRIME
 COMMISSIONER FOR ESSEX

Local context

Four key drivers for change in Essex:

- Operational benefits which will keep the public safer
- Financial benefits which provide a more economic and efficient provision of services
- Commitment to closer working in PCC's manifesto
- Improved management for fire and rescue in Essex.

National context

- Nature of demand changing for both police and fire
- PCCs have brought greater visibility and accountability to police governance, and joined-up decision-making across CJS
- National and international research has highlighted the importance of effective governance in strong collaboration
- Research has also highlighted the importance of retaining brand identity.

The collaboration prize is significant


- Short, medium and long-term opportunities for deeper collaboration between police and fire
- Estimated Net Present Value of £30.8m over 10 years
- Significant performance benefits to the people of Essex.

Joint governance will speed-up the Emergency Services Collaboration work already underway

- Collaboration has been possible under existing governance, but this has not happened to date in Essex in a significant way
- Police and Fire Collaboration Programme, 10 workstreams underway, including – development of joint rural patrol, ECFRS attending Collapsed Behind Closed Doors, Restorative Justice & FireBreaks
- Fresh governance and strong sustained leadership is necessary to realise these benefits
- Key stakeholders endorse changing the governance of ECFRS and bringing police and fire closer together, while retaining strengths of each organisation.

28/03/17
3

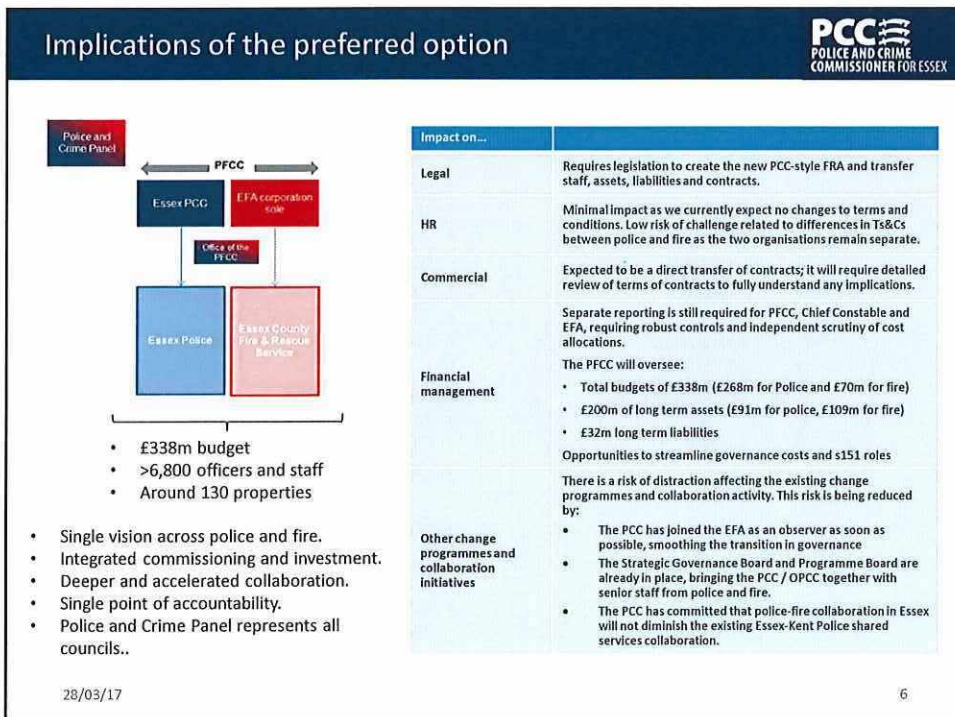
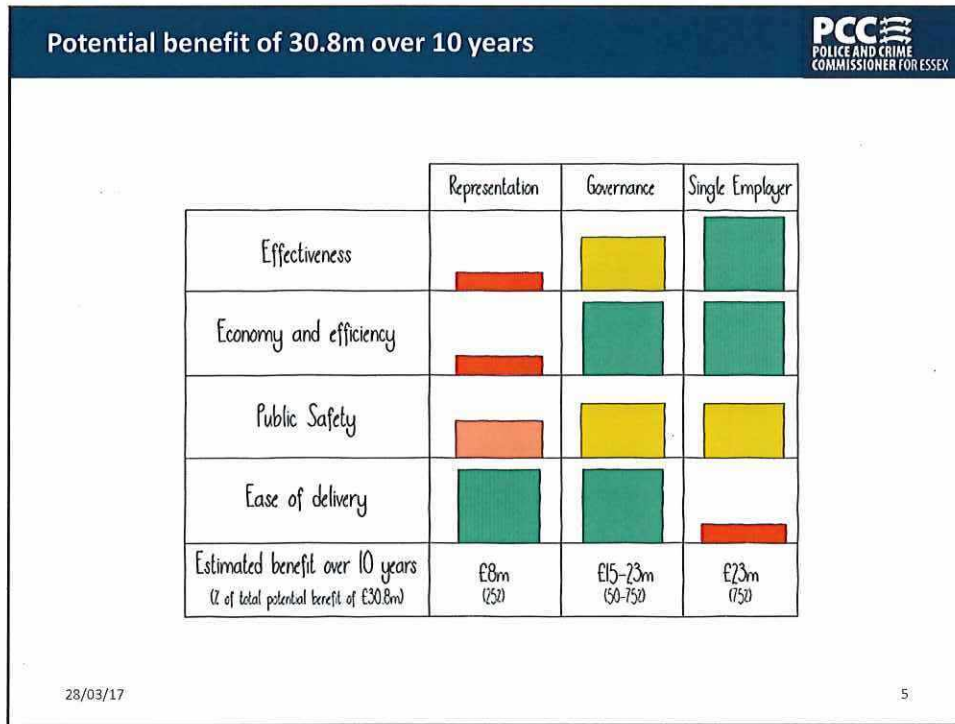
There are substantial potential benefits from collaboration

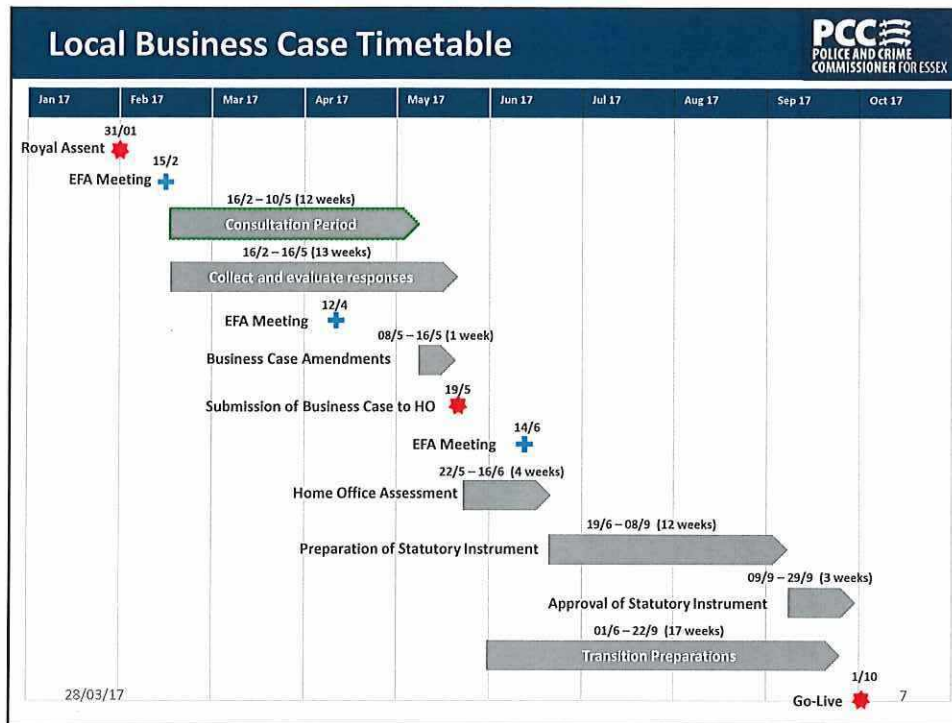


PCC
 POLICE AND CRIME
 COMMISSIONER FOR ESSEX

Area of business benefit	Short-term	Medium-term	Long-term	10 year NPV	Non-financial benefits
Better working together to improve public safety	•			£4.3m	Public safety, reducing offending, or helping the vulnerable to feel safer in their homes. Effectiveness through joined-up service delivery between police, fire and other partners, and improved public access online.
Sharing of estates	•			£10.1m	Greater effectiveness in collaborative working and an enabler of wider collaboration.
• OPCC move to Kelvedon Park					
• HQ functions		•			
• Operational emergency services centre		•			
• Better use of stations / front desk		•	•		
• Facilities management		•			
Enabling shared business services		•		£5.9m	Joined up systems enable further collaboration and economies of scale. Taking the best from both organisations means that supporting services are more effective, benefiting staff.
• Shared ERP platform		•			
• Fleet management		•			
Joint procurement Initiatives	•	•		£2.3m	Enables wider collaboration.
Further operational collaboration		•	•	£9.0m	Further public safety improvements. Effectiveness, such as quicker responses to emergency calls that require multi-agency response.
• Control Room		•			
less programme management costs				(£0.9m)	
				Total NPV: £30.8m	

28/03/17
4





12 week consultation: 16th Feb – 10th May, 2017

Key Stakeholders

- Essex Fire and Rescue Authority
- Essex Fire and Rescue Service
- Essex Police
- Essex, Southend, Thurrock, Leaders and Chief Executives of local authorities
- MPs
- Kent PCC and Kent Police
- Key strategic partnership boards

Public and Media

- Essex residents; a range of ages and demographics
- National and local media

Staff and unions

- Essex Fire and Rescue staff
- Essex Police staff and officers
- Unions and representative bodies (Fire and Police).

28/03/17 8

Essex: Our consultation

www.essex.pcc.police.uk/LocalCaseForChange

- Over 1,200 responses.
- Over 41,000 views of the film.
- Leaflets in libraries, police stations.
- TV, radio, online and print coverage.
- Parish noticeboards.
- Southend Cadets and University students.
- Shared by Southend Council, We are Southend, Safer Southend.

CONSULTATION QUESTIONS

Please fill in the questionnaire and return to:

Office of Police and Crime Commissioner (OPCC), 3 Hoffmanns Way, Chelmsford, CM1 1GU by 5pm on 10th May, 2017. Please use a prepaid envelope provided.

Or fill in the questionnaire online: www.essex.pcc.police.uk/LocalCaseForChange

A final report will be sent to the Home Secretary in May. It will include a summary of responses from the consultation.

The final report will be available from the 19th May. Visit the OPCC website to view the report or contact the OPCC office to ask for a copy.

1. Considering the benefits and the ease of delivery presented in the three options, please rate each of them.

Rate each option on a scale of 1-5:

- 1 – being, I do not see any benefits being delivered through this option.
- 5 – being, I see significant benefits being delivered through this option.

REPRESENTATION

1 2 3 4 5 (Please tick one box only)

- The Police and Crime Commissioner becomes the 26th voting member of the Essex Fire Authority.
- Police and Crime Commissioner continues to govern Essex Police.

GOVERNANCE

1 2 3 4 5 (Please tick one box only)

- The Police and Crime Commissioner takes on the role of the Essex Fire Authority, becoming the Police, Fire and Crime Commissioner.
- Police and Crime Commissioner governs both Essex Police and Essex County Fire & Rescue Service.
- Each service retains its Chief Officer.

SINGLE EMPLOYER

1 2 3 4 5 (Please tick one box only)

- The Police and Crime Commissioner takes on the role of the Essex Fire Authority, becoming the Police, Fire and Crime Commissioner.
- A single Chief Officer is appointed and leads both Essex Police and Essex Fire and Rescue Services.
- Police and Crime Commissioner governs both Essex Police and Essex County Fire & Rescue Service, bringing the services together.

2. Are there any other comments you wish to make?

Information about you *Please tick 'prefer not to say', if you do not wish to provide an answer*

What is your full postcode? *This will help us understand views in different areas.*

What is your gender?

- Female
- Male
- Prefer not to say

What was your age on your last birthday?

- | | |
|--------------------------------------------|-----------------------------------|
| <input type="checkbox"/> Under 25 | <input type="checkbox"/> 55 to 64 |
| <input type="checkbox"/> 25 to 34 | <input type="checkbox"/> 65 to 74 |
| <input type="checkbox"/> 35 to 44 | <input type="checkbox"/> 75 to 84 |
| <input type="checkbox"/> 45 to 54 | <input type="checkbox"/> Over 84 |
| <input type="checkbox"/> Prefer not to say | |

Ethnic group, please tick one

- | | |
|---------------------------------------------------------|----------------------------------------------------------------------|
| <input type="checkbox"/> White | <input type="checkbox"/> Black / African / Caribbean / Black British |
| <input type="checkbox"/> Mixed / Multiple ethnic groups | <input type="checkbox"/> Other ethnic group |
| <input type="checkbox"/> Asian / Asian British | <input type="checkbox"/> Prefer not to say |

Religion, please tick one

- | | |
|--------------------------------------|--------------------------------------------|
| <input type="checkbox"/> No religion | <input type="checkbox"/> Muslim |
| <input type="checkbox"/> Christian | <input type="checkbox"/> Other |
| <input type="checkbox"/> Jewish | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Hindu | |

Marital status, please tick one

- | | |
|----------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Married / civil partnered | <input type="checkbox"/> Divorced / legally dissolved partnership |
| <input type="checkbox"/> Cohabiting | <input type="checkbox"/> Widowed |
| <input type="checkbox"/> Single | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Separated | |

Long-standing illness or disability, please tick one

- Yes I have a long-standing illness or disability
- No, I do not have a long-standing illness or disability
- Prefer not to say

Do you work for the emergency services?

This will help us identify responses from staff.

- Yes
- No

If YES, please state which:

Confidentiality

Information about you will not be passed on to any external market research agencies.

A summary of responses will be submitted to the Home Secretary in the final local case.

An independent panel will oversee the evaluation of the consultation.

For more information:

The questionnaire, information leaflets and prepaid envelopes can be found in libraries and police stations across Essex.

If you need any assistance or have a query relating to the consultation, please contact us:

Email us at pcc@essex.pnn.police.uk

Or contact us by telephone on 01245 291600

All consultation information can be found here: www.pcc.police.uk/LocalCaseForChange