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SOUTHEND-ON-SEA BOROUGH COUNCIL

**Place Scrutiny Committee**

Date: Monday, 10th April, 2017

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Committee Officer

Email: [committeesection@southend.gov.uk](mailto:committeesection@southend.gov.uk)

**A G E N D A**

1 Apologies for Absence

2 Declarations of Interest

3 Questions from Members of the Public

4 Minutes of the Meeting held on Monday 23rd January 2017

\*\*\*\* **PART I ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET -  
Tuesday 14th March 2017**

5 **Monthly Performance Report (MPR)**

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 **North Thames Fisheries Local Action Group (FLAG)  
Minute 863 (Cabinet Book 2, Agenda Item No. 16 refers)**

Called-in by Councillors Ware-Lane and Gilbert.

\*\*\*\* **PART I ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET -  
Tuesday 28th March 2017**

7 **Better Queensway: Process to appoint a preferred project partner  
Minute 892 (Cabinet Agenda Item No. 5)**

Referred Direct by Cabinet

8 **Revocation of Pier Cycling Byelaw  
Minute 893 (Cabinet Agenda Item No. 6)**

Referred direct by Cabinet

\*\*\*\* **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE -  
Thursday 9th March 2017**

None

**PRE-CABINET SCRUTINY ITEMS**

None

## ITEMS CALLED-IN FROM THE FORWARD PLAN

None

### \*\*\*\* OTHER SCRUTINY MATTERS

- 9 In-depth Scrutiny Project - 'To investigate the case for additional enforcement resources for Southend'**  
Report of Chief Executive

#### **To: The Chairman & Members of Place Scrutiny Committee:**

Councillor K Robinson (Chairman),  
Councillors P Wexham (Vice-Chairman), M Assenheim, A Bright, D Burzotta, T Callaghan,  
M Davidson, F Evans, N Folkard, J Garston, S Habermel, D Jarvis, D Kenyon, H McDonald,  
D McGlone, M Terry and C Willis

# SOUTHEND-ON-SEA BOROUGH COUNCIL

## Meeting of Place Scrutiny Committee

**Date: Monday, 23rd January, 2017**  
**Place: Committee Room 1 - Civic Suite**

# 4

**Present:** Councillor K Robinson (Chairman)  
Councillors M Assenheim, A Bright, D Burzotta, T Callaghan,  
M Davidson, F Evans, N Folkard, J Garston, D Jarvis, R Hadley\*,  
H McDonald, D McGlone, C Mulroney\*, M Terry, C Willis and  
R Woodley\*

\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors J Lamb, T Cox, M Flewitt and A Holland (Executive  
Councillors)  
Councillors I Gilbert, J Moyies and N Ward  
R Tinlin, A Lewis, J K Williams, E Cooney, S Dolling, P Geraghty,  
D Patel, I Ambrose, C Hindle-Terry, T MacGregor and T Row

**Start/End Time:** 6.30 pm - 10.05 pm

### 651 Apologies for Absence

Apologies for absence\* were received from Councillors Habermel (Substitute: Councillor Hadley), Kenyon (Substitute: Councillor Woodley) and Wexham (Substitute: Councillor Mulroney).

### 652 Declarations of Interest

The following interests were declared at the meeting:

(a) Councillors Cox, Flewitt, Holland and Lamb (Executive Councillors) – interests in all 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 Assenheim – Agenda Item Nos. 5 (Corporate Performance Management 2017/18), 6 (Draft Capital Programme 2017/18 to 2020/21), 7 (Draft Fees & Charges 2017/18), 8 (Draft General Fund Revenue Budget 2017/18), 9 (Monthly Performance Report) and 10 (Notice of Motion - Affordable Housing and Viability Issues) – Non-pecuniary interest: Sister is a tenant of South Essex Homes;

(c) Councillor Assenheim – Agenda Item No. 15 (Objections to Traffic Regulation Orders – Tyrone Road and Fermoy Road) – Non-pecuniary interest: Member of the Patients Forum of the Doctor's Surgery in Tyrone Road;

(d) Councillors Bright, Cox, Folkard, J Garston, Hadley and Jarvis – Agenda Item No. 15 – (Objections to Traffic Regulation Orders – Tyrone Road and Fermoy Road) – Non-pecuniary interest: Member of Parliament for the Rochford and Southend East Constituency lives in Tyrone Road and is known to him;

- (e) Councillor Bright – Agenda Item No. 23 (Update on Petition Requesting Permit Parking Controls (Southend East)) – Non-pecuniary interest: part of the area is within his Ward;
- (f) Councillor Burzotta – Agenda Item No. 7 (Draft Fees & Charges 2017/18) and 13 (Ballot for Business Improvement District (BID) Renewal) – Non-pecuniary interest: Family business in the Town Centre;
- (g) Councillors Burzotta and Davidson – Agenda Item Nos. 5 (Corporate Performance Management 2017/18), 6 (Draft Capital Programme 2017/18 to 2020/21), 7 (Draft Fees & Charges 2017/18), 8 (Draft General Fund Revenue Budget 2017/18), 9 (Monthly Performance Report) and 10 (Notice of Motion - Affordable Housing and Viability Issues) – Non-pecuniary interest: Non-Executive Director on the South Essex Homes Board;
- (h) Councillor Callaghan – Agenda Item Nos. 5 (Corporate Performance Management 2017/18), 6 (Draft Capital Programme 2017/18 to 2020/21), 7 (Draft Fees & Charges 2017/18), 8 (Draft General Fund Revenue Budget 2017/18), 9 (Monthly Performance Report) and 10 (Notice of Motion - Affordable Housing and Viability Issues) – Non-pecuniary interest: Sister is a tenant of South Essex Homes;
- (i) Councillor Callaghan – Agenda Item No. 7 (Draft Fees & Charges 2017/18) – Pecuniary interest: Hackney Carriage Driver (matter not discussed);
- (j) Councillor Callaghan – Agenda Item No. 17 (Petition for Action on Excessive Speeds, Wells Avenue) – Non-pecuniary interest: Brother Lives in the road;
- (k) Councillor Cox – Agenda Item No. 7 (Draft Fees & Charges 2017/18) – Non-pecuniary interest: Wife is a blue badge holder;
- (l) Councillor Cox – Agenda Item No. 12 (Development & Expansion of National Jazz Archive – Beecroft) – Disqualifying non-pecuniary interest: Person mentioned in the report is a work colleague (withdrew);
- (m) Councillor Flewitt – Agenda Item Nos. 5 (Corporate Performance Management 2017/18), 6 (Draft Capital Programme 2017/18 to 2020/21), 7 (Draft Fees & Charges 2017/18), 8 (Draft General Fund Revenue Budget 2017/18), 9 (Monthly Performance Report) and 10 (Notice of Motion - Affordable Housing and Viability Issues) – Non-pecuniary interest: Friends and family members are tenants of South Essex Homes;
- (n) Councillor J Garston – Agenda Item No. 15 (Objections to Traffic Regulation Orders – Salisbury Road) – Non-pecuniary interest: Family member lives in the street;
- (o) Councillor J Garston – Agenda Item No. 16 (Requests for New or Amended Traffic Regulation Orders – Westcliff Parade) – Non-pecuniary interest: Lives nearby;
- (p) Councillor J Garston – Agenda Item No. 19 (Petition for One-Way Traffic Flow, Westcliff Parade) – Non-pecuniary interest: Lives nearby;

(q) Councillor Hadley – Agenda Item No. 7 (Draft Fees & Charges 2017/18) – Non-pecuniary interest: Allotment holder;

(r) Councillor Holland – Agenda Item Nos. 5 (Corporate Performance Management 2017/18), 6 (Draft Capital Programme 2017/18 to 2020/21), 7 (Draft Fees & Charges 2017/18), 8 (Draft General Fund Revenue Budget 2017/18), 9 (Monthly Performance Report) and 10 (Notice of Motion - Affordable Housing and Viability Issues) – Non-pecuniary interest: Son works for South Essex Homes;

(s) Councillor McDonald – Agenda Item No. 23 (Update on Petition Requesting Permit Parking Controls (Southend East)) – Non-pecuniary interest: part of the area is within her Ward;

(t) Councillor Mulroney – Agenda Item No. 25 (Petition for Maintenance Works, Ashleigh Drive Leigh on Sea) – Non-pecuniary interest: The road is within her Ward;

(u) Councillor Terry – Agenda Item No. 7 (Draft Fees & Charges 2017/18) – Non-pecuniary interest: Knows the owner of Mikes Boatyard;

(v) Councillor Terry – Agenda Item No. 15 (Objections to Traffic Regulation Orders – Tyrone Road and Fermoy Road) – Non-pecuniary interest: Residents in the streets are known to him;

(w) Councillor Terry – Agenda Item No. 22 (Petition Requesting Permit Parking Controls, Roots Hall Avenue) – Non-pecuniary interest: Season Ticket Holder at Southend United FC;

(x) Councillor Woodley – Agenda Item No. 15 (Objections to Traffic Regulation Orders – Tyrone Road and Fermoy Road) – Non-pecuniary interest: Lives in Tyrone Road.

### **653 Questions from Members of the Public**

The Executive Councillor for Enterprise, Tourism and Economic Development responded to a written question from Mr Webb.

The Executive Councillor for Traffic, Waste and Cleansing responded to a written question from Mr Webb and two written questions from Nr Nelson.

### **654 Minutes of the Meeting held on Monday 28th November 2016**

Resolved:-

That the Minutes of the Meeting held on Monday 28<sup>th</sup> November 2016 be received, confirmed as a correct record and signed.

### **655 Corporate Performance Management 2017/18**

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

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

**656 Draft Capital Programme 2017/18 to 2020/21**

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

In response to question regarding the amended capital programme 2016/17 to 2020/21 relating to the Seaways Development Enabling Works, the Chief Executive confirmed that he would clarify the position why the current approved allocation for this project had been omitted from Appendix 8.

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

#### **657 Draft Fees & Charges 2017/18**

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

Following a discussion regarding the proposed introduction of pay and display parking in Eastern Esplanade and Thorpe Esplanade, the Executive Councillor for Transport, Waste and Cleansing stated that he would be prepared to consider the possibility of excluding of these proposals.

Resolved:-

That, subject to the confirmation of the correct figures for the proposed fees for a one day Cat A cricket season ticket every weekday with and without a Council pavilion, 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 that approval of the final budget following Cabinet on 14th February 2017 is a Council Function.

Executive Councillor:- Lamb

#### **658 Draft General Fund Revenue Budget 2017/18**

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

Resolved:-

That, subject to the exclusion of the proposed charge to schools for Bikeability level 2 training from the 2017/18 Budget Savings all Council Services (excluding

schools) (see PL20 on page 7 of Appendix 13), 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 that approval of the final budget following Cabinet on 14th February 2017 is a Council Function.

Executive Councillor:- Lamb

## **659 Monthly Performance Report**

The Committee considered 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.

## **660 Notice of Motion - Affordable Housing and Viability Issues**

The Committee considered Minute 595 of the meeting of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, concerning the Notice of Motion in relation to the provision of affordable housing through section 106 agreements. This was proposed by Councillor Mulronev and seconded by Councillor Gilbert (this had been referred to Cabinet in accordance with Standing Order 8.4).



In response to the issues raised at the meeting, the Executive Councillor for Housing, Planning & Public Protection undertook to write a suitable letter to the Secretary of State responsible for planning matters to highlight the concerns. A copy of the letter and any response would be copied to the proposer of the Notice of Motion.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That it be noted that, considering the Government’s approach to encouraging significant levels of new house building, it is highly unlikely that it will remove the relevant sections of National Planning Policy Framework and the National Planning Practice Guidance.

2. That it further be noted that, since the adoption of the Interim Affordable Housing Policy, (by Council 20th October 2016), the Council is better placed to ensure equitable off-site contributions are made. However, the effectiveness of the Policy would be monitored.”

Note:- This is an Executive Function.

Executive Councillor :- Flewitt

#### **661 General Market Provision**

The Committee considered Minute 601 of the meeting of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, together with the report of the Deputy Chief Executive (Place) providing an update on the Thursday General Market in the High Street following three years of trading and set out the options for the future management of the market.

The Director of Legal & Democratic Services confirmed that outsourcing the management of the Market required a proper procurement process. If the contract value is above the EU threshold, then there must be an advert in the European Journal and the contract must be awarded to the most economically advantageous tender, regardless of the geographic location of the company. If the contract value is below the EU threshold, then the contract must be awarded in accordance with the Council’s Contracts Procedure Rules and on the basis of securing best value for money. Local companies can (and are) supported and encouraged, but fair competition is required and if the contract value is over £25K it must be advertised on the UK Contracts Finder website.

Resolved:-

1. That the following decision of Cabinet be noted:

“That the management of the market be outsourced to an experienced market operator, external to the Council, on a three year contract with an option for a further two years.”

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

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

## **662 Development & Expansion of National Jazz Archive - Beecroft**

The Committee considered Minute 602 of the meeting of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, together with the report of the Deputy Chief Executive (Place) informing Members of the proposal for Jazz Centre (UK) to develop and expand its programme to take over areas of the lower ground floor of the Beecroft Centre, Victoria Avenue.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That, in principle, the Jazz Centre (UK) proposal to extend its presence beyond the current single room on the Lower Ground Floor of the Beecroft Centre, be approved.

2. That the Deputy Chief Executive (Place), in consultation with the Portfolio Holder for Culture, Tourism and the Economy, be authorised to approve the terms of a lease, based on the terms negotiated and recommended by Asset Management.

3. That the future aspirations of Jazz Centre UK to further develop a Jazz Club for Southend into a regular performance space subject to future self-funding and planning considerations, be noted.”

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

## **663 Ballot for Business Improvement District (BID) Renewal**

The Committee considered Minute 603 of the meeting of Cabinet held on 10th January 2017, which had been referred direct to Scrutiny by Cabinet, together with the report of the Deputy Chief Executive (Place) providing an update on the success of the Southend Business Improvement District (BID) since its launch in April 2013, and the requirements in relation to the undertaking of a renewal ballot of Southend town centre and central seafront businesses to extend the Southend BID for another five year term.

Resolved:-

That the following decisions of Cabinet be noted:

“1. That the progress and impact of the BID in Southend’s town centre and central seafront area, be noted.

2. That the Deputy Chief Executive (Place), in consultation with the Executive Councillor for Culture, Tourism and the Economy, be authorised to:-

- Consider on behalf of the Council as billing authority, whether the proposal conflicts with any formally adopted policy of the Council, and, if it does, give notice of this in accordance with the BID regulations
- Determine whether the Council should support the BID proposal and if so, to vote yes on its behalf in the BID ballot. If a 'no' vote is proposed, this will be referred to Cabinet for further consideration
- Formally manage the ballot process in accordance with BID regulations
- That subject to a 'yes' vote at ballot by the relevant BID business community, the Council as relevant local billing authority will manage the billing and collection of the additional levy, and its transfer to the BID company. In the event of a 'no' vote, the costs of the ballot be recovered from the BID Company as per the BID regulations.
- Review and update the Operating Agreement, as required, that details the billing, collection and enforcement provisions as well as the arrangements for transmitting the BID receipts to the BID in consultation with the Director of Finance and Resources.
- Enter into a revised service level agreement with the BID company regarding the operation of the BID and delivery of Council requirements and baselines.”

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

**664 Standing Order 46**

The Committee considered Minute 605 of the meeting 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

**665 Objections to Traffic Regulation Orders - Various Locations**

The Committee considered Minute 578 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the reports of the Deputy Chief Executive (Place) that appraised Members of the representations that had been received in response to the statutory consultation for proposed Traffic Regulation Orders in respect of various proposals within the Borough.

With reference to the he proposed amendment of the waiting restrictions from 2.00 p.m. – 3.00 p.m. Mondays to Fridays to 11.00 a.m. to noon Mondays to Fridays in Tyrone Road and Fermoy Road, the Executive Councillor for Transport, Waste and Cleansing undertook to keep a Members' Request open to

enable alternative appropriate options to be explored without the need to change the current waiting restrictions in the road.

Resolved:-

That the following decisions of Cabinet Committee be noted:

“1. That, subject to the exclusion of the proposals relating to Tyrone Road and Fermoy Road, the Deputy Chief Executive (Place) be authorised to confirm The Southend-on-Sea Borough Council (Various Roads) (Stopping, Waiting, Loading and Unloading Prohibitions and Restrictions, Parking Places and Permit Parking Zones)(Consolidation) Order 2016 (Amendment No. 2) Order 2016 as advertised and the order be sealed accordingly.

2. That the proposed amendment of the waiting restrictions from 2.00 p.m. – 3.00 p.m. Mondays to Fridays to 11.00 a.m. to noon Mondays to Fridays in Tyrone Road and Fermoy Road be not progressed.

3. That The Southend-on-Sea Borough Council (Various Roads) (Stopping, Waiting, Loading and Unloading Prohibitions and Restrictions, Parking Places and Permit Parking Zones)(Consolidation) Order 2016 (Amendment No. 1) Order 2016 be confirmed, subject to the deletions form the Order set out below, and sealed accordingly

(i) Introduction of “No Waiting At Any Time” parking restrictions on the following lengths of Western Road:

South Side – Outside No. 48 Western Road  
South Side – Outside Nos 118 and 120 Western Road.

(ii) Revocations – No Waiting at any time in Western Road Item Nos. 109669 and 109616

4. That the Deputy Chief Executive (Place) be authorised to confirm The Southend-on-Sea Borough Council (Various Roads) (Consolidation of Moving Traffic and Speed Limit) Order 2006 (as amended) (Amendment No 2) Order 2016 as advertised and that the order be sealed accordingly.”

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

## **666 Requests for New or Amended Traffic Regulation Orders**

The Committee considered Minute 579 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that sought Members' approval to authorise the advertisement of the amendments and/or new waiting restrictions at the locations indicated in Appendix 1 to the report and the supplementary report tabled at that meeting, in accordance with the statutory processes and, subject to there being no objections received following statutory advertisement, to arrange for the relevant orders to be sealed and implement the proposals.

Resolved:-

That the following decisions of Cabinet Committee be noted:

“1. That officers be requested to prepare detailed proposals for a pedestrian crossing in Western Esplanade between the Casino and the junction with Shorefield Road for consideration.

2. That the Deputy Chief Executive (Place) be authorised to publish the relevant statutory notice and undertake the necessary consultation for a traffic regulation order to extend the existing permit parking controls around the Cliffs Pavilion area to include the section of Westcliff Parade between Westcliff Avenue, Wilson Road, Westcliff Parade and Cambridge Road and, subject to there being no objections received following statutory advertisement, to arrange for the order to be sealed.

3. That the current seasonal restrictions in Clieveden Road and Walton Road remain unchanged.”

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

**667 Petition for Action on Excessive Speeds, Wells Avenue**

The Committee considered Minute 580 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition from residents of Wells Avenue requesting action on excessive speeds of vehicles travelling in the road.

Resolved:-

That the following decisions of Cabinet Committee be noted:

“1. That the petitioner be thanked for taking the time to compile the petition.

2. That the situation be monitored and a further survey be undertaken in March/April, the dates for which be agreed in consultation with the Ward Councillors.”

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

**668 Request for Waiting Restrictions - Belfairs Park Drive**

The Committee considered Minute 581 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) concerning a request for waiting restrictions to be implemented in Belfairs Park Drive.

Resolved:-

That the following decision of Cabinet Committee be noted:

“That the Deputy Chief Executive be requested to publish the statutory notices and undertake the necessary consultation for the relevant traffic regulation order to introduce part week limited waiting restrictions in Belfairs Park Drive the times of which to be determined in consultation with the Ward Councillors and, subject to there being no objections received following statutory advertisement, to arrange for the orders to be sealed and the proposals implemented.”

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

**669 Petition for One-Way Traffic Flow, Westcliff Parade**

The Committee considered Minute 582 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition comprising 131 signatures requesting the traffic flow of Westcliff Parade be amended to one-way.

Resolved:-

That the following decisions of Cabinet Committee be noted:

- “1. That the petitioner be thanked for taking the time to compile the petition.
2. That the Deputy Chief Executive (Place) be authorised to publish the statutory notices and undertake the necessary consultation for the relevant traffic regulation order to amend the traffic flow in the section of Western Parade from Wilson Road to Trinity Road to one-way westwards.
3. That it be noted that due to the current workload, the proposals will not be progressed until after April 2017.”

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

**670 Petition for One-Way Traffic Flow, St Lukes Road**

The Committee considered Minute 583 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a survey undertaken by the Parish Church involving 18 residents of St Luke’s Road. The resulting petition requested that the traffic flow be amended to one-way (Eastwards) from Bournemouth Park Road to Ely Road.

Resolved:-

That the following decisions of Cabinet Committee be noted:

- “1. That Father McClusky be thanked for taking the time to compile the petition.

2. That the Deputy Chief Executive (Place) be authorised to publish the statutory notices and undertake the necessary consultation for the relevant traffic regulation order to amend the traffic flow in the section of St Luke's Road from Bournemouth Park Road to Ely Road to one-way.

3. That it be noted that due to the current workload, the proposals will not be progressed until after April 2017."

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

**671 Petition for Removal of Waiting Restrictions, Centurion Close, Shoebury**

The Committee considered Minute 584 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition from residents of Centurion Close requesting removal of recently introduced waiting restrictions at and around the junction of Lowry Close.

Resolved:-

That the following decisions of Cabinet Committee be noted:

"1. That the petitioner be thanked for taking the time to compile the petition.

2. That consideration of this matter be deferred pending the outcome of the recently submitted application for planning permission in the road and that officers be requested to liaise with the officer of the local planning authority as regards any necessary traffic regulation orders, parking or other highway works that may be required."

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

**672 Petition Requesting Permit Parking Controls, Roots Hall Avenue**

The Committee considered Minute 585 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition signed by 16 residents of Roots Hall Avenue requesting Permit Parking Controls to deter non-resident parking.

Resolved:-

That the following decisions of Cabinet Committee be noted:

"1. That the petition be noted and the residents be thanked for taking the time to compile the petition.

2. That the Deputy Chief Executive (Place) be authorised to publish the statutory notices and undertake the necessary consultation for the relevant traffic regulation order to introduce a Permit Parking Area in Roots Hall Avenue and review all existing waiting restrictions in the street. The operational hours of the

parking scheme to be determined in consultation with the residents of Roots hall Avenue.

3. That in the event that no objections are received to the proposal, the Deputy Chief Executive (Place) be authorised confirm the Traffic Regulation Order and arrange for the proposals to be implemented.”

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

**673 Update on Petition Requesting Permit Parking Controls (Southend East)**

The Committee considered Minute 586 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of discussions between Ward Councillors for Southchurch, Thorpe and Kursaal wards to discuss a petition signed by 324 residents of the roads north of Southend East Railway Station requesting parking controls to deter all day parking by commuters.

Resolved:-

That the following decisions of Cabinet Committee be noted:

“1. That the concerns of Ward Members regarding any proposals to introduce a Permit Parking Area in the streets detailed in Appendix 1 to the report of the Deputy Chief Executive (Place) be noted.

2. That no further action is to be taken in respect of the proposals to introduce a Permit Parking Area in the streets detailed in Appendix 1 to this report Deputy Chief Executive (Place).

3. That the proposals for hardening parts of the verge in Riviera Drive be progressed.

4. That a report be prepared for Members’ consideration on sustainable materials including details of costs and implications.”

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

**674 Petition Requesting Pedestrian Crossing, Waiting Restrictions and a School Crossing Patrol, Darlinghurst Grove Leigh on Sea - Information Item**

The Committee considered Minute 587 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition signed by school users requesting a pedestrian crossing facility, waiting restrictions and a school crossing patrol to be provided in Darlinghurst Grove.



Resolved:-

That the following decision of Cabinet be noted:

“That the petition be noted and that officers assess the location and provide a report of the findings to the Traffic & Parking Working Party and Cabinet Committee.”

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

**675 Petition for Maintenance Works, Ashleigh Drive Leigh on Sea**

The Committee considered Minute 588 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, together with the report of the Deputy Chief Executive (Place) that appraised Members of a petition from residents of Ashleigh Drive highlighting the state of footways and carriageways and requesting that the Council rectify this as soon as possible.

Resolved:-

That the following decisions of Cabinet Committee be noted:

- “1. That the petitioner be thanked for compiling the petition.
2. That no further action be taken at this time for the reasons detailed in the report.”

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

**676 Number of Residential Parking Permits Allowed Per Household**

The Committee considered Minute 589 of the meeting of Cabinet Committee held on 9th January 2017, which had been referred direct to Scrutiny, regarding the Council’s policy relating to the number of residential parking permits household were allowed to purchase. This item had been requested to be included on the Agenda for that meeting by Councillor Ware-Lane in accordance with Council Procedure Rule 35.1 (d).

Resolved:-

That the following decision of Cabinet Committee be noted:

“That officer prepare a report for consideration by the Traffic & Parking Working Party and Cabinet Committee to include details of the number of permits for residents in town centre, access to parking the town for residents, businesses, shoppers and visitors and parking charges, to help inform the development of a Parking Strategy for the Borough.”

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

**677 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.

**678 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.

**679 Standing Order 46 - Confidential Sheet**

The Committee considered Minute 607 of the meeting 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.

**680 Dipti Patel - Director for Public Protection**

The Chairman explained that this would be the last meeting of the Committee to be attended by Ms Dipti Patel, the Council's Director for Public Protection, as she would shortly be taking up a new post at the London Borough of Havering. The Committee thanked Ms Patel for her hard work and support during her time at the Council and wished her well in her new role.

**Chairman:** \_\_\_\_\_

# MONTHLY PERFORMANCE REPORT

## February 2017

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Version: **V1.0**

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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 <b>better</b> than the same month last year</p> <p> = Latest Month's performance is <b>worse</b> 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
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			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 - <b>4%</b> ; Theft from a vehicle - <b>10%</b> ; Vehicle interference - <b>2%</b> ; Burglary in a dwelling - <b>8%</b> ; Bicycle theft - <b>6%</b> ; Theft from the person - <b>3%</b> ; Criminal Damage - <b>19%</b> ; HMIC Violence Without Injury - <b>29%</b> ; Wounding (Serious and Other) - <b>17%</b> ; Robbery (Personal Property) - <b>2%</b> .	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 <b>This figure is the latest position and will be validated by the end of March 2017.</b> 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



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**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, actions to improve 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
									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.	
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%			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.	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%			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 &amp; 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]	Goldilocks	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]	Goldilocks	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 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
<del>CP</del> 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

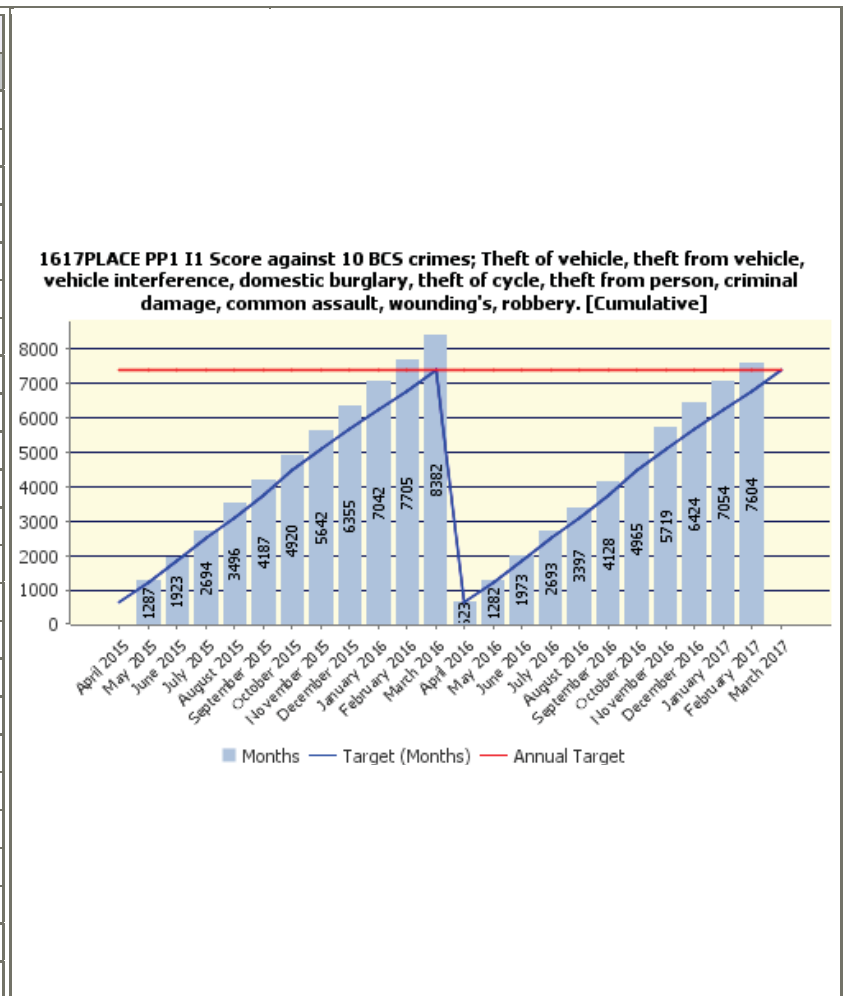
### Section 3: Detail of indicators rated Red or Amber

**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	<b>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]</b>			<p>February 2017 result</p> <p>6754 6889 10000 7604 0</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>Carl Robinson*</b>			
<b>Year Introduced</b>	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




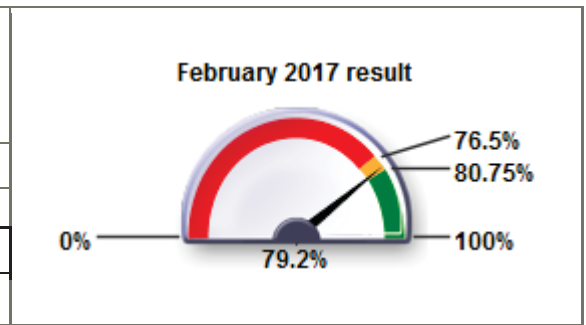
Southend Community Safety Partnership have progressed a number of key recommendations from the 16/17 Strategic Intelligence Assessment. This includes a multiagency focus on certain key high crime areas such as York Road (Operation Stonegate), a review of crimes that are

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.

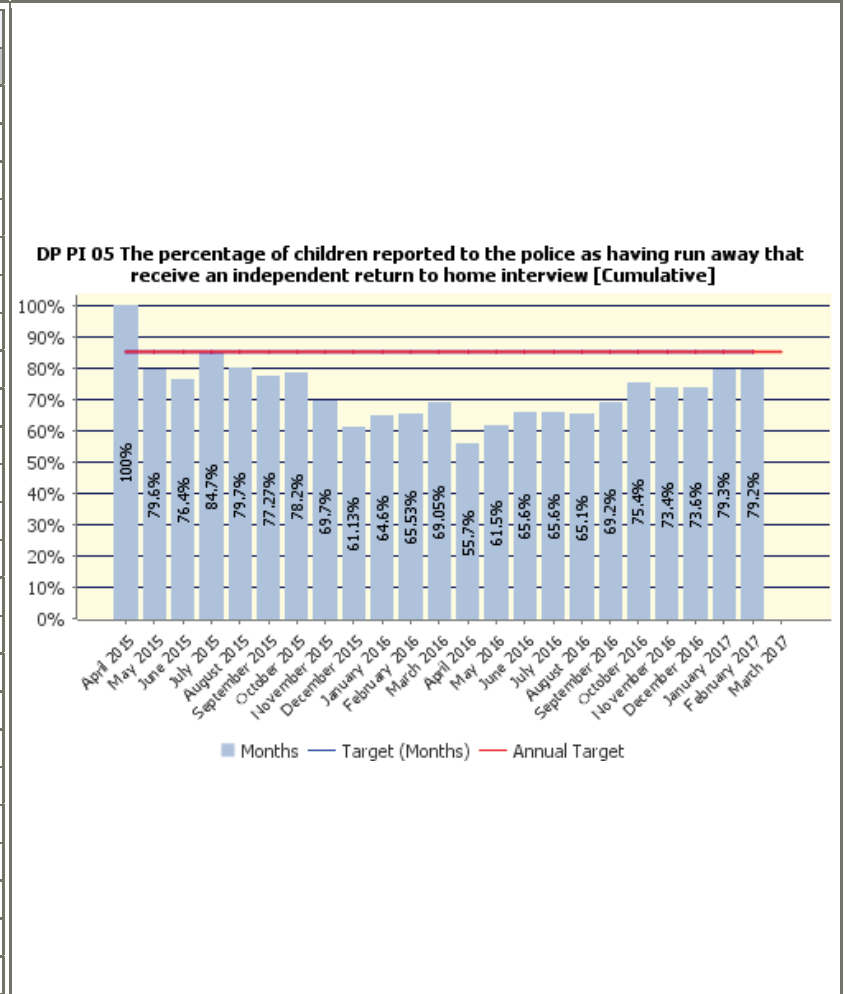
The BCS Crime breakdown for January 2017:

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




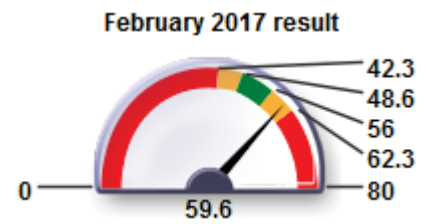
Date Range 1		
	Value	Target
April 2015	100%	85%
May 2015	79.6%	85%
June 2015	76.4%	85%
July 2015	84.7%	85%
August 2015	79.7%	85%
September 2015	77.27%	85%
October 2015	78.2%	85%
November 2015	69.7%	85%
December 2015	61.13%	85%
January 2016	64.6%	85%
February 2016	65.53%	85%
March 2016	69.05%	85%
April 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		



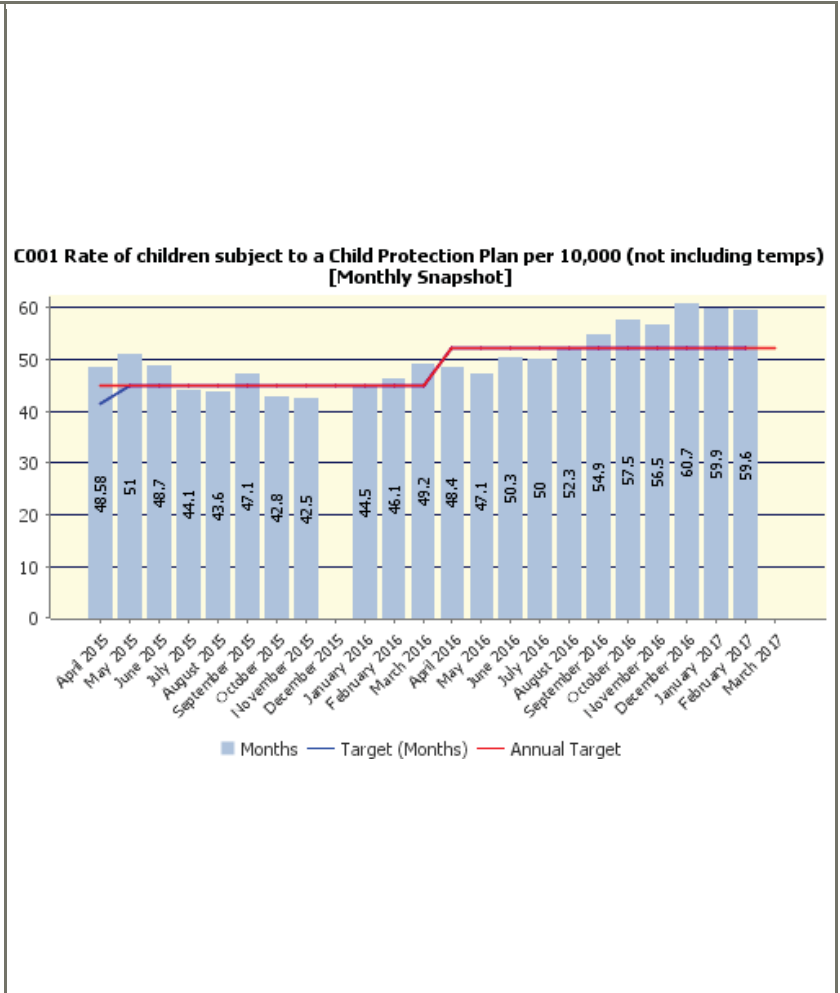
The success rate of completed return to home interviews this month is 79.2%. We have had 3 young people who have been prolific missing persons throughout February, 2 of which are LAC children. The police continue to carry out vulnerability checks following any missing episodes.




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

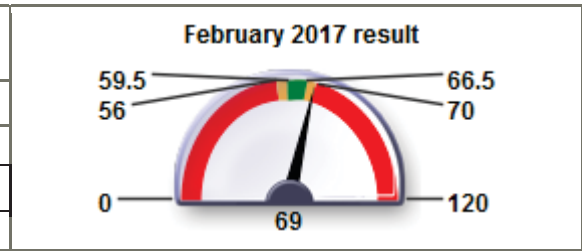


Date Range 1		
	Value	Target
April 2015	48.58	41.5
May 2015	51	45.1
June 2015	48.7	45.1
July 2015	44.1	45.1
August 2015	43.6	45.1
September 2015	47.1	45.1
October 2015	42.8	45.1
November 2015	42.5	45.1
December 2015		45.1
January 2016	44.5	45.1
February 2016	46.1	45.1
March 2016	49.2	45.1
April 2016	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		

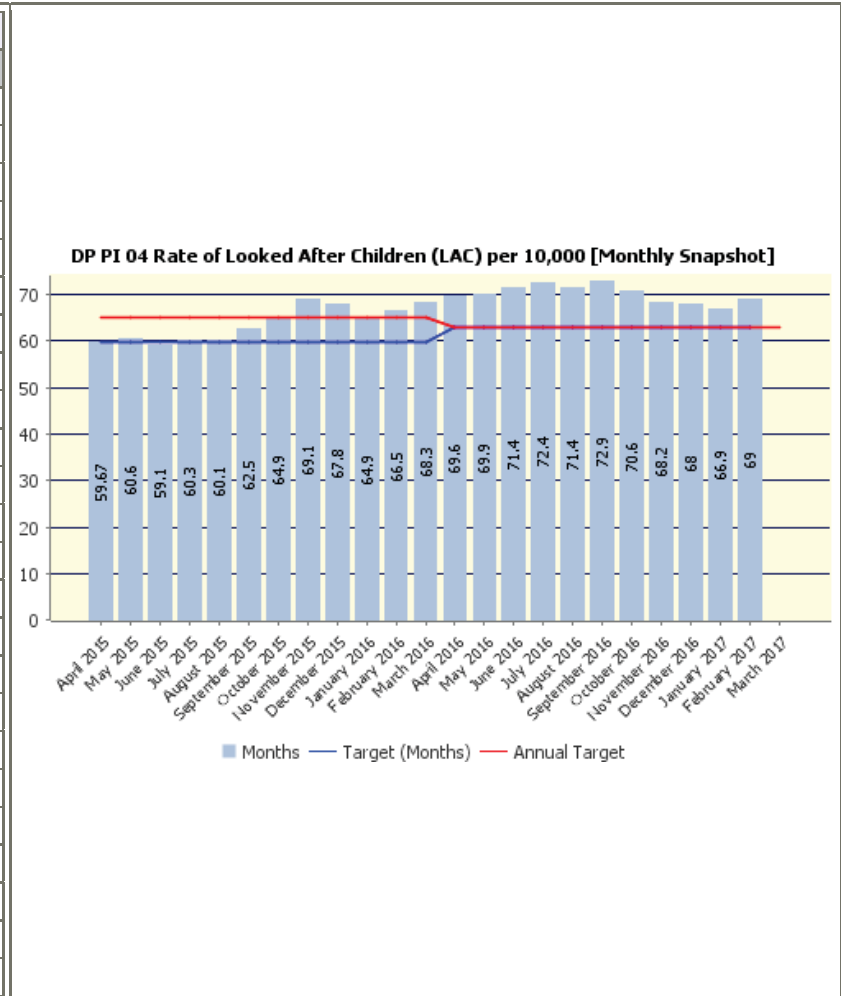


The rate of children remained stable this month. This is because the number of children whose plans were discontinued is consistent with number of children becoming subject of a CP Plan, however the number of children discontinued from a plan is slightly lower than average. This indicator remains at 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	<b>Rate of Looked After Children (LAC) per 10,000 [Monthly Snapshot]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Goldilocks
<b>Managed By</b>	<b>John O'Loughlin</b>		
<b>Year Introduced</b>			



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		



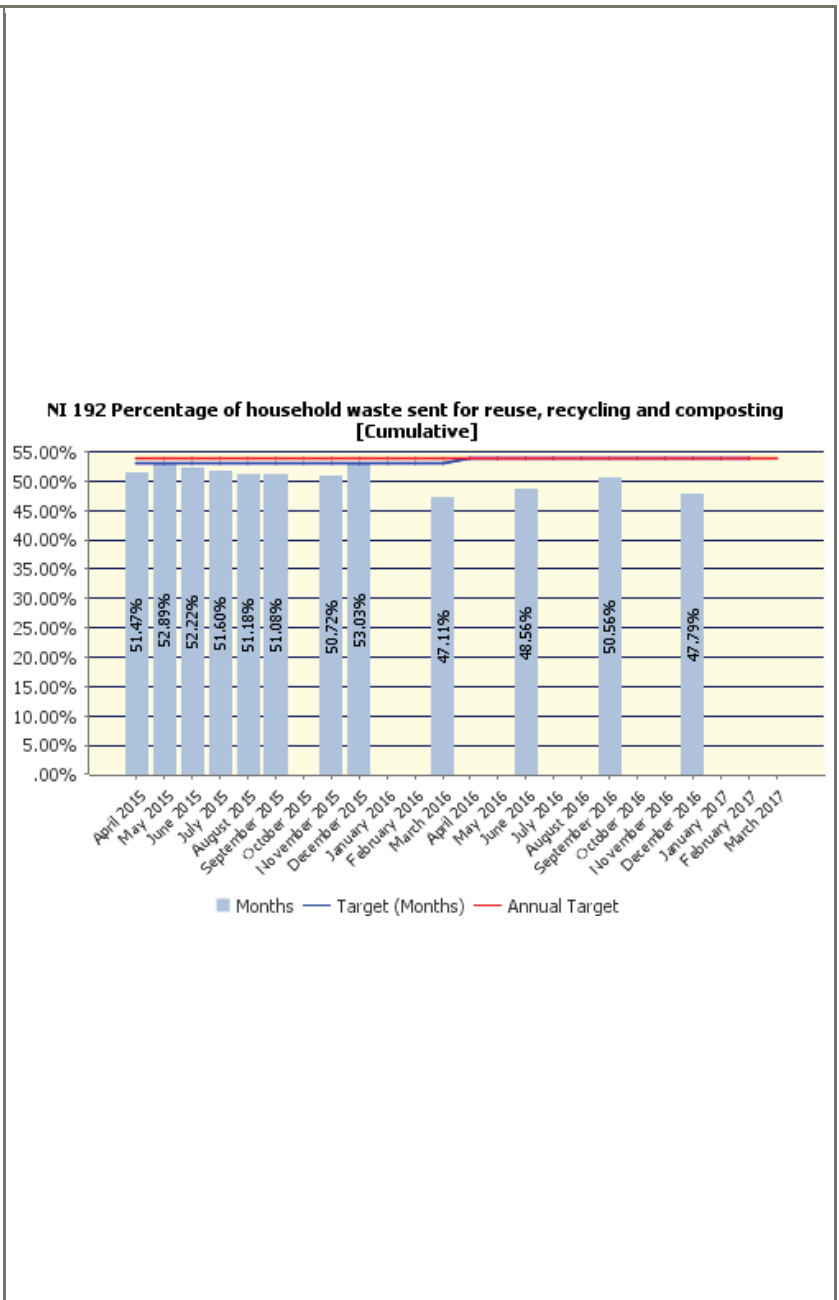
We remain above target by 17 children, excluding unaccompanied asylum seeking children and are likely to be above target at year end. As previously reported we are implementing strategies to reduce the need for children to become looked after. Strategies include the Placement Panel which offers additional 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	<b>Percentage of household waste sent for reuse, recycling and composting [Cumulative]</b>			<p><b>December 2016 result</b></p> <p>51.30% 54.00% 100.00% 47.79% .00%</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>Carl Robinson*</b>			
<b>Year Introduced</b>	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

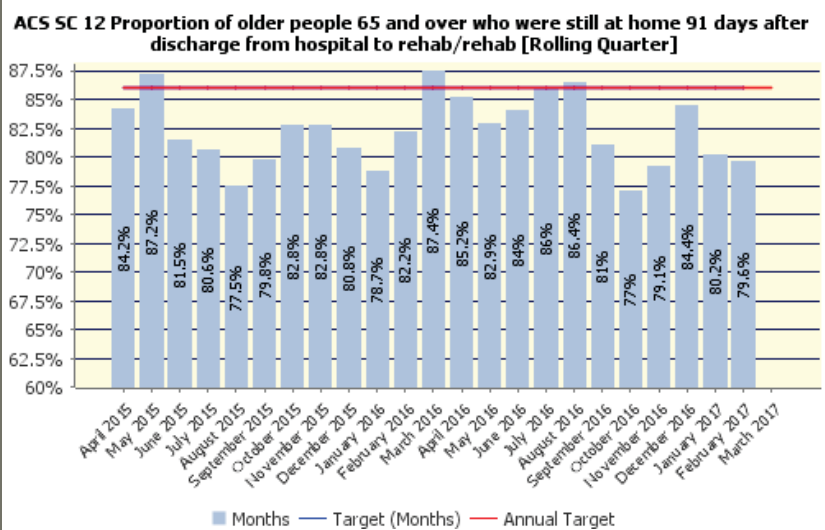
**This figure is the latest position and will be validated by the end of March 2017.** It is unlikely that the set recycling target for 2016/17 will be achieved. Recent government figures have showed a decline in national recycling average rates down to 43.9% with a warning that the Government targets 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

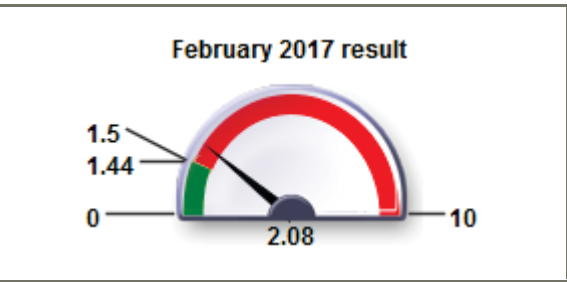
CP 3.1	<b>Proportion of older people 65 and over who were still at home 91 days after discharge from hospital to rehab/rehab [Rolling Quarter]</b>			<p><b>February 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>Sharon Houlden</b>			
<b>Year Introduced</b>				

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		

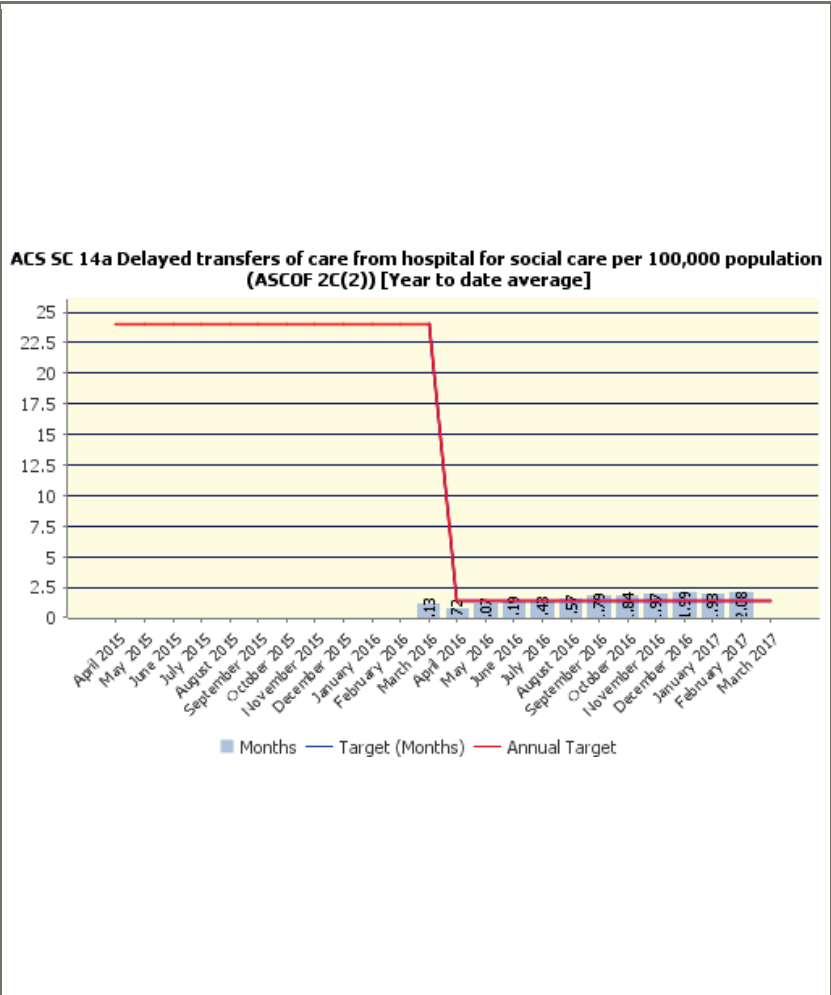


For the reporting period, 103 Adults used the reablement service, 82 Adults were still at home 91 days. An analysis of the 21 Adults not at home will be completed. Over the longer term this indicator will be monitored for impact from the new Domiciliary Care Contract due to commence in May 2017 as this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


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

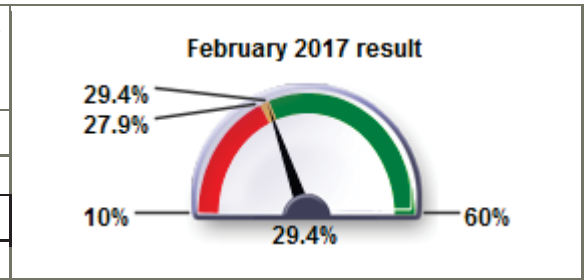


Date Range 1		
	Value	Target
April 2015		
May 2015		
June 2015		
July 2015		
August 2015		
September 2015		
October 2015		
November 2015		
December 2015		
January 2016		
February 2016		
March 2016	1.13	24
April 2016	0.72	1.43
May 2016	1.07	1.43
June 2016	1.19	1.43
July 2016	1.43	1.43
August 2016	1.57	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

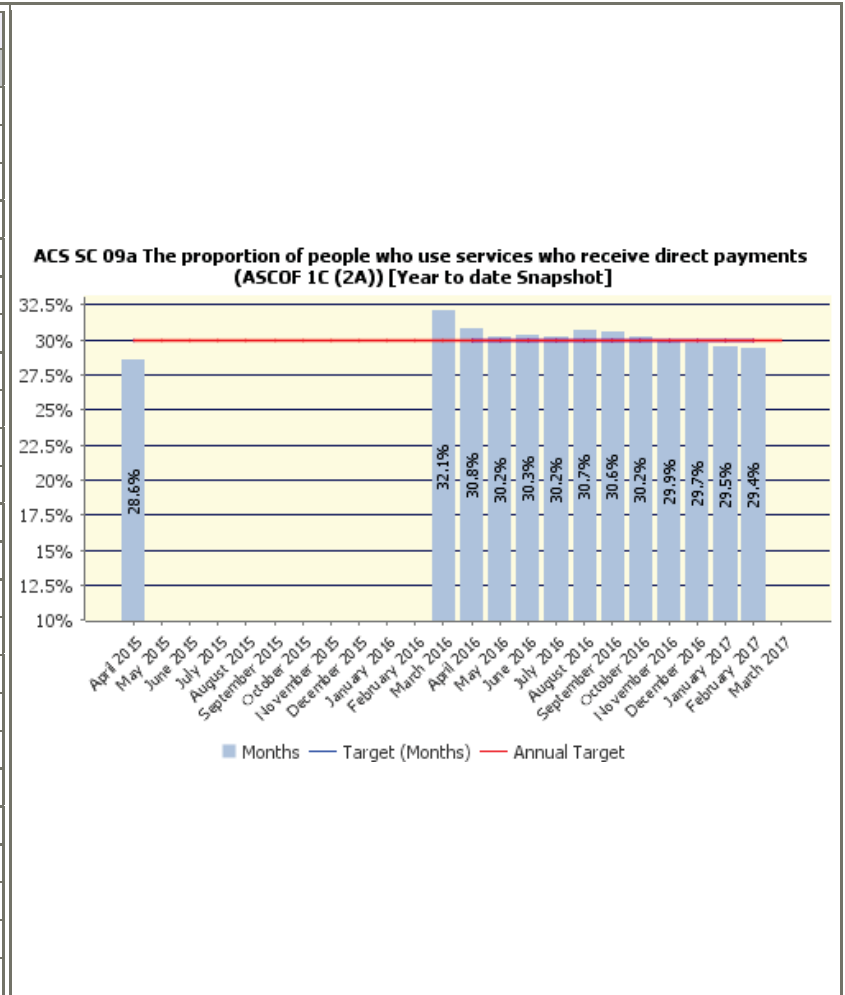


Performance has declined slightly this month, influenced by 5 new delays (4 from acute, 1 from non-acute), but we remain well below the regional average of 3.79. A 7 day a week service is ensuring that discharge flow is supported. An extension of the overnight support service is amongst the initiatives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

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




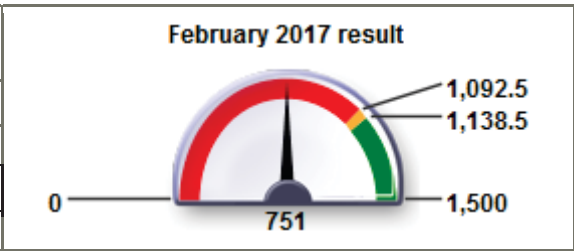
Date Range 1		
	Value	Target
April 2015	28.6%	30%
May 2015		
June 2015		
July 2015		
August 2015		
September 2015		
October 2015		
November 2015		
December 2015		
January 2016		
February 2016	N/A	
March 2016	32.1%	
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August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



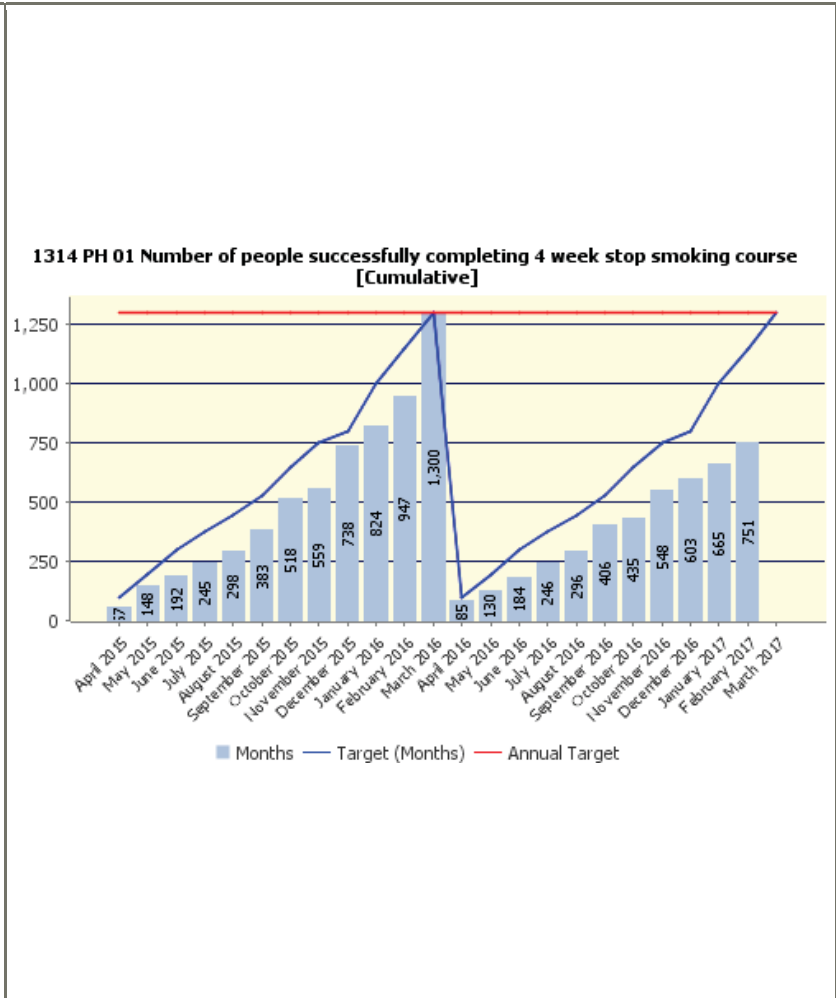
There continues to be a fixed trend just below target, which is echoed by partners in the East Region. Barriers to improved performance in this area are going to be explored, commencing with the analysis of the time take for an Adult to receive a direct payment. This is a replica of the analysis completed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




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

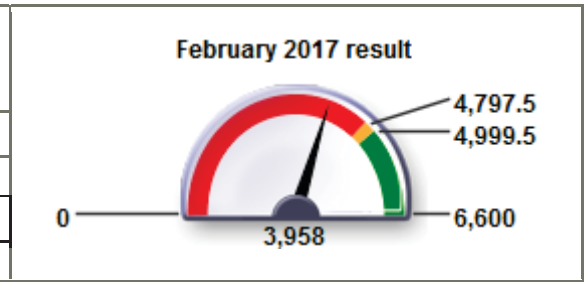


Date Range 1		
	Value	Target
April 2015	57	100
May 2015	148	200
June 2015	192	300
July 2015	245	380
August 2015	298	450
September 2015	383	530
October 2015	518	650
November 2015	559	750
December 2015	738	800
January 2016	824	1,000
February 2016	947	1,150
March 2016	1,300	1,300
April 2016	85	100
May 2016	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

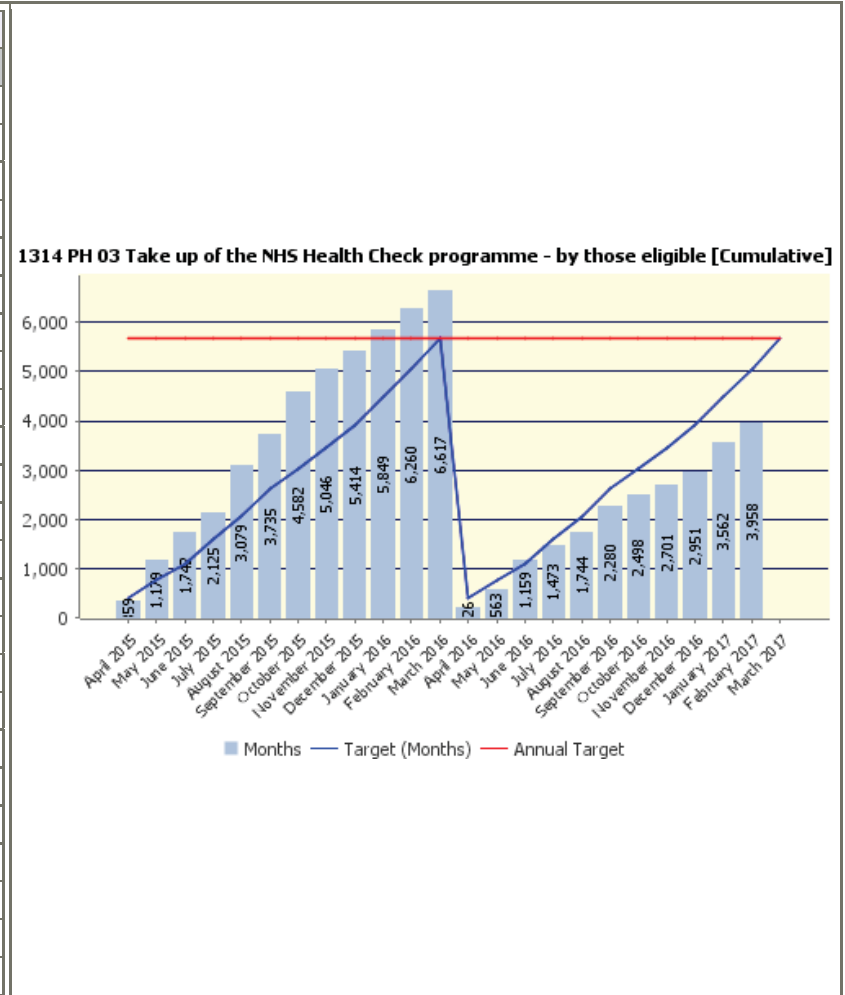


Final quit data February is unlikely to be available until the end of April 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.

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



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.

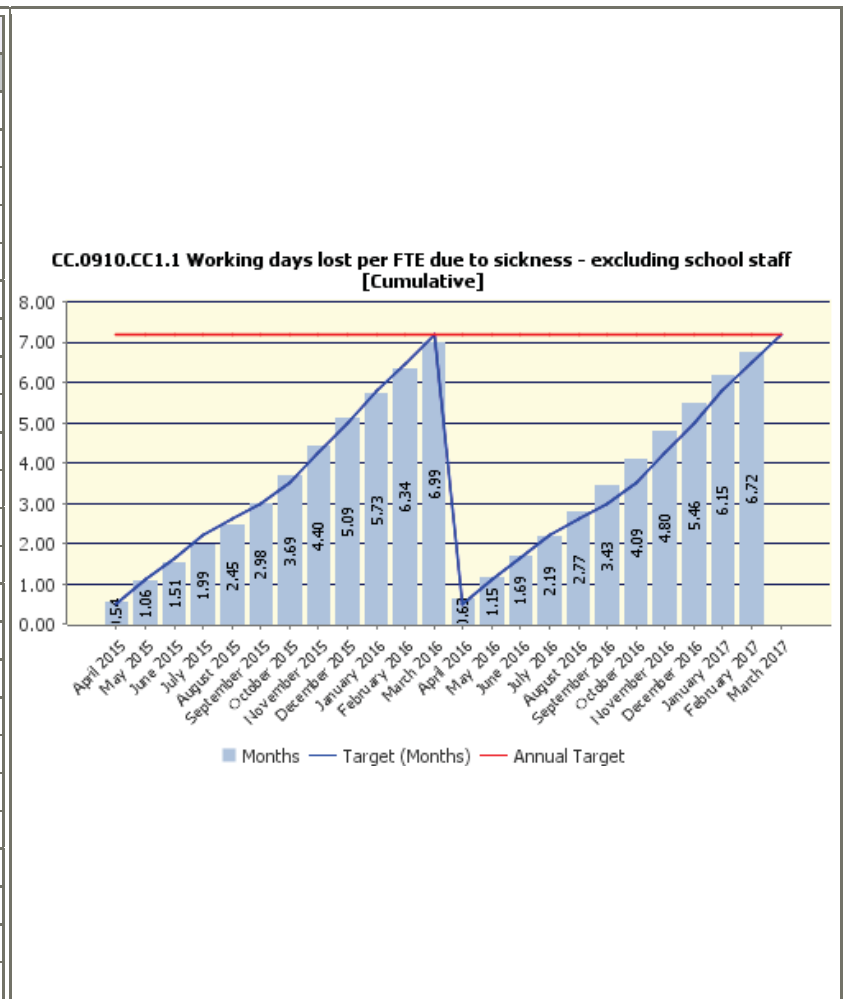
GPs are continuing to receive support to invite patients in for their NHS Health Check. Some practices are piloting follow up calls to patients that have not responded to invites. Text messages are being sent out to patients to encourage them to make appointments also.

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

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## 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	-	-
<b>Total Portfolio</b>	<b>136,739</b>	<b>136,893</b>	<b>154</b>	<b>350</b>
Non-Service Areas	(12,186)	(14,727)	(2,541)	(326)
Earmarked Reserves	(1,347)	1,040	2,387	(24)
<b>Net Expenditure / (Income)</b>	<b>123,206</b>	<b>123,206</b>	<b>0</b>	<b>0</b>

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:-

<b>Portfolio</b>	<b>Unfavourable</b>	<b>Favourable</b>	<b>Net</b>	<b>Previous period</b>
	<b>£(000)</b>	<b>£(000)</b>	<b>£(000)</b>	<b>£(000)</b>
<b><u>Leader</u></b>				
Treasury Management Costs		(3)		0
Vacancies in the Policy and Communications team				(25)
	<b>0</b>	<b>(3)</b>	<b>(3)</b>	<b>(25)</b>
<b><u>Culture, Tourism and the Economy</u></b>				
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)
	<b>453</b>	<b>(240)</b>	<b>213</b>	<b>310</b>
<b><u>Corporate and Community Support</u></b>				
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
	<b>258</b>	<b>(630)</b>	<b>(372)</b>	<b>(282)</b>



**...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)
	<b>162</b>	<b>(226)</b>	<b>(64)</b>	<b>(28)</b>

**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)
	<b>622</b>	<b>(319)</b>	<b>303</b>	<b>551</b>

**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)
	<b>711</b>	<b>(450)</b>	<b>261</b>	<b>221</b>

<b>...Continued</b>			
<b>Transport, Waste &amp; Cleansing</b>			
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
	<b>2,082</b>	<b>(2,266)</b>	<b>(184)</b>
			<b>(397)</b>
<b>Technology</b>			
	<b>0</b>	<b>0</b>	<b>0</b>
			<b>0</b>
<b>Total</b>	<b>4,288</b>	<b>(4,134)</b>	<b>154</b>
			<b>350</b>

### 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
<b>Department</b>						
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)
<b>Total</b>	<b>285</b>	<b>5,002</b>	<b>4,799</b>	<b>10,086</b>	<b>9,231</b>	<b>(855)</b>

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 25<sup>th</sup> February 2016 and anticipated that £2,287,000 would be appropriated to earmarked reserves in 2016/17.

The closing HRA balance as at 31<sup>st</sup> 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.

	<b>DR</b>	<b>CR</b>
	<b>£</b>	<b>£</b>
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)
<b>Total virements</b>	<b>17,742</b>	<b>(17,742)</b>

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
<b>Portfolio Net Expenditure</b>	<b>396,497</b>	<b>(270,201)</b>	<b>126,296</b>	<b>10,443</b>	<b>136,739</b>	<b>136,893</b>	<b>154</b>	<b>121,720</b>	<b>122,533</b>	<b>813</b>
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
<b>Sub Total</b>	<b>316</b>	<b>(1,552)</b>	<b>(1,236)</b>	<b>(8,862)</b>	<b>(10,098)</b>	<b>(12,639)</b>	<b>(2,541)</b>	<b>(9,583)</b>	<b>(12,178)</b>	<b>(2,595)</b>
<b>Net Operating Expenditure</b>	<b>396,813</b>	<b>(271,753)</b>	<b>125,060</b>	<b>1,581</b>	<b>126,641</b>	<b>124,254</b>	<b>(2,387)</b>	<b>112,137</b>	<b>110,355</b>	<b>(1,782)</b>
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
<b>Net Expenditure / (Income)</b>	<b>399,211</b>	<b>(276,005)</b>	<b>123,206</b>	<b>0</b>	<b>123,206</b>	<b>123,206</b>	<b>0</b>	<b>109,455</b>	<b>99,959</b>	<b>(9,496)</b>

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

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
<b>Total Net Budget for Portfolio</b>	<b>4,765</b>	<b>(1,062)</b>	<b>3,703</b>	<b>(845)</b>	<b>2,858</b>	<b>2,855</b>	<b>(3)</b>	<b>(1,836)</b>	<b>(2,045)</b>	<b>(209)</b>

**Virements**

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

52

**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)
<b>Total Net Budget for Portfolio</b>	<b>17,439</b>	<b>(3,178)</b>	<b>14,261</b>	<b>2,298</b>	<b>16,559</b>	<b>16,772</b>	<b>213</b>	<b>15,605</b>	<b>15,873</b>	<b>268</b>

**Virements**

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



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

<b>Forecast Outturn Variance</b>	<b>Year to Date Variance</b>
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 Cemeteries and Crematorium	1,436	(2,198)	(762)	(96)	(858)	(1,008)	(150)	(777)	(982)	(205)
b Customer Services Centre	2,902	(2,836)	66	106	172	116	(56)	164	95	(69)
c Council Tax Benefit	0	0	0	0	0	0	0	0	(23)	(23)
d Dial A Ride	117	(19)	98	19	117	117	0	106	106	0
e Support to Mayor	218	0	218	6	224	234	10	208	217	9
f Housing Benefit and Council Tax Benefit Admin	2,677	(1,195)	1,482	61	1,543	1,643	100	1,422	1,523	101
g Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	(90)	83	173
h Partnership Team	317	0	317	(21)	296	281	(15)	268	251	(17)
i Support To Voluntary Sector	802	0	802	24	826	826	0	759	761	2
j Human Resources	2,208	(2,239)	(31)	48	17	17	0	18	37	19
k People & Organisational Development	532	(527)	5	(1)	4	(10)	(14)	4	(26)	(30)
l Tickfield Training Centre	386	(383)	3	10	13	13	0	15	(6)	(21)
m Transport Management	227	(240)	(13)	(114)	(127)	(147)	(20)	(116)	(145)	(29)
n Vehicle Fleet	720	(741)	(21)	(69)	(90)	(90)	0	(82)	(76)	6
o Accounts Payable	257	(256)	1	0	1	(19)	(20)	5	(20)	(25)
p Accounts Receivable	340	(351)	(11)	55	44	44	0	41	33	(8)
q Accountancy	2,727	(2,742)	(15)	(301)	(316)	(316)	0	(311)	(345)	(34)
r Asset Management	438	(434)	4	30	34	(16)	(50)	34	(18)	(52)
s Internal Audit & Corporate Fraud	948	(940)	8	0	8	8	0	10	(70)	(80)
t Buildings Management	2,909	(2,843)	66	261	327	375	48	390	440	50
u Community Centres and Club 60	54	(1)	53	1,383	1,436	1,436	0	1,429	1,429	0
v Corporate and Industrial Estates	794	(2,539)	(1,745)	579	(1,166)	(1,166)	0	(1,045)	(1,028)	17
w Council Tax Admin	1,355	(481)	874	0	874	794	(80)	801	703	(98)
x Democratic Services Support	430	0	430	0	430	445	15	396	408	12
y Departmental Support for the Chief Executive	1,084	(1,272)	(188)	(57)	(245)	(295)	(50)	(227)	(274)	(47)
z Elections and Electoral Registration	409	0	409	25	434	444	10	415	423	8
aa Insurance	185	(243)	(58)	1	(57)	(57)	0	154	138	(16)
ab Local Land Charges	279	(318)	(39)	0	(39)	(39)	0	(32)	(44)	(12)
ac Legal Services	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)
<b>Total Net Budget for Portfolio</b>	<b>127,435</b>	<b>(124,772)</b>	<b>2,663</b>	<b>2,225</b>	<b>4,888</b>	<b>4,516</b>	<b>4,694</b>	<b>(483)</b>

**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**

<b>Forecast Outturn Variance</b>	<b>Year to Date Variance</b>
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)
<b>Total Net Budget for Portfolio</b>	<b>13,689</b>	<b>(2,942)</b>	<b>10,747</b>	<b>136</b>	<b>10,883</b>	<b>10,819</b>	<b>(64)</b>	<b>9,926</b>	<b>9,811</b>	<b>(115)</b>

<b>Virements</b>	<b>£000</b>
Transfer from earmarked reserves	333
Allocation from Contingency	7
In year virements	(204)
	<u><b>136</b></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
<b>Total Net Budget for Portfolio</b>	<b>116,234</b>	<b>(85,464)</b>	<b>30,770</b>	<b>1,782</b>	<b>32,552</b>	<b>32,855</b>	<b>303</b>	<b>29,298</b>	<b>29,552</b>	<b>254</b>

**Virements**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

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



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

<b>Forecast Outturn Variance</b>	<b>Year to Date Variance</b>
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)
<b>Total Net Budget for Portfolio</b>	<b>76,004</b>	<b>(35,092)</b>	<b>40,912</b>	<b>2,189</b>	<b>43,101</b>	<b>43,362</b>	<b>261</b>	<b>39,575</b>	<b>39,652</b>	<b>77</b>

**Virements**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

	<b>£000</b>
	782
	1,217
	190
	<u><b>2,189</b></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
<b>Total Net Budget for Portfolio</b>	<b>35,073</b>	<b>(11,943)</b>	<b>23,130</b>	<b>2,703</b>	<b>25,833</b>	<b>25,649</b>	<b>(184)</b>	<b>23,906</b>	<b>24,861</b>	<b>955</b>

**Virements**

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

**£000**  
(426)  
130  
2,999  
2,703

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

<b>Forecast Outturn Variance</b>	<b>Year to date Variance</b>
<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. 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. 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
<b>Total Net Budget for Portfolio</b>	<b>5,858</b>	<b>(5,748)</b>	<b>110</b>	<b>(45)</b>	<b>65</b>	<b>65</b>	<b>0</b>	<b>69</b>	<b>135</b>	<b>66</b>

**Virements**

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

	<b>£000</b>
	114
	0
	(159)
	<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 &amp; 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
<b>Expenditure</b>	<b>25,864</b>	<b>0</b>	<b>25,864</b>	<b>25,924</b>	<b>60</b>	<b>23,002</b>	<b>23,042</b>	<b>40</b>
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
<b>Income</b>	<b>(28,151)</b>	<b>0</b>	<b>(28,151)</b>	<b>(28,311)</b>	<b>(160)</b>	<b>(25,805)</b>	<b>(25,875)</b>	<b>(70)</b>
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
<b>Net Expenditure / (Income)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,803)</b>	<b>(2,833)</b>	<b>(30)</b>
<b>Use of Reserves</b>								
Balance as at 1 April 2016	3,502	0	3,502	3,502	0			
Use in Year	(0)	0	(0)	(0)	0			
<b>Balance as at 31 March 2017</b>	<b>3,502</b>	<b>0</b>	<b>3,502</b>	<b>3,502</b>	<b>0</b>			

**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 28<sup>th</sup> 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 28<sup>th</sup> 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	-	-
<b>Total</b>	<b>55,114</b>	<b>38,224</b>	<b>52,046</b>	<b>(3,068)</b>	<b>-</b>

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	<b>1,289</b>
People	6,806	7,378	1	<b>14,185</b>
Place	16,274	15,206	719	<b>32,199</b>
Housing Revenue Account (HRA)	7,285	109	47	<b>7,441</b>
<b>Total</b>	<b>31,650</b>	<b>22,693</b>	<b>771</b>	<b>55,114</b>
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 28<sup>th</sup> 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
<b>Total</b>	<b>22,693</b>	<b>771</b>	<b>23,464</b>	<b>18,130</b>	<b>5,334</b>

## 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	-	-
<b>Subtotal</b>	<b>1,153</b>	<b>409</b>	<b>1,063</b>	<b>(90)</b>	<b>-</b>
Priority Works (see table)	136	-	136	-	-
<b>Total</b>	<b>1,289</b>	<b>409</b>	<b>1,199</b>	<b>(90)</b>	<b>-</b>

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

Actual spend at 28<sup>th</sup> 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 6<sup>th</sup> March.

The scheme to install pre-made mini graves for cremated remains commenced on 25<sup>th</sup> 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 10<sup>th</sup> 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)	-
<b>Total</b>	<b>14,185</b>	<b>10,065</b>	<b>11,665</b>	<b>(2,520)</b>	-

Actual spend at 28<sup>th</sup> 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	-	-
<b>Total</b>	<b>32,199</b>	<b>21,669</b>	<b>31,741</b>	<b>(458)</b>	<b>-</b>

Actual spend at 28<sup>th</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> 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 31<sup>st</sup> 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 3<sup>rd</sup> 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 9<sup>th</sup> 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 21<sup>st</sup> 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 kerbline 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	-	-
<b>Total</b>	<b>7,441</b>	<b>6,081</b>	<b>7,441</b>	-	-

The actual spend at 28<sup>th</sup> 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 24<sup>th</sup> February and was well received.

**Summary of Capital Expenditure at 28th February 2017**

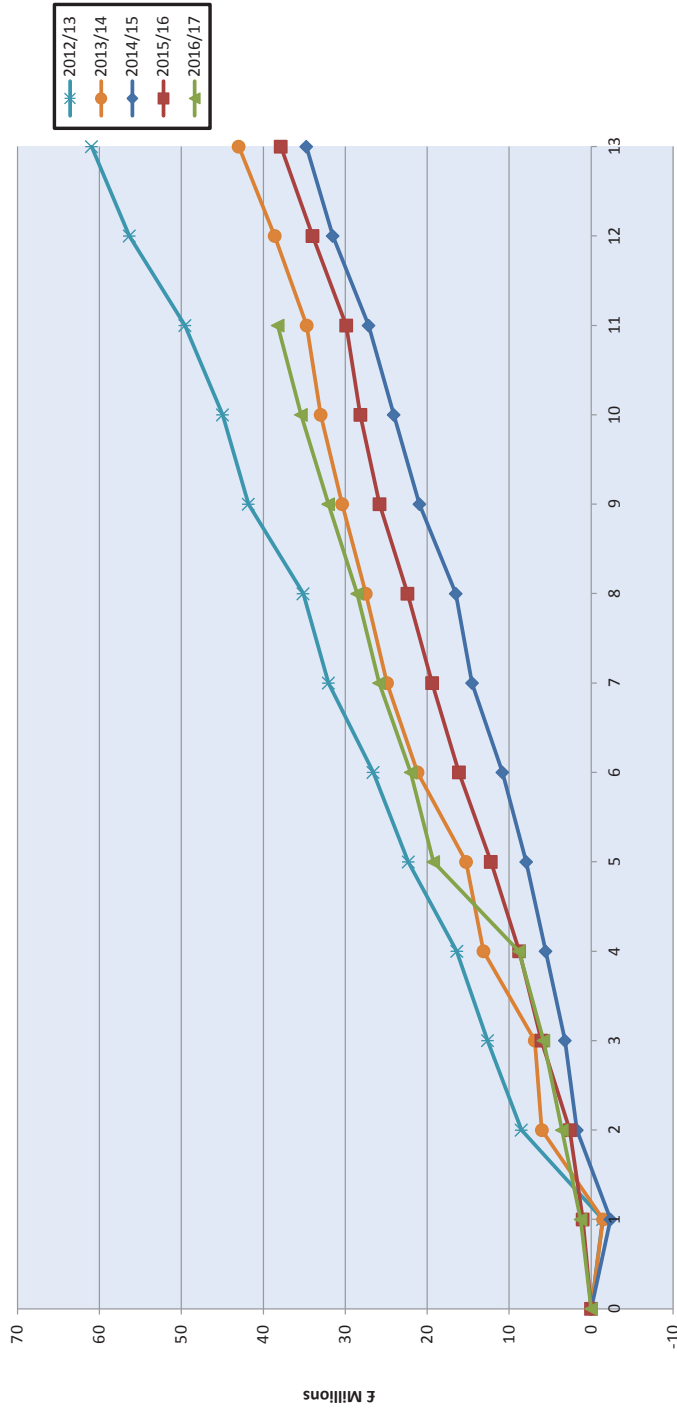
**Appendix 1**

	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%
<b>Council Approved Original Budget - February 2016</b>	<b>73,450</b>						
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						
<b>Council Approved Revised Budget - February 2017</b>	<b>55,114</b>						

**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.

6

Report of Deputy Chief Executive (Place)

to  
Cabinet

on

14<sup>th</sup> March 2017

Report prepared by: Emma Cooney, Director of Regeneration  
and Business Development

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**North Thames Fisheries Local Action Group (FLAG)  
Place Scrutiny Committee  
Executive Councillor: Councillor Ann Holland  
Part 1 Public Agenda Item**

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**1. Purpose of Report**

- 1.1. To provide Cabinet with an update on the establishment of the North Thames Fisheries Local Action Group (FLAG).
- 1.2. To seek agreement from Cabinet for the Council to be a formal partner to the FLAG and actively participate in its delivery over the next three years as set out in the draft Partnership Agreement (**Appendix 1**).

**2. Recommendations**

- 2.1. **That the North Thames Fisheries Local Action Group (FLAG) be supported given its potential to make a positive impact on the fisheries sector locally.**
- 2.2. **That the draft Partnership Agreement in Appendix 1 be agreed in principle and that authority be delegated to the Director of Regeneration and Business Development in consultation with the Portfolio Holder for Culture, Tourism and the Economy to agree the final Partnership Agreement and sign it on behalf of the Council**
- 2.3. **That FLAG capital projects be forward funded by the Council up to a maximum of £120,000 p.a. (inc VAT) over 3 years which will be fully repaid in arrears and that authority is delegated to the Director of Finance and Resources and Director of Regeneration and Business Development in consultation with the Portfolio Holder for Culture, Tourism and the Economy to agree any financial contribution to the FLAG by the Council on a case by case basis.**
- 2.4. **That the initial Leigh Port feasibility study be funded by the Council at a total cost of £65k funded from the Business Transformation reserve which will be reimbursed by the FLAG in arrears following MMO approval.**

**2.5. That existing funding which is already within the Council's budget for related projects is used as match funding and/or to lever additional investment for FLAG projects where appropriate and relevant.**

### **3. Background**

3.1. FLAG status is awarded via a competitive process and seeks to enable local fishery communities to address the challenges faced by the sector at a grass-roots level using the knowledge of local stakeholders to tackle local issues. It is funded by the European Maritime and Fisheries Fund (EMFF).

3.2. A FLAG is not a legal entity in and of itself but a board of different organisations and stakeholders with a status which means it can access ring-fenced funding as well as access other funds with greater expectation of success. As a result it requires partnership agreements to be signed by all partners.

3.3. The FLAG is separate to the Kent and Essex Inshore Fisheries Conservation Authority (IFCA) and will operate independently of it.

3.4. As with most European funding FLAG status is awarded in rounds and in the 2016 round a partnership, led by the Thames Estuary Partnership (TEP) and supported by Council Members and officers, Leigh Coastal Community Team, the Cultural Engine and the local fishing industry, was successful and secured a FLAG for South Essex (Southend to Thurrock), though predominantly focused on Southend, and specifically Leigh-on-Sea.

3.5. The North Thames FLAG has been awarded €800k over 3 years (2017-2020) to deliver a range of projects against their 5 priority themes:

- Leigh Quayside infrastructure: To secure improvements to the quayside and channels that enable access to the port, creating well-functioning commercial spaces and ensuring that the port is fully accessible by all boats.
- Environmental Monitoring: Changes in the estuary environment have seen some species disappear (shrimp) while others have thrived (Thornback Ray). Long term research in partnership between the industry, academics and other stakeholders will help to reconcile anecdotal data with formal scientific analysis thus helping to inform marine and fishing policy and management.
- Combined fish/shellfish marketing: Collaboration between the industry and other partners to better promote the FLAG catch as sustainable and distinctive to the area, creating higher margins and new sales opportunities, and encouraging more direct sales to businesses and communities.
- Training and Marine Academy: To help up-skill new entrants to the industry and provide bespoke training for marine related courses in the local area, as well as offering training/advice for local businesses supporting sustainable links between the fishing industry and the wider maritime and business community.
- Culture and heritage: Recognising the deep cultural heritage of fishing and the active port to the FLAG area, there will be activity to celebrate and promote the

industry locally (including cooking), with close links to on-going or developing heritage and cultural projects.

- 3.6. As a result of securing FLAG status investment, activity and profile, which wouldn't otherwise have been levered, will be delivered to the benefit of North Thames fisheries. These are a unique part of Southend's economy and play a significant role in the national shell fishing industry.
- 3.7. Some of the actions to deliver against these objectives will be delivered by the FLAG, others will be delivered by partners who can submit applications to the FLAG in response to funding calls that they issue to deliver on their behalf. These 'third party' bids will have to be agreed with the Marine Management Organisation (MMO) prior to award.
- 3.8. Match funding is on a 44:56 (FLAG:match) ratio with funding paid in arrears based on full and compliant evidence. This ratio needs to be achieved across the totality of the FLAG funding award of €800k, not on an activity by activity basis. In the FLAG application a number of other related funds have been identified to give an indication of other funding sources the FLAG may bid into to lever match funding.
- 3.9. Thames Estuary Partnership (TEP) is a partnership (company limited by guarantee) hosted by University College London. It was established 20 years ago to be a neutral party across whole Thames Estuary which seeks to help maritime related groups collaborate.
- 3.10. TEP is the FLAG lead partner. As a result they have the responsibility for all the administration of the partnership and are able to draw down 15% of the funding to cover overheads. The funding will also cover two members of staff (part time) to support the FLAG – an administrative officer based within TEP and a project Animator based in Southend at the Cultural Engine. These posts have recently been advertised.
- 3.11. As a community led partnership a partnership agreement needs to be put in place with the Council. The roles and responsibilities of the Council in relation to the FLAG are set out on page 34 of the Partnership Agreement (Appendix 1).
- 3.12. The first piece of work the FLAG would like to undertake is a feasibility study for which they have received a quote of £65k from Mott McDonald, one of the Council's term contractors. The Council has been asked to underwrite the £65k cost of the study to be reimbursed in arrears following MMO approval. This could be managed through the Council's coastal engineer and colleagues involved with the Shoreline Strategy.

#### 4. Options

- 4.1. The Council has the option to participate in the FLAG as set out in the Partnership Agreement, to seek alterations to the Partnership Agreement or to decline to support the FLAG. The latter of these options does not accord with the Council's **prosperous** corporate priority or its desire to support and enable community-led economic growth. Nor does it reflect the support provided by Members and officers in securing FLAG status. Officers have considered the

Partnership Agreement and believe the roles and responsibilities set out in there are reasonable and that proportionate and appropriate measures to manage the resource commitment to the FLAG can be put in place so that the partnership agreement can be signed and the FLAG formally supported by the Council.

## 5. Reasons for Recommendations

- 5.1. The fishing industry, while representing a small proportion of Southend's economy, is a significant contributor to the national shell fishing sector and plays an important role in the heritage, community and offer of Leigh-on-Sea. It has not benefitted from investment of this kind previously so this offers a unique opportunity to better tell the story of fisheries in Leigh while deriving the benefits outlined in 3.5.

## 6. Corporate Implications

- 6.1. Contribution to Council's Vision & Corporate Priorities

**Prosperous** – The FLAG is seeking to secure greater economic prosperity for the maritime economy in the North Thames, particularly around Leigh-on-Sea. It also serves as an attractor for tourism spend and activity.

- 6.2. Financial Implications

The Council is being asked to forward fund financial contributions to the FLAG through loan and/or investment payments. This is to assist with TEP's cashflow as FLAG projects must be forward funded with FLAG funding repaid retrospectively as part of a claim process which isn't unusual for European funding.

Where the Council is asked to provide the project funding as a loan, to be paid retrospectively (to a maximum of £120,000 inc VAT each year for three years) this should be repaid on receipt of the funding from the MMO following the claim process. There is therefore a risk to the Council that it may not recover this investment should the claim not be upheld as the work will have been undertaken and the money paid. It would however enable a partnership, which the Council is party to, to deliver against its objectives. This loan funding would be through the Council's normal Treasury Management activity.

Where the Council is asked to invest in a project the funding would not be returned but considered as part of the match funding ratio (56:44). In the first instance match funding should be sought from existing Council budgets for relevant, related activity. Where a request for match funding does not align with existing budgets, a report will be brought back to Cabinet to seek approval.

In both instances a case by case consideration of the activity to be funded and the resulting risks, value for money and wider regeneration and economic growth implications would allow this to be managed. In the case that the Council declined to provide the funding the FLAG would need to look to alternative sources. Approval for funding, including match funding outside of existing budgets, is to be agreed on an ad hoc basis in accordance with procedure, which may be an SO46, in order to meet funding deadlines.



### 6.3. Legal Implications

The Partnership Agreement will set out the formal relationship between the Council and the FLAG.

Where investment/loan funding is sought directly or to forward fund activity it may be prudent to have additional, supplementary agreements in place for each to take into account the values, risks, etc. of the individual projects.

### 6.4. People Implications

Committing to supporting the FLAG will require Councillor and officer time which is over and above that currently in place resulting in an opportunity cost to time spent working with the FLAG than on other activity. Conversely, where the FLAG's interventions and activity directly correlate with Council activity this could add capacity to the Council through some delivery by the FLAG.

### 6.5. Property Implications

Leigh Bell Wharf and the foreshore, as two of the identified geographies for the FLAG, are owned and managed by the Council.

### 6.6. Consultation

The FLAG is a partnership of local community groups and individuals. Wide ranging conversation has been undertaken by TEP, Leigh Coastal Community Team (CCT) and the Cultural Engine to engage people in the development of the FLAG and secure sufficient support to be successful in obtaining FLAG status and funding.

The FLAG runs the length of South Essex from Southend to Thurrock, however activity is to be primarily focussed in Southend. Other South Essex Councils and Leigh Town Council should be made aware of the FLAG's activity with an opportunity to participate and/or support as appropriate.

### 6.7. Equalities and Diversity Implications

None

### 6.8. Risk Assessment

The risks associated with FLAG delivery are owned by the partnership and TEP as the accountable body.

The financial risks for the Council which can be mitigated by considering resource commitment on a case by case basis.

#### 6.9. Value for Money

Considering requests for loan and/or investment funding on a case by case basis will allow the Council to ascertain value for money as, at this stage, the exact activities and interventions are unknown.

#### 6.10. Community Safety Implications

None

#### 6.11. Environmental Impact

The FLAG has environmental aims and objectives so would seek to better understand the marine environment of the estuary and to bring about improvements where they are of benefit to the maritime economy, the local community and the natural environment.

### 7. **Background Papers**

None

### 8. **Appendices**

**Appendix 1 – Draft Partnership Agreement**

## Appendix 1 – Draft Partnership Agreement

### North Thames Fisheries Local Action Group

### DRAFT

### Partnership Agreement between Thames Estuary Partnership and Southend-on-Sea Borough Council

February 2017

#### **The Purpose of the Partnership Agreement**

This document sets out the main roles and responsibilities for the two main organisations in relation to the North Thames Fisheries Local Action Group (NTFLAG) – Thames Estuary Partnership (TEP) and Southend-on-Sea Borough Council (SBC).

#### **What is the NTFLAG?**

FLAGs are partnerships between fisheries actors and other local private and public stakeholders. Together, they design and implement a bottom-up strategy that fits and addresses their area's needs supporting economic, social and environmental outcomes. FLAGs aim to improve the sustainable development of fisheries sectors in a given area by working through public-private partnerships at the local level. Each FLAG manages a budget to support a range of projects proposed and delivered by a wide variety of local stakeholders. The North Thames Fisheries Local Action Group (NTFLAG) will provide the governance structure and build the capacity necessary to act as a catalyst for resolving some long-standing issues and challenges relevant to the fishing industry in Leigh-on-Sea and its standing as an active port. The NTFLAG will also play a key role in informing relevant local priorities and strategies that impact on the industry and the port including economic development, shoreline and sea defences, tourism, regeneration and planning.

The overarching aim of the NTFLAG is:

*Achieving a sustainable fishing industry in the North Thames area (Thurrock to Shoeburyness), recognising its importance to the area's economy and culture, and better integrating the sector with wider community, economic, environmental and tourism outcomes. This will lead to a more seaward facing community that embraces the ethos of a healthy and productive marine environment underpinning their local economy, and engages with the industry economically and culturally.*

Each FLAG has a ring fenced pot of money of £600K for projects and £200K for administration and animation of projects. The £600K can be bid into by any stakeholder via the FLAG's project application process which the FLAG oversees and the Animator coordinates. The FLAG then submits approved projects for sign off by the MMO and issues offer letters on behalf of the MMO. The overall FLAG programme for North Thames has an intervention rate of 44:56 FLAG:Match funding.

Funding from EMFF, above and beyond the ring-fenced £800,000 for the FLAG, can also be accessed to support projects in the North Thames FLAG area. These funding applications can be supported by the FLAG and can therefore lever in extra funding to support investment in a range of projects (as long as they meet EMFF priorities). SBC can be an applicant to the EMFF, and as a public body can secure 100% funding from 'public funds' – 75% from EMFF and 25% other National funding which can include staff time (in-kind) or funding from other Government, Regional or Local Authority investment. This is a higher funding intervention rate than for other non-public organisations

(including Charities). The MMO are keen to see additional bids come forward from NTFLAG partners to complement the core allocation of £800,000.

#### **MMO EMFF and background to funding stream.**

Axis 4 of the European Fisheries Fund (EFF) 2007 - 2013 provided support for the sustainable development of fisheries areas. It supported measures to promote economic diversification and an improved quality of life in areas affected by decline in fishing activities. An important innovation element in the implementation of Axis 4 was the emphasis on encouraging and mobilising local actors from all sectors to work together as partners through a FLAG. In the European Maritime and Fisheries Fund (EMFF) 2014 – 2020, the EU is looking for FLAGs to build on the Community-Led Local Development (CLLD) approach that is central to this funding stream. This CLLD approach was previously developed through the LEADER programme. FLAGs are the CLLD 'brand' for fisheries. The Marine Management Organisation (MMO) is the Accountable Body for all FLAGs and the fund holder for the EMFF. Funding is through reimbursement directly to the lead applicant on specific projects and evidence of spend must meet MMO criteria.

#### **What is the timescale of the FLAG?**

The Local Development Strategy covers the period of Jan 2017- Jan 2020. All claims have to be made and reports signed off by the end of March 2020.

#### **TEP's Responsibilities as Lead Partner for the NTFLAG**

The Lead Partner is the sole body that undertakes a legal agreement with the MMO. TEP has signed a Framework Agreement with the MMO upon receiving the official offer letter. The Lead Partner shall be responsible for ensuring that the FLAG complies with the terms of the Framework Agreement and it shall indemnify the MMO in respect of any loss or damage occasioned by a breach of the Framework Agreement by the FLAG. This includes ensuring the NTFLAG is delivering against the Local Development Strategy, undertaking its role fairly, transparently and inclusively.

The Lead Partner also provides all the administrative management, reporting and financial management of the administration and animation costs for the NTFLAG. Administration will be based at TEP offices in London. TEP will recruit one part time (0.4FTE) Administrative Officer who will provide logistical support for the NTFLAG Steering Committee and Management Groups including compiling meeting papers, agendas and meeting minutes; compiling project and financial reports and completing the administration around administration financial claims; set up the processes necessary for monitoring and evaluation against FLAG milestones and monitor progress for reporting and driving the delivery of the NTFLAG strategy. This position will be line managed by TEP Director Pat Fitzsimons and supported by Programme Manager Amy Pryor.

TEP will contract the full time NTFLAG Animator role to The Cultural Engine, a social enterprise based in Southend. This will ensure continuity as The Cultural Engine has been involved in and integral to the development of the NTFLAG to date. It will also ensure the NTFLAG aligns with local initiatives and maximises the local and regional match funding potential for projects as they develop. Having the Animator working in the local area will instil confidence and reassurance for the local NTFLAG members and wider community. The Animator role will be the first point of contact with all stakeholders, assist fishermen in accessing FLAG and EMFF funding, assist all project applicants in project development and applications, ensure compliance with MMO and FLAG processes and ensure that all funded project leads make timely claims and reports to the MMO. This role will be line managed by CE Director Giles Tofield. The Animator and Administrator will work closely together particularly on reporting and funding bids for match funding projects.

In summary TEP's main responsibilities as Lead Partner are as follows:

- Administer the NTFLAG Board and sub groups, attendance at all Board Meetings and relevant sub-groups
- Take responsibility for all NTFLAG reporting / returns to the MMO and financial management of the NTFLAG process directly for administration and indirectly through the Animator for individual projects
- Monitoring project delivery with the Project Animator (with input from SBC, Cultural Engine and other partners as appropriate)
- Liaising with the MMO on all issues related to project delivery and Governance of the NTFLAG
- Regular liaison with Cultural Engine, SBC and the Project Animator
- Supporting SBC to secure funding for projects that support wider NTFLAG outcomes and priorities, including assisting with liaison with the MMO, bid writing and identification of match-funding.
- Liaising with the Project Animator and Cultural Engine to arrange Board Meetings and ensuring that the Terms of Reference and Partnerships agreements for the NTFLAG are up to date and the review of the LDS and budget are completed in a timely manner for annual MMO review
- Support the whole process, working with the Project Animator and Cultural Engine In terms of promotion and publicity help to ensure that as the NTFLAG is a partnership that a single, shared and positive voice should be used to talk about the work being undertaken, with no one party generating negative press about any other partner.

#### **Southend-on-Sea Borough Council's Role in Supporting the NTFLAG**

Southend-on-Sea Borough Council (SBC) is a critical partner for the NTFLAG and it is important that a productive relationship is formed with TEP to enable all partners to work effectively on tackling the issues set out in the NTFLAG Local Development Strategy. SBC is the primary landowner of the main areas of Leigh-on-Sea likely to feature prominently in NTFLAG related projects, and is the responsible body for shoreline management and sea-defences. SBC can also play an important role as an applicant to the MMO for EMFF Core and FLAG funding (supported by the NTFLAG process).

It is important that SBC play an active role in taking forward priority projects that emerge through the NTFLAG process, including bringing forward projects and initiatives that support the future viability of Leigh-on-Sea as an active port and vibrant local economy. It is also important that SBC raise any concerns or issues through the NTFLAG Governance when projects and priorities conflict with existing or future SBC or strategic policy, or where alternative projects and initiatives have been proposed. In summary SBC will need to:

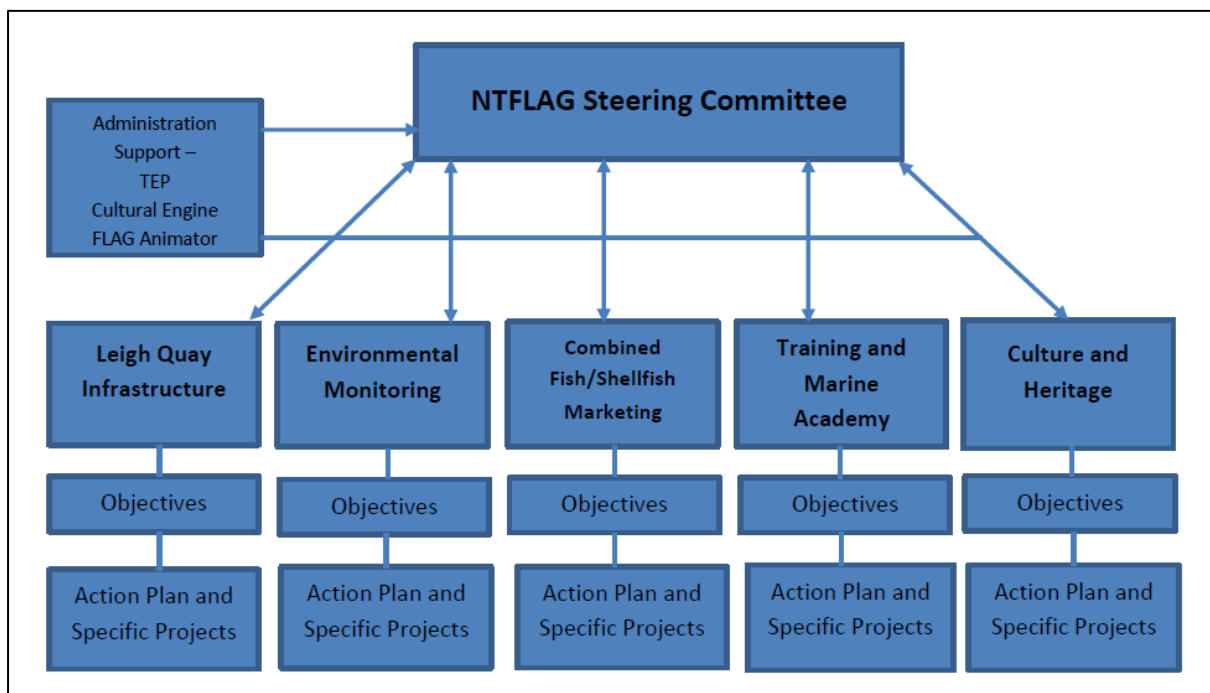
- Commit to attending NTFLAG Board Meetings
- Representation on sub-groups where relevant (particularly Leigh Quay Infrastructure)
- Seeking to support NTFLAG priorities through aligning strategy where possible / appropriate
- Align, where possible, the work of the Shoreline Strategy with that of the NTFLAG
- Support the NTFLAG to source match-funding for priority projects (including using or bending its own resources and capital investments where possible). This can be on a case-by-case basis to avoid any conflict of interest (for example where the Council wishes to bid directly to EMFF). The Council will also assist with in-kind match by providing information/financial value on staff time allocated to supporting/managing projects
- Assessed on a case-by-case basis, provide up-front funding for capital projects (in order to enable work to begin on priority projects) – recognise that TEP is not able to front-load major investments due to funding being provided in arrears. This will be up to £100,000

(excluding VAT) for each of the three years. This is likely to be where the Council is the applicant for project funding through the FLAG to the MMO, and will therefore secure a commitment directly from the MMO for funding.

- Provide oversight and where appropriate project manage initiatives that affect land or assets owned by SBC, or where there is a direct financial impact on SBC (for example is SBC is the applicant for funding, or where match-funding commitments are required by SBC).
- Working to represent the interests and priorities of the NTFLAG at a local, sub-regional and regional level (for example through the South East LEP)
- Engage regularly with the Project Animator for the NTFLAG who will be based with and managed by the Cultural Engine CIC in Southend. The FLAG Animator will assist all partners, including the Council, in accessing EMFF Core and FLAG funding.
- In terms of promotion and publicity help to ensure that as the NTFLAG is a partnership that a single, shared and positive voice should be used to talk about the work being undertaken, with no one party generating negative press about any other partner.

### Appendix 1 – FLAG Governance Overview

The below shows the outline Governance structure as agreed in the Local Development Scheme for the NTFLAG with the Marine Management Organisation. The five sub-groups are set out below the main NTFLAG Board.



# Southend-on-Sea Borough Council

Report of Deputy Chief Executives (Place and People)

to  
**Cabinet**

on

28<sup>th</sup> March 2017

7

Report prepared by: Emma Cooney  
Director of Regeneration and Business Development

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**Better Queensway: Process to appoint a preferred project partner  
Place Scrutiny Committee  
Executive Councillor: Councillor Ann Holland  
(Portfolio Holder for Culture, Tourism and the Economy)  
Part 1 Public Agenda Item**

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## **1. Purpose of Report**

- 1.1. The purpose of this report is to seek approval to progress the project to procurement stage to identify a preferred partner(s).
- 1.2. In order to commence procurement it is critical that the Council has an agreed position of its expectations of core criteria for the project to shape the market's response and to ensure that the Council's ambitions for the Queensway site are delivered through the partnership. The report sets out those criteria and seeks Members' agreement to them.
- 1.3. The report details a series of processes that need to be undertaken in order to meet the proposed procurement timetable. To enable this a number of approvals and delegated authorities are required and the reports seeks Members' agreement to these.

## **2. Recommendations**

- 2.1. **That the following key elements are agreed for inclusion in the procurement documentation to set out the Council's ambitions, parameters and expectations of Better Queensway and to enable the procurement process.**

### **Finance**

- 2.1.1 **That the intention to act as senior lender is agreed and included in the procurement documentation while clearly stating that the Council will assess the position at the time to ensure that this meets the Council's best interests.**

## **Procurement**

- 2.1.2 That Competitive Dialogue is agreed as the procurement approach to securing a preferred project partner(s).**
- 2.1.3 That commencement of the competitive dialogue process, based on the timetable set out in 5.4 is approved.**
- 2.1.4 That the term “Partnership Approach” be used in defining the approach to be developed by tenderers in response to the Council’s objectives and that this be used throughout the procurement documentation.**
- 2.1.5 That the proposed Better Queensway objectives/requirements are agreed in principle as an appropriate and comprehensive set of underpinning statements to be included in procurement documentation and to form the basis for evaluation questions and that the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to refine and confirm the final objectives and requirements.**
- 2.1.6 That the outline evaluation criteria and weightings are agreed in principle and that the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to refine and confirm the final evaluation criteria.**

## **Governance**

- 2.1.7 That a sponsoring group is established within the project structure including the Leader of the Council, Portfolio Holder for Culture, Tourism and the Economy, Chief Executive, Deputy Chief Executive (Place) and Deputy Chief Executive (People).**
- 2.1.8 That the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, in the context of the sponsoring group, to take decisions during the procurement process to ensure agile and timely decision making keeping the procurement to timetable and protecting the Council’s position.**
- 2.1.9 That the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, and the Director of Finance and Resources to negotiate to purchase residential and commercial properties which become available within the ‘Better Queensway’ site if this offers value for money and proves to be advantageous to the project.**



## **Planning**

- 2.1.10 **That the draft site boundary as per the plan (Appendix 1) is agreed as the preferred regeneration area for which a partner(s) is sought but in order that adjustments, which may be required to optimise the final scheme, can be made that the Deputy Chief Executive (Place) and the Deputy Chief Executive (People) shall each be individually authorised, in consultation with the Portfolio Holder for Culture, Tourism and the Economy, to approve the final site.**
- 2.1.11 **That a preference for buildings of no more than 12 storeys is reflected in the procurement documentation.**
- 2.1.12 **That a preference for a minimum of 1:1 residential parking is reflected in the procurement documentation.**
- 2.1.13 **That the outline for the Design Code is agreed and authority delegated to the Deputy Chief Executive (Place), in consultation with the Portfolio Holder for Housing, Planning and Public Protection Services to approve the final document.**
- 2.1.14 **That the demolition of the towers, as per the decision taken at Cabinet in September 2016 (Minute 261, item 4 refers), is confirmed as a minimum criterion in the procurement documentation.**

## **Housing**

- 2.1.15 **That a minimum of 441 affordable homes is included in the specification and that the composition of tenancy type for the remaining housing units (private sale and private rented) is finalised through competitive dialogue.**
- 2.1.16 **That the overall total number of housing units to be provided on the scheme, subject to compliance with Council planning policies, will be finalised through competitive dialogue.**
- 2.1.17 **That a viable mix of 1, 2 and 3 bed residences will be developed as part of the overall Better Queensway scheme and finalised through competitive dialogue.**
- 2.1.18 **That Assured Tenancies, containing the same terms and conditions as current Secure Tenancies, must be offered to returning current Council tenants.**
- 2.1.19 **That the option of offering a 'Right To Buy' clause for returning Council tenants should be retained.**
- 2.1.20 **That the partnership approach procured should entail the whole funding, development and management approach for all elements of the Better Queensway scheme (affordable, private, commercial and community).**
- 2.1.21 **That the Council's tender documentation encourages tenderers to consult with South Essex Homes (SEH) as the Council's existing Arm's Length**

**Management Organisation (ALMO) and managers of the Council's existing housing stock with regards to their approach to the scheme.**

#### **Transport**

- 3.1.21 That the plan in Appendix 2 (SBCC10384-126-SBC-QW-P-0101A-A1) is approved as the preferred road transport layout for the regeneration area but in order that adjustments can be made, which may be required to optimise the road layout, that authority is delegated authority to the Deputy Chief Executive (Place), in consultation with the Portfolio Holder for Transport and Waste, to approve the final layout.

#### **Land:**

- 2.1.23 That land and premises outside the Council's ownership, but which may be of strategic significance for the project are identified and considered on a case by case basis for acquisition.

#### **Communication:**

- 2.1.24 That the communication and engagement activity includes the wider resident base, business community and stakeholders is agreed.
- 2.1.25 That a general public awareness event be held prior to the submission of an outline planning application.

#### **Quality of Place:**

- 2.1.26 That a sustainable energy and environment approach is taken in the design and development of Queensway, to be determined by the market.
- 2.1.27 That a Smart Cities approach is taken in regards to Queensway, designing in current and future-proofed capability to ensure that the site benefits from cutting-edge technology for the benefit of residents, businesses and in its management.
- 2.1.28 That local skills and employment benefits are sought where possible from the design, development and delivery of Queensway.
- 2.1.29 That external funding is sought for as many elements of the project as possible noting that external funding often requires match funding which may be able to be found in the partnership, but which may need to come back to Cabinet for approval as part of future budget rounds.
- 2.1.30 That the principle of a community fund to maximise participative community development and integration be included in the procurement documentation for development through competitive dialogue.
- 2.1.31 That roads surrounding the regeneration site (excluding primary highway roads), are considered for 'home zone' or equivalent treatment.

- 2.2. **That, on the basis of the objectives, expectations and processes set out in 2.1 above, commencement of the procurement process in accordance with the timetable set out is agreed.**
- 2.3. **That a further £1.25m financial support to the project is approved as set out in paragraphs 15.2**
- 2.4. **That in agreeing the additional financing for the project there is approval for an addition to the capital programme of £1m and an adjustment to reserves of £0.25m to fund these costs subject to full council approval.**
- 2.5. **That it is noted that the costs of any Sustainable Urban Drainage System (SUDS) interventions and relevant highways works beyond those directly related to the project are considered as part of the review of the Capital Programme in the 2018/19 budget setting.**
- 2.6. **That it is noted that there may be additional funding requests for the Capital Programme in respect of commercial and residential acquisitions during 2017/18.**
- 2.7. **That the status of the financial viability of the project as set out in paragraphs 4.1 to 4.3 is noted.**

### **3. Background**

- 3.1. The Better Queensway project is a regeneration and resident focussed project, which will transform part of the town centre. It is focussed on delivering better housing and better place.
- 3.2. In September 2016 Cabinet received an update report on Better Queensway and agreed *“That further work be undertaken on the preferred Joint Venture approach (through competitive dialogue) with a report being submitted to Cabinet to determine this matter and the selection of a development partner”* (Item 261, recommendation 7 ref paragraph 2.7 refers). Since that time officers have been undertaking the necessary work ahead of seeking Cabinet approval to commence the procurement process.
- 3.3. Given the scale of the project the work has been approached thematically and is set out accordingly in this report. Each theme provides the background information and updates relevant to the recommendations. In many cases the recommendations are to set out the Council’s objectives, expectations and base position as competitive dialogue should drive innovation from the private sector in how to best meet the needs that the Council sets out. This seeks to ensure that the Council’s objectives and minimum expectations are met.

### **4. Finance**

- 4.1. In order to establish whether a financially viable scheme is feasible on the Queensway site a series of financial viability assessments have been undertaken on potential schemes that could be delivered. This work has been based on example schemes that meet the Council’s minimum criteria, to re-provide 441 affordable units within the scheme and to demolish the tower blocks, and its

expressed preferences such as amongst others limiting development to 12 storeys, providing 1:1 parking capacity and a sustainable energy solution.

4.2. The financial viability work was based on updated costing and value studies that examined the potential cost of funding, developing and operating a scheme on the site. These were undertaken by the Council's Property, Financial, Urban Planning and Environmental advisors and were integrated into a financial model that modelled the impact of different development assumptions.

4.3. This work has shown that a viable scheme could be developed on the site that meets the Council's stated minimum criteria and that a number of its preferences could also be accommodated depending on the design and delivery of the scheme.

4.4. The partnership approach provides the opportunity for the Council to act as the Senior Lender ('the bank') to the scheme. By so doing, the Council could potentially borrow at a competitive rate and on lend to the partnership at a commercial rate to comply with the requirements of State Aid. The Council would then receive the difference between these two rates as investment income to the General Fund. However, this approach may not be advantageous to either party should circumstances change and/or the market dictate other sources of finance. By stating its intention to act as senior lender the Council would signal its clear intent to do so but reserves the decision to commit to this course dependent on its assessment of risk at the appropriate point.

## 5. Procurement

5.1. As noted in 3.2 Cabinet agreed *that further work be undertaken on the preferred Joint Venture approach (through competitive dialogue)*. Extensive work has been undertaken by the Council and its specialist advisors to fully scope the necessary information to pursue competitive dialogue as the procurement route.

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

5.3. The competitive dialogue process will start with an open market position and as each stage is completed the bidders may be reduced. Three of the key stages for the procurement process are:

- Selection Stage (formerly known as Pre-Qualification Stage), which will assess applicants' past experience of delivering similar projects and their capacity to deliver a scheme such as Better Queensway, rather than their proposals;
- Detailed Solution Stage, when a series of meetings are held with shortlisted tenderers to discuss aspects of their solution, following which solutions are submitted and evaluated;
- Final Tender, which results in the selection of a preferred bidder.

5.4. The procurement timescale below has been designed to enable the appropriate communications and decisions to take place with the least risk of delay to the overall procurement and enables a preferred partner to be approved by Cabinet

in January 2018. To enable this timetable to be adhered to a detailed suite of legal documents is being developed in partnership with the project's legal advisors.

28 <sup>th</sup> March 2017	Cabinet approval to commence the procurement
8 <sup>th</sup> May 2017	Publication of procurement
June – November 2017	Dialogue stages
January 2018	Preferred bidder recommended to Cabinet for approval
Preferred Partner(s) established with contracts signed by 27 <sup>th</sup> March 2018	

5.5. The September 2016 Cabinet report referred to the potential approach as a “Joint Venture”. Engagement with the market, as well as the work undertaken with the Council’s legal, financial and property advisors, has suggested changing this terminology to “partnership approach”. The primary reason for this is to avoid any limitations, which may be perceived by the market by specifying a joint venture as an approach because a variety of innovative partnership arrangements have emerged for the delivery of schemes similar to Better Queensway over recent years. The outcome of this will be that the partnership approach to be used will not be defined by the Council alone, instead the market will be asked to design a solution that meets the Council’s objectives/requirements.

5.6. In order to assess the bids received an evaluation must be carried out in accordance with the published criteria which must be clearly stated from the outset and remain constant. Well-defined criteria and consistent evaluation are critical and will have a significant bearing on reducing the risk of challenge from unsuccessful tenderers. There is a significant risk to the procurement process should core components of the scheme and a full set of evaluation criteria not be determined and made available at the point when the Council advertises the opportunity to the market.

5.7. Since the inception of the Better Queensway project multiple objectives and requirements for the scheme have been articulated at different stages. These have been reviewed based on the project’s progress and Cabinet decisions in order to form a basis for the procurement documentation and to underpin the evaluation of tenders. The objectives and requirements form the overall scope against which suppliers will be invited to tender and are a framework, which should reflect all those elements to be scored in the detailed evaluation process. An updated set of objectives and requirements have been developed to reflect the Council’s position for the scheme and for the partnership (Tables 1a and 1b below).

5.8. Table 1a and 1b

Scheme Objectives/Requirements	
1	The Council requires a mixed use integrated residential and commercial use scheme on the site with mixed tenure housing development of private sale, private rent, and a minimum of 441 affordable units as well as a scheme that is in accordance with the Council’s planning policies.
2	The Council aspires to the expeditious delivery of the scheme as soon as reasonably practicable in accordance with a robust and realistic proposal.
3	The Council is seeking the establishment of a safe, vibrant, sustainable community through the Better Queensway scheme that will impact positively on the economic and social well-being of the Community. This should include the establishment and operation of an ongoing Community Fund.

<b>Scheme Objectives/Requirements</b>	
<b>4</b>	The Council requires the delivery of the highway works serving the Better Queensway site as defined by the Council with all adopted roads continuing to be maintained by the Council.
<b>5</b>	In addition to the highways works, the Council requires the scheme to be permeable by the public, with appropriate parking provision, and improved pedestrian and cycling connectivity to the town centre with safe and legible routes whilst ensuring the road network still provides convenient and efficient transport links, particularly to the seafront.
<b>6</b>	The partnership will offer existing council tenants on the site the chance to return via an assured tenancy. Although this will not be a direct Council tenancy, it will offer the same terms and conditions. The Council recognises that those seeking a secure tenancy will be offered Council housing elsewhere within the Borough as available. Resident leaseholders must be offered a shared equity unit, and the remainder of the affordable must be genuinely affordable with rents at or below Local Housing Allowance levels on a continual basis. The Council's Residents Offer document, must be adhered to when delivering the scheme.
<b>7</b>	The Council is seeking a high quality sustainable scheme with high quality homes throughout the development at an appropriate density delivered in accordance with the Better Queensway Design Code.
<b>8</b>	Provide a high quality public realm ensuring all buildings (including the key heritage assets bordering the site) are set within attractive useable open spaces in which people feel safe to live, work and play.
<b>9</b>	The Council requires the development to be sustainably delivered both during construction and its lifetime, taking into account the impacts of climate change and therefore designed to mitigate the impacts of change in respect of heat, cooling, energy and water.
<b>10</b>	The Council requires the scheme to further and contribute to the Better Queensway Smart Cities aspirations.
<b>11</b>	The Council aspires to the development delivering: <ul style="list-style-type: none"> <li>• 1:1 car parking provision</li> <li>• Building heights not exceeding 12 storeys</li> <li>• Box culvert over the road</li> </ul>

<b>Approach Objectives/Requirements</b>	
<b>12</b>	The Council requires a long-term partner to work with it to fund and develop the mixed use scheme identified above on the Better Queensway site including associated highways infrastructure and to fund, manage and maintain all public realm and retained operational units on the site.
<b>13</b>	The Council requires an ongoing role in the governance of Better Queensway including equal say on, at least, the following areas: <ul style="list-style-type: none"> <li>• Community / Resident engagement</li> <li>• Changes to tenancy agreements;</li> <li>• Rent levels;</li> <li>• Tenure changes;</li> <li>• Retaining the minimum number of affordable units;</li> <li>• Operation of the Community Fund.</li> </ul> The Council requires a significant influence over, at least, the following areas: <ul style="list-style-type: none"> <li>• Design of the scheme;</li> <li>• Branding of the scheme;</li> <li>• Sales, operation and rental strategies of residential and commercial facilities;</li> <li>• Management and maintenance of all retained operational units and public realm;</li> <li>• Procurement of contractors</li> </ul>
<b>14</b>	Where the Council does not already own the freehold of elements of the site at the point of entering the partnership it will seek to obtain such freehold ownership through the partnership. Any costs associated with CPO/land assembly will be funded by the partnership.

15	The Council's preference is to retain freehold ownership of the entire site throughout the development and operational periods.
16	The Council's only guaranteed investment into any partnership arrangement will consist of the value of the long lease of the land.
17	The Council has some appetite for risk. This could extend to providing senior debt funding for the initial development of the scheme and/or developing and operating the site. Any such investment must be balanced by commensurate reward. Any investment by the Council must be balanced by private investment.
18	The Council expects to receive meaningful financial returns which are to be delivered throughout the development and the life of the operation of the scheme.
19	The Council requires the partnership to keep all relevant stakeholders engaged and informed in an open honest timely and appropriate way.

- 5.9 The criteria for evaluating the procurement of a partner(s) must be published when the OJEU notice is published, and must remain the same throughout the competitive dialogue process. The weightings and the categories/questions set in each tier are fixed at the point it is published. Any change to them would be likely to be seen as a material change to the procurement and would result in significant risk of challenge.
- 5.10 The tenderers who pass the initial selection process will submit a detailed submission which will be evaluated against the criteria and those who pass that evaluation will submit a Final Tender which will also be evaluated against the criteria published from the outset.
- 5.11 The assessment criteria are structured on the basis of tier and weighted in order to ensure they are given the importance they merit. At the highest level ('Tier One'), the weighting is of Price against Quality.
- 5.12 Price consists of all the costs and returns of the scheme, together with assumptions underpinning those costs and returns and proposals for funding the costs, giving a 'Net Scheme Balance' as an outcome. This is likely to be an indicative fund flow to the Council based on the scheme developed, and will be based on a number of assumptions that could flex over time, as such it is not going to be a guaranteed amount.
- 5.13 Quality criteria refer to the Council's requirements for what should be delivered. This covers the design of the scheme as it will be built, how the community will be developed, the benefits to be delivered, how existing residents' needs will be met and how the Council's economic, social and environmental aspirations will be met. It will also include evaluation of the prospective partners and how they propose a potential partnership structure will be constituted and run in order to 'fund, develop and manage'. Reviewing quality enables the procurement to make judgments, based on expert review, which are more subjective than those affecting price, but the criteria and questions must be formulated in such a way that the results are consistent, transparent and can be substantiated.
- 5.14 This weighting of price and quality affects the evaluation outcome, both in terms of the result and the signal it gives the market about what is important to the Council. The Council, in partnership with its advisors, has drawn on market experience to establish the appropriate balance between the two. On the basis of this work a scoring approach with 35% of the score allocated to price and 65% to

quality is recommended as it appropriately signals to the market the importance that the Council places on the quality of the scheme.

- 5.15 The Council will set out its requirements from the outset, which will correlate with the overarching objectives in 5.8. Bidder responses will be marked against evaluation criteria which reflect the importance of the Council’s requirements. In addition the Council intends to set a threshold score for quality questions, i.e. tenderers will need to achieve at least the threshold score in order to remain in the procurement process.
- 5.16 Certain key requirements, (including the requirement to provide the minimum of 441 affordable homes) are set as “minimum criteria”. This means that these elements are 'Pass/Fail' criteria, which would automatically result in a tender failing if the minimum requirement is not met, and the bidder’s removal from the process if they are not met.
- 5.17 The table below shows thirteen evaluation criteria for which questions are being developed.

*Note:* Responses are scored at the Tier 3 level

Split Tier 1	Weighting Tier 1	Split Tier 2	Weighting Tier 2	Split Tier 3	Weighting Tier 3
Price	35%	Commercial Offer	21%	Net Scheme Balance	21%
			14%	Assumptions	8.4%
				Funding Proposal	5.6%
Quality	65%	Design and Masterplanning	19.5%	Masterplan	17.3%
				Environment and Sustainability	2.2%
		Deliverability	15.2%	Programme	8.7%
				Planning Strategy	3.2%
				Skills and Capabilities	3.2%
		Management	8.7%	Operational Plan	8.7%
		Partnership Arrangements	8.7%	Partnership Approach	8.7%
		Legal	8.7%	Legal	8.7%
		Smart Cities	2.2%	Smart Cities	2.2%
Social Value	2.2%	Social Value	2.2%		
	<b>100%</b>		<b>100%</b>		<b>100%</b>

## 6. Governance

- 6.1. Phases 1 and 2 of the project have identified the scope of the project, and tested the viability, market interest and routes to market respectively. As the project moves into Phase 3 and engages with the market it is important that the project is structured to enable timely decision making and oversight by Members with designated responsibility for the project. A sponsoring group approach and structure has been successfully implemented on previous Council projects, such as the Forum, to enable responsive and agile decision making in response to negotiations with the market outside the usual Cabinet cycle, where necessary. The group, which will include the Leader and Portfolio Holder for Culture, Tourism and the Economy together with senior officers, is considered to be an appropriate governance approach to achieve the level of oversight and responsiveness required to progress the project. Terms of reference will be



established for the group. The outcome of the procurement process will be presented to Cabinet for formal approval of the preferred project partner(s).

6.2. There are a number of existing delegated authorities in place to facilitate the project's progression. Following the senior management restructure autumn 2016 the project structure the Senior Responsible Officer and Project Sponsors have changed. It is therefore necessary to update the delegations to reflect the changed structure as well as to put additional delegations in place to progress through the procurement phase.

## 7. Planning

7.1. At Cabinet in September 2016 Members resolved to submit an outline planning application based on the site set out in the report (item 6 of minute 261 refers). Since that time discussion has continued with relevant landowners and as a result some adjustments of the site boundary prior to planning are required. Following discussion with various landowners and refinement of the scheme, the site, as shown in the draft site boundary plan **Appendix 1**, is considered to be an appropriate site. This includes the following main areas of land:

- The Short Street Public Car Park.
- The temporary Essex Street Car Park.
- The residential tower blocks known as Chiltern, Pennine, Malvern and Quantock and the surrounding land.
- The properties to the north of Southchurch Road and east of Chichester Road.

7.2. At the same Cabinet, item 4 agreed the project "*should include the demolition of the towers*". This will be set out in the procurement documentation as a minimum requirement of the scheme.

7.3. There are no specific policies referring to the heights of buildings within the Southend Central Area Action Plan (SCAAP) to establish maximum heights for the new accommodation and that Queensway is not identified as being a site for a landmark building. Modelling has shown that a scheme with buildings at 12 storeys could be possible with the heights being reduced across the site to enable particular buildings to be features or focal points and also to enable the height of the buildings to be lowered to reduce the 'step' to neighbouring buildings. This is based on the provision of 1255 dwellings which is comparable to, the indicative target of 1200 dwellings that is set out within policy PA4 of the Southend Central Area Action Plan for the site. Delivery of at least 1200 residential units on site the scheme will positively contribute towards Southend's housing targets and meet demand from the market. It is considered that the total number of dwellings on the site should be led by the market and finalised through competitive dialogue.

7.4. The viability of the scheme will be influenced by a number of factors including parking provision. A reduced level of parking in a location such as Queensway can improve viability of the scheme. It is considered that the Council proceed with the preparation of the procurement documentation on the basis of a Council preference for 1:1 residential parking.

- 7.5. The Queensway regeneration must also deliver sustainable urban drainage system (SUDS) measures in line with planning requirements. Drainage needs to be designed to cope with water from the development, water from areas outside the development and to ensure that water from the development does not simply move surface water into another area.
- 7.6. Given this relationship between water management in and around Queensway with the wider area it would be prudent to take the opportunity offered by the project, and the SUDS works required to support it, to include additional measures which align with the studies and work underway to the benefit of central area. The scale and cost of these additional works will be disaggregated from those specific to the Queensway development so that the project considers only the direct costs and that the Council funds the additional works separately.
- 7.7. Achieving a high standard of development has been a consistent ambition for the project, particularly the residential accommodation. A design code is being developed in order to ensure quality is placed at the forefront of the scheme development process. A design code is a form of planning guidance which seeks to achieve high quality, well designed places in a transparent, streamlined and collaborative way and which is tailored to reflect local needs and circumstances.
- 7.8. The Better Queensway design code currently under development will be structured to cover:

1	Introduction	Status and how to use code
2	Design Objectives: Better Housing, Better Living; Better Place	<ul style="list-style-type: none"> <li>- Connectivity/Permeability</li> <li>- Safety/Security</li> <li>- Health</li> <li>- Economic vitality</li> <li>- Sustainability</li> </ul>
3	Part A: Standards	<ul style="list-style-type: none"> <li>- Space Standards, Amenity Space requirements Housing Mix, Car Parking Ratios etc.</li> <li>- Performance requirements: Energy, SUDS, Recycling</li> <li>- Community Facilities: Play Areas, MUGA</li> <li>- Smart Tech Standards</li> </ul>
4	Part B: Built Form	<ul style="list-style-type: none"> <li>- Residential Building Typologies: Apartments, Town Houses, Terraced Houses</li> <li>- Other Uses (Commercial)</li> <li>- Public Realm</li> <li>- Route Typologies: Vehicular Access, Pedestrian Links</li> </ul>

## 8. Housing

- 8.1. Residential accommodation will represent the majority of the buildings on the Queensway site. The re-provision of housing for existing tenants together with the introduction of additional homes which will meet market demand while contributing towards delivery against the Council's housing targets and which

reinforce the town centre through additional footfall and activity is complex, but a vital aspect of the project.

- 8.2. The Council has undertaken work with its advisors using a number of models for assessing the likely viability of the project. This, together with soft market testing, has led to the conclusion that the market should be allowed to make proposals for the total number of homes to be delivered on the Queensway site as part of competitive dialogue. This will form part of the overall proposal for Better Queensway in which tenderers must demonstrate that they can meet the Council's requirements for viability and quality. To specify a target number of homes would have the effect of constraining tenderers' room to exercise innovation and maximise viability.
- 8.3. Any proposal must obtain planning consent on the basis of the appropriate policies, including the Southend Central Area Action Plan (SCAAP). The overall number of units to be delivered will be one of the many aspects of the scheme to be scrutinised in this light. The planning consent process will allow the Council to ensure that only a proposal which is appropriate and in line with Council policy progresses.
- 8.4. The Council needs to at least maintain, if not increase, the number of affordable homes on the site. There are currently 441 flats within the Queensway area. In order to ensure that there are sufficient homes for current Queensway tenants who wish to return to the regenerated scheme and an appropriate stock of new homes for local people on low incomes to which the Council will have nomination rights for those who the Council has a legal duty to house the market will be required to provide a minimum of 441 affordable homes.
- 8.5. Soft market testing has shown that bidders are likely to propose a range of total numbers of residential units on Better Queensway. The Council's policy aspiration, set out in the Development Management Policy (Council DPD2 Policy DM7) is that at least 30% of all units across the development should be affordable. The Council's minimum of 441 affordable homes will meet or exceed this proportion until the total number of units grows beyond 1,466.
- 8.6. The market may yield proposals which meet the Council's aspirations for viability and quality which exceed this total number of units and this will be subject to the normal planning procedure, which allows the Council to ensure appropriate standards are met.
- 8.7. Soft market testing has shown that the greatest benefits will be delivered by allowing the market to propose the mix of housing in terms of the number of bedrooms as they will need to demonstrate that their proposed scheme is viable.
- 8.8. Development Management Policy (Council DPD2 Policy DM7) sets out the Council's aspiration for residential accommodation, as a result of which the planning process will ensure that any development is appropriate.

Tenure	1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms
Market	9%	22%	49%	20%
Affordable	16%	43%	37%	4%

This has been taken into account in the viability testing.

- 8.9. The Government's Technical Housing Standards – nationally described space standard - deals with internal space within new dwellings for application across all tenures. It sets out requirements for the Gross Internal (floor) Area of new dwellings at a defined level of occupancy as well as floor areas and dimensions for key parts of the home, notably bedrooms, storage and floor to ceiling height.
- 8.10. The Local Lettings and Decant Policies, which are also being considered by this Cabinet, are relevant to the Better Queensway project. The former is specific to Queensway while the latter is a borough-wide policy. They set out the legal terms and conditions relating to the resident moves required to enable the Queensway project to progress.
- 8.11. As part of the scheme, a Residents' Offer document which will embody relevant aspects of these policies is under development and will be communicated to all current residents.
- 8.12. The Council has stated its intention that existing Council tenants will be offered a new tenancy at the same rent levels and other terms and conditions as their existing tenancy. Offering secure tenancies (current council tenancy) to tenants returning to Queensway would:
- Rule out the partnership arrangement as an ownership/management vehicle as secure tenancies can only be offered by the Council.
  - Limit future opportunity to shape policy in relation to the stock in order to meet local housing need.
  - Limit options for rent levels and flexibility of management of stock.
- 8.13. In exploring an alternative, the two key elements in a tenancy offer to existing council tenants are:
- that any existing secure tenants who wish to continue to live on the Better Queensway scheme are given the opportunity to do so (albeit under a new form of tenancy).
  - that any existing secure tenants who wish to remain as secure tenants are given the opportunity, if available, to take up a secure tenancy elsewhere in the Borough.
- 8.14. An Assured Tenancy offers a viable alternative under which the Council can offer all the elements required to replicate key existing terms and conditions but can be delivered through the partnership.
- 8.15. Secure tenants currently have the option of utilising the 'Right To Buy' scheme to purchase their properties. The new 'Assured Tenancy' arrangement would fall outside the statutory scheme however can be included as a term within an assured tenancy offered to returning tenants.
- 8.16. The September 2016 Cabinet report showed three example variations of partnership approaches, each involving varying levels of Council involvement in the funding, development and operation of elements of the site. A further review of these, together with feedback from the market, has concluded that the Council's financial position does not support self-development of the affordable

units due to limitations in the Council's borrowing headroom in the Housing Revenue Account and that a holistic approach to the scheme where the partnership develops and manages all residential units on the site will deliver a more effective long term solution. A partnership which provides the delivery and management approach for all units (affordable, private, commercial and community) is therefore the most beneficial approach.

8.17. Management of the rented properties on the Better Queensway scheme, including private, affordable and commercial stock, will require a management partner or partners to manage these properties. There will potentially be a number of different approaches to delivering the management of rented properties, ranging from having a single management agent for both private and affordable stock, to having separate arrangements for each type of property. As part of the procurement process and documentation the Council should ensure that:

- it does not pre determine the management approach for each type of rented property as this could limit the interest from the market.
- it does not pre determine the management partner which helps deliver each type of property to avoid any risk of procurement challenge.
- the market proposes different approaches to managing the types of properties to drive innovation in service delivery.

8.18. South Essex Homes (SEH), as the Council's Arm's Length Management Organisation (ALMO), currently manages the Queensway residences. On the basis that the management partner is not pre-determined in the procurement documentation, SEH would need to participate in the procurement process to undertake this role for the new scheme. The Council has been working with SEH to develop and market their wider property services capabilities (such as Facilities Management services, cleaning, security) which could give them the potential to respond the opportunity.

8.19. The Management Agreement between the Council and SEH runs until 31 March 2019 and sets out the working arrangements between the two bodies and has been reviewed by legal advisors in the context of this approach. The Management Agreement does not prohibit this approach. Subject to Cabinet approval discussion, in line with the agreement, will follow between the Council and SEH and be reflected accordingly in the procurement documentation.

## 9. Transport

9.1. Further refinement to the road alignment and modelling has been undertaken with consideration given to other network improvements, including Variable Message Signs (VMS) signage, which will have an impact on traffic flows through Queensway, connectivity to the seafront and visitor parking, east-west and north-south traffic movements, minimising impact on surrounding streets and the quality of the public realm so as to increase permeability.

9.2. The draft transport layout in **Appendix 2** (SBCC10384-126-SBC-QW-P-0101A-A1) is proposed as the traffic layout for the site and includes the following key features:

- Removal of all roundabout slip roads except north bound off slip from Queensway to Southchurch Road.
- Realignment of the underpass, reducing the width to a wide single carriageway (accomplished by the construction of a box culvert), thus enabling the covering of up to 150m for public realm/landscaping.
- Adjustments to surrounding road network to take account of above, including modifications to:
  - The southern end of Sutton Road and closure of Lancaster Gardens into and out of Southchurch Road to install new traffic signalised junction.
  - New signalised junction at Sutton Road/Southchurch Road through development.
  - Realigned one-way link between Southchurch Road and Sutton Road.
  - Reconfigured Southchurch Road and widened Chichester Road (high quality public realm design standards to allow pedestrian permeability including crossings dependent upon final masterplan desire lines).
  - Reconfigured Chichester Road/Short Street junction to allow additional traffic movements in and out of Short Street.
- New access arrangements for Warrior Square and Tylers Ave/York Road car parks to permit access/egress onto Queensway.
- Further localised adjustments to the highway adjacent to the site for traffic management purposes, e.g. relocated bus stops, cycle route modifications, speed limits.
- Further network management modifications to promote walking, cycling, signage to car parks, and general direction/tourist signage to better improve the connectivity of the site to the town centre.

## 10. Land

- 10.1. The Council is not the land owner for the whole of the Queensway site and in September 2016 Cabinet resolved that *“the use of the Council’s Compulsory Purchase Powers continue to be investigated and that the preparatory work be undertaken for the making of a Compulsory Purchase Order, which will be subject to a formal resolution of the Cabinet in the future.”* (Item 3 of minute 261 refers). Work has been undertaken in this regard to ensure a full understanding of the Compulsory Purchase Order (CPO) process with indicative timescales and implications included. However, prior to commencing CPO every attempt to purchase a site through direct negotiation must be made.
- 10.2. It is good practice within regeneration schemes to own the whole site and through direct negotiation or CPO this can be achieved. Prior to entering into the partnership, the Council will seek to acquire strategically advantageous sites which will be considered on a case by case basis. Once in the partnership any compulsory site purchases will require use of the Council’s CPO powers and will therefore be owned by the Council but funded through the partnership.
- 10.3. Sites may be purchased through direct negotiation with the land owner. All acquisitions will be subject to the valuation and compensation payable having been approved by the Council’s retained strategic property advisors.
- 10.4. CPO powers must be as a last resort, where acquisitions by agreement have failed. Therefore prior to commencing a CPO process negotiations with

landowners must be commenced and concluded. There are a number of holdings which have been identified as potentially having a strategic significance for the project but those sites are not likely to be required at the same time. Therefore a case by case basis is suggested for considering the need for purchase.

- 10.5. Land assembly for such a regeneration project needs to be considered in relation to the coherence of the proposition and Council contribution to the scheme as the partnership is put in place, and in relation to the corresponding financial returns.

## 11. Communication

- 11.1. The overarching objective of the Communication Strategy is: *“To keep all relevant stakeholders, including affected local tenants/leaseholders and businesses, councillors, funding partners and media engaged and informed in an open, honest, timely and relevant way.”*

- 11.2. Targeted engagement with local residents of the Queensway estate and Coleman Street has been provided through regular face to face update sessions and direct communications in 2016 such as letters and newsletters. A site visit to London with tenants, leaseholder drop in sessions, a trader’s breakfast briefing and a ‘Day in the Life’ resident session to inform the ‘better place’ element of the project have also been carried out. Resident design sessions were also held in December 2016 to help inform the outline planning application. All of these events have been well attended, with the exception of the trader session. A Tenant Liaison Officer has also been appointed to undertake direct communication with residential tenants and will be a key role as the project progresses through to delivery.

- 11.3. The project has now progressed to a stage where engagement with a wider stakeholder base and the public would be appropriate to ensure wider awareness of the project and its impact, mitigating any risks associated with limiting consultation for a project of this significance, to solely the statutory consultations.

## 12. Quality of Place:

The Council’s ambition for Queensway is for it to be an exemplar of transformational town centre regeneration. The quality of the development over its entire lifecycle is therefore of upmost importance. There is a number of factors to be considered which can add value and contribute to the quality of the development; mitigating the challenges faced by developments of this scale and nature and delivering a high quality, future-proofed, place which to the benefit of its residents and the wider town for decades to come.

There is a number of factors to be considered which can add value and significantly contribute to the quality of the development.

### a) Energy and Environment

The Council’s Low Carbon Energy and Sustainability Strategy (LCESS) sets out the corporate approach to energy and sustainability issues and should apply to Better Queensway. The delivery of the project should be consistent with the strategy and assist with achievement of these objectives as well as ensuring

compliance with all planning and legal requirements relevant to such a scheme. However, how these are addressed, and the technology applied to do so, should be for the market to determine.

Some of the most pertinent issues to be considered through the competitive dialogue should address the provision and use of sustainable energy, access to sufficient energy, use of green infrastructure, responding to climate change, electric charging points for vehicles, and the application of new technologies. In doing so benefits can be derived for the Queensway area in terms of site management, quality of accommodation and environment, energy supply and costs, and future-proofing.

#### b) Smart Cities

In 2015 IBI, the Councils retained urban design advisor, produced a report for the Council in relation to smart cities in the context of the project. They identified, via a multi-user stakeholder workshop, a number of opportunities where smart city concepts and enabling infrastructure could be applied to help deliver the 'better living' headline of the project such as:

- Health and wellbeing
- Mobility
- Environmental sustainability
- Community cohesion
- Education and skills
- Employment

Designing the principle of a smart cities approach into the project from the outset, and future-proofing the Queensway to allow for new and emerging technology, would enable the community to be at the forefront of high-quality contemporary living, equipped to be resilient in the face of change, reduce costs, and maximise the benefits that the individual can derive – be that independent living, increased access to skills, or enhanced travel options.

#### c) Economic Growth

The Economic Impact Assessment that was undertaken for the Better Queensway Project in early 2015 indicated that approximately 2,500 temporary construction jobs would be created during the development and construction phases of the project. In order to deliver the wider benefits of Better Queensway and other regeneration projects, the Virtual Skills Academy has been established between the Council and local education providers as a mechanism to ensure that the maximum opportunity and benefits from local regeneration activities are accessible to local residents. The experience of other large scale regeneration projects indicates that an active pursuit of local skills and employment benefits can maximise resident benefit, increase buy-in, improve public perception and generate a strong legacy for the project.

#### d) External Funding

The scale of the Better Queensway regeneration project is significant and funding to deliver it is not yet in place. Securing funding from external sources reduces the commercial funding required making the project more attractive, and/or creating opportunities for added value and raising the profile of the project with



Government and funders through the submission of bids. While funding for the project in its entirety will not be secured via grants there may be discrete elements which meet the requirements of different funding rounds improving the financial case for the project.

While external funding brings investment, which would otherwise have not been available, it often requires local match funding of a set percentage of total cost. Should match funding be required, in a project of the size and scale of Better Queensway, it is likely to be found within the partnership. However, should the match funding requirements be outside the scope of the partnership these will be brought back to Cabinet for consideration.

#### e) Community Cohesion

One of the key objectives of the project is to maximise community cohesion. Not just across the site as the severance caused by the road is addressed but across the town centre as communities to the north of Queensway are not only more able to access the town centre but are encouraged to do so by walking or cycling through Queensway. As a result community space, provision and infrastructure will be vital to shape this new community and fully integrate it with surrounding ones.

Work has been undertaken to map the community infrastructure, in all forms, within a short distance of the Queensway site. This has found that there are a range of venues which are available to be used by any number of groups wishing to do so. As a result the need for a more traditional community centre or hall on the Queensway site is negated. However, investment in existing community infrastructure to enhance and embed community cohesion; maximise accessibility, create a sense of belonging for all groups and giving everyone in the area equal opportunities to thrive is a key facet of the project.

The creation of a community fund, into which groups can bid, would deliver creative and contemporary spaces for events and networks which enhance and support the Queensway community and draw other residents in to use and enjoy the space. It would encourage the community to actively participate in community development and enable it to be responsive to changes in technology, intergenerational contact, challenges faced by specific groups etc and therefore focus investment on a more forward-looking, inclusive and agile approach to community development.

#### f) Surrounding Roads

Home zoning is a living street (or group of streets) which are designed primarily to meet the needs of pedestrians, cyclists, children and residents and where the speeds and dominance of cars is reduced. Home zones can assist with a better balance of road space use for pedestrians and to create a high quality urban space. It is an excellent way to help cement community identity, generate inspire activity across a community.

The introduction of homezone or equivalent treatment to streets outside the regeneration area, but in close proximity to it, would serve to integrate the Queensway development with surrounding streets through softening and blurring

the edges of the site rather than the possibility of a stark contrast between the two. It could also create opportunities for the benefits of the development to radiate out from the main regeneration area.

### 13. Reasons for Recommendations

It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in this report in order to shape the procurement documents and to ensure that the Council's ambitions for the Queensway site are delivered through the partnership. Not reaching agreement on any of these matters risks delaying the procurement process or leaving the Council exposed in the partnership with no defined red lines or tolerances on specific matters.

### 14. Other Options

- 14.1. Should the requirements, parameters and processes outlined in this report not coalesce with Cabinet expectations these could be subject to further work and refinement before being brought back to a later Cabinet. This would impact on the procurement timescale and mean that the preferred bidder could not be confirmed before the end of March 2018.
- 14.2. Cabinet considered three different funding models for the development in September 2016. These could be revisited to explore alternative route to the one set out in this report, at which point the focus of the work would need to immediately shift from setting out the Council's position for the market to re-evaluation of final options to fund the development and its implications for timescales, resources, phasing and delivery.

### 15. Corporate Implications

#### 15.1 Corporate Priorities

The project has all the Council's corporate priorities at its core. **Safe** through reconfigured transport layout improving connectivity and permeability for residents in and through the area. Also through improved quality of buildings, community space and public realm safety and security of the area will be significantly enhanced. **Clean** through the introduction of new parks and open spaces and adhering to the principles of the Council's Low Energy and Sustainability Strategy in responding to climate change and energy generation opportunities. **Healthy** by seeking to improve the lives of existing and new residents through better quality accommodation and environment, including connectivity and transport methods. **Prosperous** by aiming to derive maximum benefits from the development of the project through skills and employment for local people, reinforcing the town centre with increased footfall from greater numbers of residents living within a short distance of it, and securing outside investment in the town. **Excellent** through delivering a high quality regeneration project that everyone can be proud of, which is a sought-after location to live in and which is recognised by Government for its innovation and impact.

## 15.2 Financial Implications

15.2.1 To date the Council spend on the associated costs over the last three years and commitments to this stage of the project have been:

	£000's
2014/15	26
2015/16	345
2016/17 (up to end of Feb 2017)	636
Committed not yet spent	465
Total	1,472

15.2.2 The above sum has and is to be spent mainly on a project management team, external advisors, various surveys and a significant ground penetrating radar survey. This spend has been fully budgeted for in the Council's capital and revenue budgets over the last three years along with the use of some external funding secured specifically for the Queensway project. In addition, the Council has already approved a Capital budget of £1.4m to allow for the flexibility to purchase commercial and residential units to facilitate full ownership of the regeneration site. Therefore, in total the sum spent and committed to the project has been £2.872m.

15.2.3 To enable the project to proceed to a position of selecting a preferred project partner(s) a further Council budget is required to meet the relevant costs over the financial year 2017/18.

15.2.4 The costs that will be incurred in 2017/18 will relate to:

- External advisors (to support the competitive dialogue process, financial advice and modelling, property advice and legal advice)
- Project Management Team
- Master planning for outline planning submission
- Outline planning application (Surveys, fees and planning advice)
- Tenant and Stakeholder communications
- Traffic Modelling
- Contingency

15.2.5 The estimated spend on the above areas, to enable the project to reach the stage of the selection of a proposed partner(s) by the end of 2017/18, is estimated to be circa £1.25m including contingency. Of this sum certain items of expenditure can be capitalised and some will need to remain to be funded from revenue.

15.2.6 The estimated funding of the spend is £1m capital and £0.25m revenue. No current budgets exist for this proposed expenditure and therefore there will need to be provision for a new capital budget of £1m approved with associated financing costs of £70k per annum. Additionally £0.25m revenue funding will be required from earmarked reserves and allocated to the Queensway reserve.

15.2.7 This will therefore bring the Councils commitment on the project to £4.122m by the end of 2017/18.

15.2.8 The project will require a Sustainable Urban Drainage System (SUDS). As set out in paragraph 7.6 the current designs include future proofing rather than the basic needs for such a regeneration scheme. A capital budget will be required for this overage for the Council to fund and will be calculated through the Competitive Dialogue process. Initial indications are that this sum could be circa £1m and will need to be included in the Capital Programme review for 2018/19 budget setting. Members are asked to note this is also likely to be required for highways works to be included in future capital budget rounds.

15.2.9 The project will require relevant land acquisition, both residential and commercial. Any acquisitions that are not resolved by the time of partner contract will need to be funded through the Partnership. Those costs incurred before this date will require funding by the Council. Currently the Council has a capital budget of £0.9m for commercial acquisition and £0.5m for residential acquisition. These sums are likely to be insufficient over the next year or so and therefore further requests to Cabinet for capital funding may be required depending upon the position of acquisition negotiations.

### 15.3 Legal Implications

This is a complex and intricate project which has legal implications throughout its development, procurement, partnership and delivery. Specialist legal advice has been procured to ensure that the Council is compliant and protected.

### 15.4 People Implications

The project draws significantly on internal staff resource supplemented by procured specialist advisors. This is proposed to be amplified with the introduction of a sponsoring group which will include elected Members.

### 15.5 Property Implications

While much of the land and premises within the project area are owned by the Council it is proposed that those which are not but may be of strategic importance to the project are considered on a case by case basis. Specialist advice has been sought to develop an approach to land acquisition using all powers available to the Council.

### 15.6 Consultation

Resident consultation has been undertaken throughout the evolution of the project and will continue to be a primary activity as it continues. Engagement with traders has not yielded the same engagement to date but further activities

are planned and will draw on wider resources to try to secure a response. Wider consultation is also underway with key stakeholders and landowners. A full public engagement event is recommended prior to submitting the outline planning application.

## 15.7 Equalities and Diversity Implications

Ensuring equality of access to the opportunities which arise as a result of this regeneration will continue to be considered as the project progresses.

## 15.8 Risk Assessment

The scale of the project is such that it must be set in a wider context to fully comprehend its impact, opportunities and challenges. The project has been promoted and supported at both a sub-regional and LEP level and is of interest to the Homes and Communities Agency (HCA – soon to be renamed Homes England) and the Housing and Finance Institute. This may lead to funding opportunities, further profile or Government support in driving innovation in its delivery. Just as it is of interest outside Southend so it is also subject to market forces outside Southend. Increases in construction costs over the past year and the weakened pound, among other things, mean that the costs relating to the project currently look quite different to those identified when the project was first established. It is important to note that this will continue to be the case as the development takes place over the next 5-10 years. Market changes and outside influences may affect timings, costs and phasing so the programme will have to be updated on a regular basis.

There is a risk register specifically for the project which has been developed through cross-organisational consultation, is owned by the Project Office and the respective workstreams, and is reviewed on a regular basis by the Project Board.

The most significant risks relevant to this report:

- are not establishing the Council's position and parameters prior to procurement could leave it open to challenge and deviation.
- too extensive a list of requirements and restrictive tolerances, or competition with other regeneration schemes nationally result in a minimal response from the market.
- external factors and their implications for costs, timing and market response
- planning blight in regards to land acquisition. This has been reviewed and considered not to be a material risk
- that the Council's aspirations are not viable resulting in a limited or nil response from the market. Actions taken to address this include: financial viability modelling of an indicative scheme by the specialist advisors, informing the approach to competitive dialogue to ensure that there is scope for discussion where appropriate and ensuring only costs which relate to the project are reflected in the approach.
- the partnership will be required to deliver the highway works against a detailed design which the Council has completed for all elements except the box culvert and as such all design risk remains the Council's.

However, for the box culvert, the partnership undertakes the detailed design risk and works thus it takes the risk.

- not progressing a scheme on the site, leading to continued quality, access and housing pressures.

## 15.9 Value for Money

By undertaking a fully competitive procurement process and ensuring the right evaluation scoring criteria within the procurement exercise this should establish VFM for the Council.

## 15.10 Community Safety Implications

As the tower blocks and the surrounding area have been subject to some anti-social behaviour in the past it will be an important objective for the project to reduce such instances through the regeneration proposals. It will be essential to work closely with the Police to achieve secured by design principles. In addition work has been completed to install security doors to the tower blocks and Victoria neighbourhood patrols continue.

Investigation work has been carried out with the local community and third sector partners to investigate what investment in community facilities may be needed on and around the Better Queensway Estate.

## 15.11 Environmental Impact

A development of this scale and nature will have a significant impact on the local environment. In this instance the project seeks to improve the environmental impact through the introduction of measures, technology and future-proofing capability which respond to climate change, water drainage and management, sustainable transport and energy generation as well as the introduction of more green space.

## 16. Background Papers

Better Queensway Cabinet Report 20<sup>th</sup> September 2016 – item 261

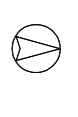
## 17. Appendices

**Appendix 1 – Draft Site Boundary Plan**

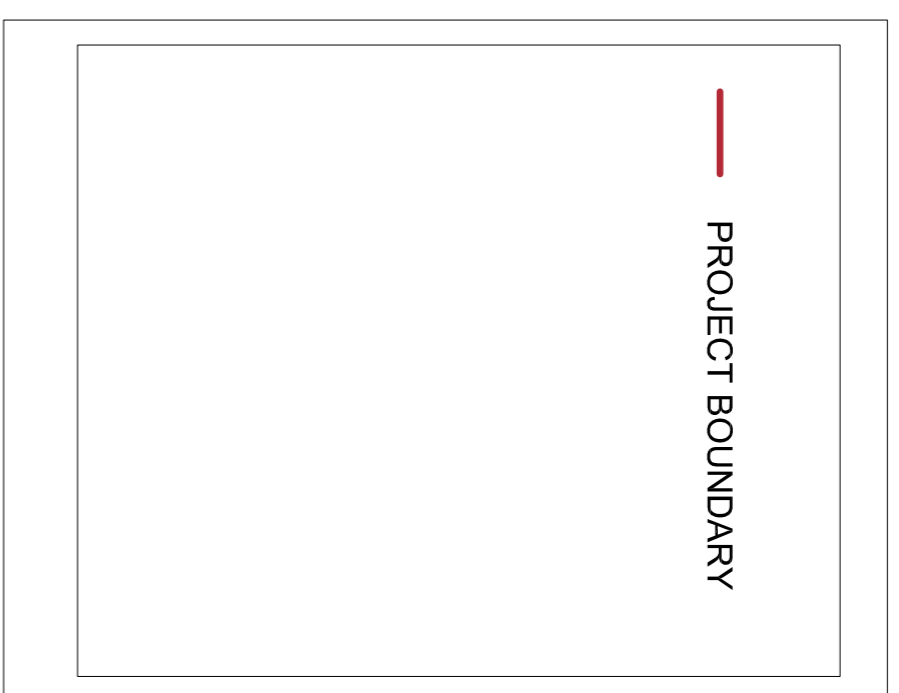
**Appendix 2 – Proposed transport layout (SBCC10384-126-SBC-QW-P-0101A-A1)**



- Notes:
- Do not scale dimensions from the drawings. All other relevant drawings.
  - All discrepancies on this drawing are to be reported to the architect.
  - Do not modify any element of the drawing.
  - North arrow as per Appendix 10.00.00.
  - North: Sept 1, 09 7 AM

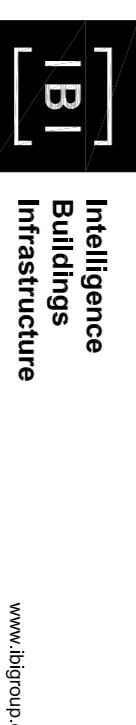


The following external model files are included with this drawing:



Date	Issue	Revision Notes	By	For

INSERT CLIENT / CONTRACTOR LOGO OR NAME HERE (IF REQUIRED)



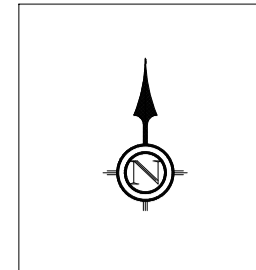
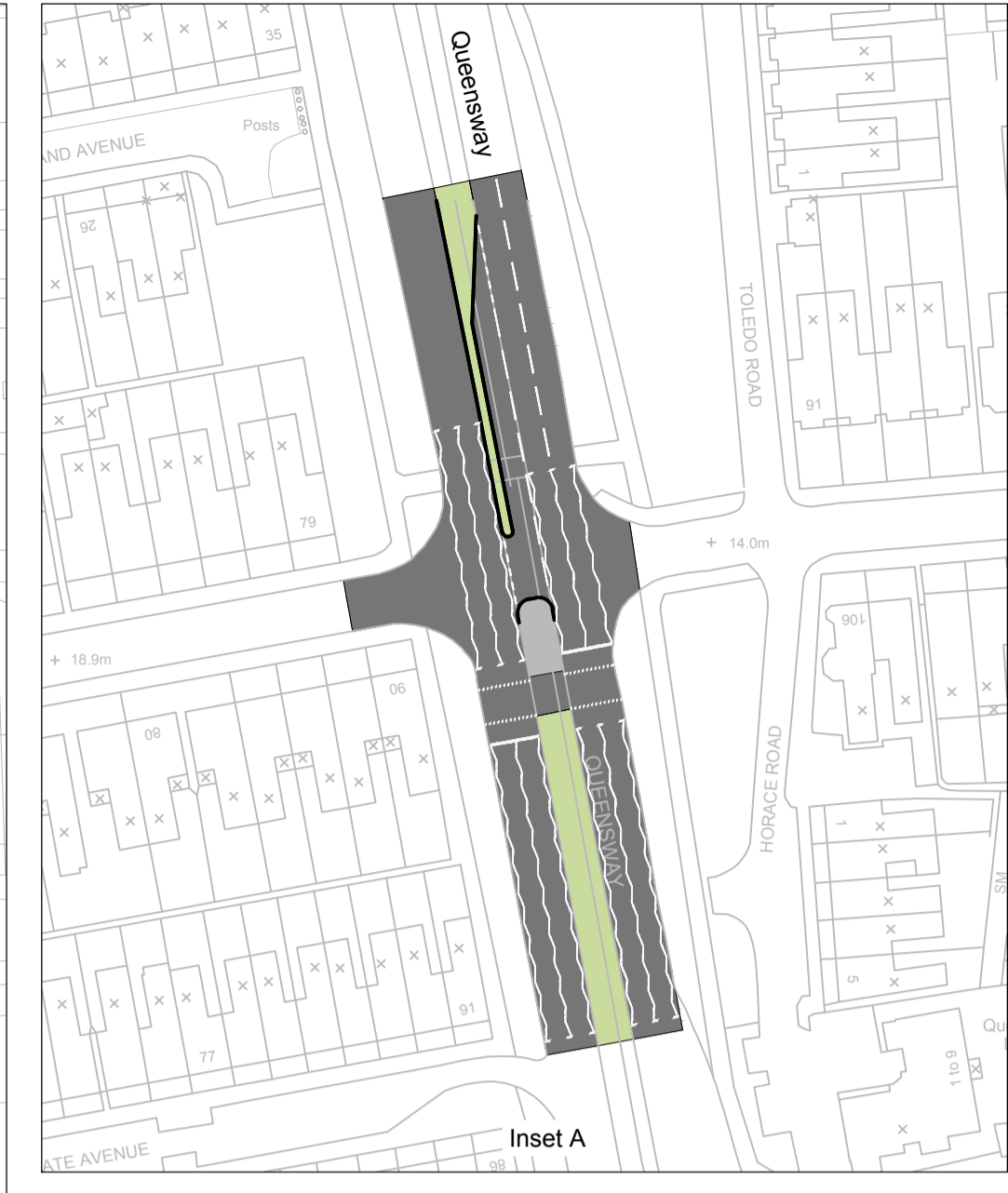
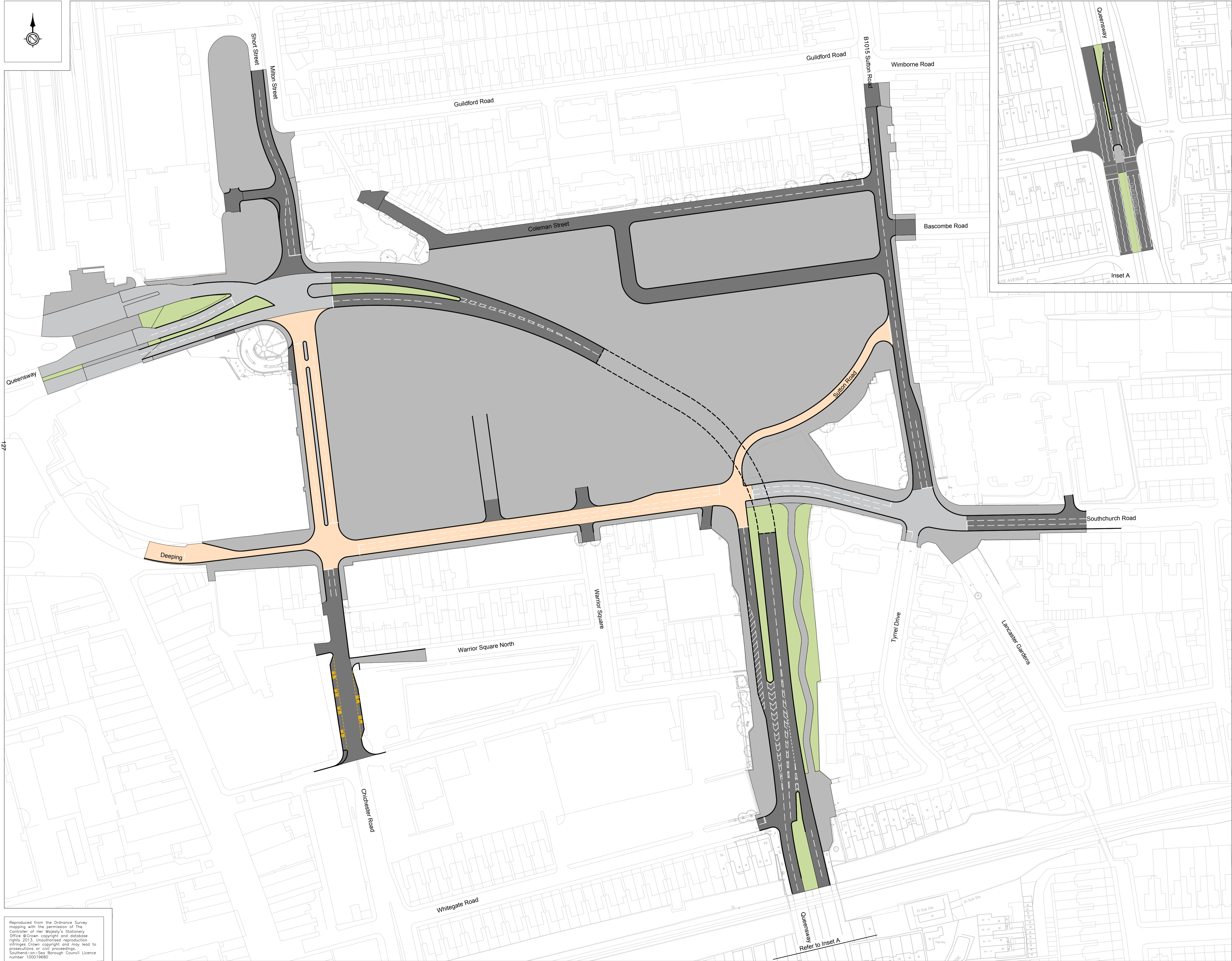
QUEENSWAY REGENERATION,  
SOUTHEND ON SEA

Project Title  
**PROJECT BOUNDARY**

TA Number	Drawing Submittal Date	PRS (192) Status Code
50817	21/03/2017	
Scale/Client	Purpose	
1:1,000	INFORMATION	
Drawing Number	Revision	
SK04	00	

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Revisions			
Rev	Details	Auth	Date
A	Original Issue		

**Southend-on-Sea Borough Council**

Department for Place

PO Box 5560, Civic Centre  
Victoria Avenue, Southend on Sea,  
SS2 6ZQ

Quality Project No. :

Project Title

**Queensway Regeneration**

Drawing Title

**Queensway  
General Arrangement**

Designed by	Scales © A1		
<b>C.STYLES</b>			
Drawn Date	<b>1:1000</b>		
CDS 12/01/17			
Checked Date			
Approved Date	Issued	Date	

Drawing Status			
Preliminary	<input checked="" type="checkbox"/>	Construction	<input type="checkbox"/>
Tender	<input type="checkbox"/>	As Constructed	<input type="checkbox"/>

Drawing Number  
**SBCC10384-126-SBC-OW-P-0101A**

SBC A1 Titlebox edited by PWM Rev: A1-112013

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# Southend-on-Sea Borough Council

Report of Deputy Chief Executive (Place)

to

**Cabinet**

on

**28 March 2017**

Report prepared by Scott Dolling, Director for Culture,  
Tourism and Property

Agenda  
Item No.

**8**

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## Revocation of Pier cycling byelaw

**Place Scrutiny Committee**  
**Executive Councillor: Councillor Ann Holland**  
**Part 1 (Public Agenda Item)**

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### 1. Purpose of Report

- 1.1 To consider whether there is a need to revoke byelaw 18 of the Council byelaws regulating and governing the riding or use of bicycles or other wheeled vehicles on Southend Pier ("byelaw 18") (Appendix 1).

### 2. Recommendations

- 2.1 **Authorisation be given to prepare all necessary draft orders, to undertake consultation and to seek the confirmation of the Secretary of State for the Department of Communities and Local Government where required to enable members to decide whether or not to revoke byelaw 18.**

### 3. Background

- 3.1 Southend Pier is operated by the Council and is subject to byelaws regulating and governing Southend Pier dated the 28<sup>th</sup> April 1892.
- 3.2 Byelaw 18 restricts the use of bicycles or other wheeled vehicles on the Pier.
- 3.3 At the time of the byelaw being established there was open public access to the Pier and as such control of such vehicles would have required byelaws to enforce control.
- 3.4 With the pier entry gates and arrangements now in place, control of access by such vehicles can be completely managed by the Council without the need for the byelaw.
- 3.5 Authorised users of bicycles on the Pier such as the RNLI who have been allowed use to attend emergencies are technically in breach of the byelaw. This has not caused any difficulty but demonstrates the current byelaw anachronism.

- 3.6 Transport options are also hampered as a result of this bylaw. During 2016 the Pier trains were unable to operate and restrictive byelaws prevented some options from being considered. Future commercial opportunities on the Pier involving wheeled transport is also expanded by removing the bylaw.
- 3.7 The objective of revoking bylaw 18 is to permit in certain cases cycles or other wheeled vehicles on the Pier such as cycles used by R.N.L.I as above, Rickshaws and other conveyances so authorised. Such user is currently in breach of bylaw 18 and cannot be achieved short of revoking the bylaw. It is not considered the impact of revoking bylaw 18 will affect the regulation and governance of the Pier or the enjoyment of the Pier by visitors or occupiers. The regulation and governance of the above is more easily controlled by the Council as set out in clause 3.4

#### **4. Other Options**

- 4.1 Amending the bylaws would require involvement with DCLG. The controls provided as a result of this bylaw are able to be managed independently as stated in this report.

Leaving the bylaws in place results in restrictive practices and places RNLI in breach if using cycles to attend emergency call-outs.

#### **5. Reason for Recommendation**

- 5.1 The bylaws are obsolete and unnecessary and the provisions within them can now be managed by the Pier's entry arrangements separately.

#### **6. Corporate Implications**

##### **6.1 Contribution to Council's Vision & Corporate Priorities**

Safe – the RNLI attending call-outs without breaking bylaws would be removed  
Prosperous – the ability to set up rickshaw trading will improve the visitor offer and provide potential new income

##### **6.2 Financial Implications**

There are no financial implications for the council

##### **6.3 Legal Implications**

As described above

##### **6.4 People Implications**

No people implications

##### **6.5 Property Implications**

No property implications

##### **6.6 Consultation**

The proposed revocation will need to be publicised for minimum 28 days.

**6.7 Equalities and Diversity Implications**

None.

**6.8 Risk Assessment**

N/A

**6.9 Value for Money**

N/A

**6.10 Community Safety Implications**

RNLI access to the pier head by bicycle currently breaks the byelaws.

**6.11 Environmental Impact**

Cycling used as part of the visitor offer / safety regime may reduce use of the train in certain circumstances.

**7. Background Papers**

None

**8. Appendices**

Appendix 1 shows the historic byelaw

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17. A person shall not play upon any musical instrument, or sing, or dance, or preach, or address any assembly, or give any lecture or performance, or hold any meeting upon any part of the Pier ; provided always that this prohibition shall not apply in any case in which upon application to them the Local Board may grant permission to any person to do any of the acts or things aforesaid. Playing musical instruments, &c.

18. A person shall not, on any part of the Pier, ride or use any bicycle or velocipede, or wheel any other carriage, except a perambulator or an invalid chair drawn by hand, and provided with indiarubber tires to the wheels. Bicycles, &c.

19. A person shall not place or leave any invalid chair upon any part of the Pier unattended. Invalid chairs

20. A person (other than a passenger going to or coming from any vessel) shall not bring on the Pier any dog, unless the same is carried during the whole time that such dog is on the Pier, or, in the case of such passenger, unless such dog is carried or is held by a leash not more than 6 feet long. Dogs.

21. A person shall not discharge any stone, stick, or other missile on or from the Pier, or wilfully obstruct, disturb, interrupt, or annoy any person in the proper use of the Pier. Throwing stones, &c.

22. A person shall not do any act on the Pier which shall be likely to cause injury, or which may occasion damage, danger, or discomfort to any person on or near the Pier. Acts likely to cause injury to the person.

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