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SOUTHEND-ON-SEA BOROUGH COUNCIL

Place Scrutiny Committee

Date: Monday, 27th November, 2017

Time: 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Tim Row - Principal Committee Officer

Email: committeesection@southend.gov.uk

A G E N D A

**** **Part 1**

- 1 Apologies for Absence**
- 2 Declarations of Interest**
- 3 Questions from Members of the Public**
- 4 Minutes of the Meeting held on Monday, 9th October, 2017**

**** **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET-
Tuesday, 7th November 2017**

- 5 Monthly Performance Report**
Referred direct to Scrutiny

Members are asked to bring with them the most recent MPR for period ending September 2017, circulated recently. Comments / questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.

- 6 Comments, Compliments and Complaints**
Minute 440 (Cabinet Book 1 – Agenda Item 6 refers)
Referred direct to Scrutiny and called in by Councillors Ware-Lane and Gilbert

Note to assist Committee Members

The Report considered by Cabinet comprises the following;

- Covering Report – 6 pages;
- Appendix A – Compliments, Concerns & Complaints – Adult Social Care – pages 7 – 24;
- Appendix B - Compliments & Complaints – Children’s Social Care – pages 25 – 34;
- Appendix C – Corporate Comments, Complaints & Compliments – pages 35 - 63

- 7 Council Procedure Rule 46**
Minute 457 (Cabinet Book 2 – Agenda Item 23 refers)
Called in by Councillors C Willis and I Gilbert

- 8 **Minutes of the meeting of the Conservation Working Party held on Tuesday 26th September 2017**
Minute 458 (Cabinet Book 2 – Agenda Item 24 refers)
Called in by Councillors C Mulroney and P Wexham

**** **ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET COMMITTEE**
- Thursday, 2nd November 2017

None

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

None

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

None

**** **OTHER SCRUTINY MATTERS**

- 9 **Minutes of the meeting of the Chairmen's Scrutiny Forum held on Monday 20th November 2017**
To follow

- 10 **In-depth Scrutiny Project - Maximising the Use of Technology**

- 11 **Exclusion of the Public**

To agree 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 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.

**** **Part 2**

**** **PART 2 ITEMS CALLED-IN/REFERRED DIRECT FROM CABINET -**
Tuesday, 7th November 2017

- 12 **Council Procedure Rule 46 - Confidential Sheet**
Minute 462 (Agenda Item 28, circulated separately, refers)
Called in by Councillors C Willis and I Gilbert

TO: The Chairman and Members of Place Scrutiny Committee:

Councillor K Robinson (Chair),
Councillors P Wexham (Vice-Chair), H Boyd, A Bright, D Burzotta, T Callaghan, N Folkard,
J Garston, S Habermel, D Jarvis, D Kenyon, H McDonald, D McGlone, J Moyies, M Terry,
N Ward and J Ware-Lane

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Place Scrutiny Committee

Date: Monday, 9th October, 2017
Place: Committee Room 1 - Civic Suite

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Present: Councillor K Robinson (Chair)
Councillors P Wexham (Vice-Chair), B Arscott*, H Boyd, A Bright,
D Burzotta, T Callaghan, N Folkard, J Garston, S Habermel,
H McDonald, D McGlone, J Moyies, M Terry, N Ward and J Ware-
Lane

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors T Cox, M Flewitt and A Holland (Executive Councillors)
A Lewis, J K Williams, M Smith, P Geraghty, S Dolling, N Corrigan,
C Robinson, C Burr, J Martin, M Ambrose and T Row

Start/End Time: 6.30 p.m. - 8.20 p.m.

349 Apologies for Absence

Apologies for absence were received from Councillors Jarvis (Substitute: Councillor Arscott) and Kenyon (no substitute).

350 Declarations of Interest

The following interests were declared at the meeting:

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

(b) Councillor Flewitt – Agenda Item No. 5 (Fire Safety Measures following Grenfell Tower Tragedy) – Non-pecuniary interest: Friends and family are tenants of South Essex Homes;

(c) Councillor McGlone – 5 (Fire Safety Measures following Grenfell Tower Tragedy) – Non-pecuniary interest: Board Member of South Essex Homes; and

(d) Councillor Terry – Agenda Item No. 7 (Skills Strategy) – Non-pecuniary interest: Partner works for the local education authority.

351 Questions from Members of the Public

The Executive Councillor for Transport, Waste and Regulatory Services responded to two written questions from Mr Webb.

352 Minutes of the Meeting held on Monday 10th July 2017

Resolved:-

That the Minutes of the meeting held on Monday 10th July 2017 be received, confirmed as a correct record and signed.

353 Fire Safety Measures following Grenfell Tower Tragedy

The Committee considered Minute 307 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place), which appraised Members of the action the Council has taken following the Grenfell Tower fire tragedy.

Resolved:

That the following decisions of Cabinet be noted:

“1. That the action taken to date, be noted.

2. That it be noted that a further report will be submitted to Cabinet detailing the outcomes of the first phase of the Fire Safety review being undertaken by the Council, South Essex Homes and Essex Fire & Rescue Service.

3. That it be agreed that there is consideration in the Capital Budget proposals for 2018/19 to fund any necessary remedial work or fire safety improvements that are identified by the review set out in resolution 2 above”

Note: This is an Executive function
Executive Councillor: Flewitt

354 Monthly Performance Report

The Committee considered the Monthly Performance Report (MPR) covering the period to end July 2017, which had been circulated recently.

Resolved:-

That the report be noted.

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

355 Skills Strategy

The Committee considered Minute 317 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) that updated Members on the development of a Skills and Labour Market Strategy for Southend-on-Sea 2018-2022.

In response to questions regarding the consultation process, the Executive Councillor for Culture, Tourism and The Economy undertook to repeat the presentation previously arranged and to circulate the slides to all Members of the Council for their information.

Resolved:

That the following decision of Cabinet be noted:

“That the Towards a Skills and Labour Market Strategy for Southend-on-Sea, attached at appendix 1 to the submitted report, for wider consultation, be approved.”

Note: This is an Executive function
Executive Councillor: Holland

356 Energy Opportunities

The Committee considered Minute 318 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) which sought approval to launch a set of energy generation, storage and management services under the Southend Energy brand underpinned by minimum standards and an associated marketing campaign.

Resolved:

That the following decisions of Cabinet be noted:

“1. That a set of minimum standards for energy generation and storage devices and associated management services to be managed through the proposed governance process, be established.

2. That the devices and services be marketed to help households to save money and reduce their net energy consumption.

3. That the scheme be supported by an appropriate governance process, as set out in paragraph 5 of the submitted report, that will approve suppliers and processes for the scheme and the marketing for both the scheme, as a whole, and individual suppliers.

4. That it be noted that the scheme will be funded over time by referral fees and marketing contributions from suppliers with an initial investment of £50k from the Business Transformation Fund (already approved) to launch the scheme and to fund one staffing post until revenues cover on-going costs. Over time, any net revenues will be used to fund the energy team.”

Note: This is an Executive function
Executive Councillor: Holland

357 S-CATS (London Road Projects)

The Committee considered Minute 319 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) that provided an update on the progress of the Southend Central Area Transport Scheme (S-CATS).

Resolved:

That the following decisions of Cabinet be noted:

“1. That either of the two design options for London Road (between Queensway and College Way) be taken forward to construction which will allow selection of the final design to be carried out in consultation with stakeholders and public.

2. That the drainage works can be started along London Road in September 2017, in preparation for the scheme construction to start in October 2017.

3. That the authority be delegated to the Chief Executive and Deputy Chief Executive (Place), in consultation with the Leader of the Council and the Executive Councillor for Transport, Waste and Regulatory Services, to agree the final design option, Option A or Option B, selected after stakeholder and public consultation, to be taken forward to implementation with a programmed commencement in October 2017, together with the advertisement of any necessary Traffic Regulation Orders.”

Note: This is an Executive function.

Executive Councillor: Cox

358 Museums Service – Large Objects Collection

The Committee considered Minute 320 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) that informed Members of the large object social history collection of Southend Museums Service and set out a future plan for maximising related resources.

During the discussion of this item, the Executive Councillor for Culture, Tourism and the Economy gave her assurances that a list of objects identified for disposal would be circulated to Members before the items are disposed of. Councillors would also be afforded the opportunity to view objects prior to disposal if they wished.

Resolved:

That the following decision of Cabinet be noted:

“That the submitted proposals for the future of the Museum Service’s large object social history collection be approved.”

Note: This is an Executive function

Executive Councillor: Holland

359 Highway Infrastructure Asset Management Plan

The Committee considered Minute 321 of the meeting of Cabinet held on 19th September 2017, which had been called-in to Scrutiny, together with the report of the Deputy Chief Executive (Place) that provided an update on progress in developing the Council's approach to Highways/Transport Infrastructure Asset Management (HIAM) and requesting that consideration be given to the Highways Infrastructure Asset Management Plan (HIAMP).

Resolved:

That the following decisions of Cabinet be noted:

"1. That the HIAMP and associated appendices as the Council's approach to asset management and operational service delivery, be approved.

2. That continued cross boundary joint working on asset management, enabling better understanding and development of collaborative working, benchmarking and efficiency, resilience, customer communications and operation delivery to support the management of assets in Southend-on-Sea, be approved.

3. That the lifecycle plans which form the basis for the prediction of future performance of a group of assets, based on investment scenarios and maintenance strategies, be noted.

4. That it be agreed that the HIAMP and appendices will influence the Council's approach to highway maintenance and management of assets in order to meet the requirements as set out by the Department of Transport.

5. That the increase of the Council's banding for the next Department for Transport self-assessment questionnaire (SaQ) return, be noted. (The result of which will be the Council will receive its full funding awards and improve the case for additional funding grants by adopting asset management principles)."

Note: This is an Executive function
Executive Councillor: Cox

360 Council Procedure Rule 46

The Committee considered Minute 323 of the meeting of Cabinet held on 19th September 2017, together with the report which summarised the actions taken in accordance with Council Procedure Rule 46.

Resolved:

That the submitted report be noted.

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

361 In-Depth Scrutiny Project - Maximising the Use of Technology

Further to Minute 151 of its meeting held on 10th July 2017, the Committee considered the project plan in relation to the agreed in-depth scrutiny project for 2017/18 entitled "Maximising the use of technology through the Smart Cities and Digital Futures agendas".

The Committee also received an oral update on the progress that had been made with the study to date

Resolved:-

That the project plan be agreed.

Note:- This is a Scrutiny Function.

Chairman: _____

MONTHLY PERFORMANCE REPORT

August 2017

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Pages 1 - 11

2017-18 Exceptions – Current Month’s Performance

Current Month’s performance information for indicators rated Red or Amber, and highlighted Green indicators with commentary.
(Green PI’s)

August’s green PI’s with a comment are:

CP 4.3 - Council Tax

CP 4.4 – Non Domestic Rates

CP 3.2 – Discharge from hospital

CP 3.3 – Delayed transfers of care

CP 3.5 – Proportion of adults with a learning disability in paid employment

CP 1.7 – Concluded section 42 enquiries

CP 4.8 – Current rent arrears

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2017-18 Corporate Performance Indicators

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Budget Management Statements

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Capital Expenditure







Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2017/18	Annual target for 2017/18
<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 (31/03/2018)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Section 1: 2017-2018 Exceptions - Current Month Performance





Comments on Indicators rated Red or Amber

Generated on: 09 October 2017 09:52



Expected Outcome At risk of missing target
Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
6 CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	August 2017	74.6	66	66			<p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly over the last 3 months.</p> <p>It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made.</p> <p>Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary.</p> <p>Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest.</p>	People Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Of the 289 children who are looked after, 16 are Unaccompanied Asylum Seeking Children. If these 16 children are removed from the figure, the rate of LAC would be 70.5.	
CP 1.4 10	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	August 2017	79.1%	90%	90%			<p>Whilst it is acknowledged that this indicator is below target the trend is upwards and performance has improved every month this financial year. Since April performance has improved from 58.9% to 79.1%. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:</p> <ul style="list-style-type: none"> - as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and - performance continues to improve month on month however it is recognised that the rate of change is too slow. <p>Robust action has been taken in this regard and further improvements have been seen during Aug-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers highlighting children who have not been visited within the last 30 working days (process introduced in April) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where appropriate.</p>	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	August 2017	59.3%	90%	90%			It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further 5% during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									performance each month will not be fully reflected in this measure as it is weighted down by the poorer performance early in the year.	



Expected Outcome At risk of missing target
Responsible OUs Department for Place

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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	June 2017	N/A	-	TBC		-	Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny



Expected Outcome At risk of missing target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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 [Cumulative]	Aim to Maximise	August 2017	297	350	1,100			Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.	People Scrutiny







Expected Outcome At risk of missing target
 Cannot group these rows by Responsible OUs



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.6 12	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	August 2017	325.3	296.6	296.6			<p>This month Performance has once again improved on this indicator (for the 5th consecutive month). This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.</p> <p>The comment from August 2017 remains appropriate, namely that;</p> <p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.</p>	People Scrutiny

Expected Outcome Some slippage against 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 2017/18	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	August 2017	2.74	2.61	7.20			<p>The Corporate sickness target has not been met for the month of August, and sickness levels are above the year to date target. HR is continuing to provide advice and guidance to managers to enable them to proactively manage sickness absence. The HR team are working with First care to continue to develop management reports so that trends and issues can be highlighted</p>	Policy & Resources Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for People


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	August 2017	41.3	55.7	50.4-55.7			The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area.	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	August 2017	86.1%	90%	90%			<p>An action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.</p> <p>It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.</p> <p>The details of that plan is as follows:</p> <ul style="list-style-type: none"> - visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and - proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required. 	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	August 2017	29.8%	33.5%	33.5%			At the end of August, 522 of 1751 long term service clients were receiving a Direct Payment. Performance on this indicator remains slightly below target but stable and above the national benchmark. It is acknowledged that further action needs to be taken in this area to reach target, the Service Transformation Team will be approached this month for suggestions to contribute towards improving performance in this area.	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	August 2017	34.4%	56%	56%			Due to the performance of this indicator an action plan is in place and is submitted to EDMT each month. The action plan aims to get us to target by March 2018. Performance continues to improve month on month and performance is actually ahead of the modelled target which forms the basis of the action plan. It is expected that, with all being equal, target will now be reached in January, two months earlier than planned.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for Place



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.1 14	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	August 2017	40	45	45			Reported missed collections have reduced as operations have improved, effective contract management has contributed and no further disruptions from service changes	Place 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 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	August 2017	1,826	2,398	5,740			Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public Health team offering support to all practices to improve uptake.	People Scrutiny



Expected Outcome: Indicators on course to achieve target (Greens)





Expected Outcome On course to achieve 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 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
15 CP 4.3	% of Council Tax for 2017/18 collected in year [Cumulative]	Aim to Maximise	August 2017	44.30%	44.00%	97.30%			<p>Council Tax collection for current financial year has shown an increase against target and previous year's collection. The increase in collection is as a result of a reviewed collection process of arrears, which still offers some flexibility to vulnerable people and those that are struggling, but in the majority of cases will look to the Council making an arrangement for payment over a shorter period and a promotion of Direct Debit as a payment method.</p> <p>We have developed our working relationships with our stakeholders and advice sector as well as ensuring a more structured performance review with our Enforcement Agents. We have prioritised some of the more difficult to collect debts by using the more involved methods of recovery, for example Committal and Bankruptcy.</p> <p>The collection of Council Tax for our people in receipt of Council Tax support is the highest it has been since the commencement of the scheme in 2013, this is due to a dedicated team of staff working with the advices services to support and inform these people of their responsibilities.</p> <p>The review of discounts and exemptions is continuing to ensure our data base is accurate and appropriate; we will roll out the use of text messages very soon to encourage payment on time to avoid recovery costs.</p> <p>We are considering other incentives and new projects as we move through the financial year, which will all contribute to our collection and working relationships in the borough.</p>	Policy & Resources Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.4 16	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	August 2017	47.30%	44.50%	97.90%			<p>Business Rates collection for the current financial year has seen an increase against target and previous year's collection. The increase in collection is due to reviewed processes, particularly on the collection of arrears, which will still give some flexibility, allowing us to support local businesses that are struggling, however, it will also ensure that the majority of businesses that fall into arrears will have a shorter timeframe to pay arrears to clear their debt.</p> <p>We promote the support from government that is in place for businesses where appropriate through new initiatives schemes and legislation. We are developing new relationships with our business partners to promote Southend and attract additional business.</p> <p>We have also developed our relationship with our Enforcement Agents with a more structured performance reviews.</p> <p>We have a knowledgeable team who through training and development supported by the authority, play a significant part in what we have achieved in the financial year to date.</p>	Policy & Resources Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	August 2017	90.1%	88.6%	88.6%			<p>Performance has improved significantly this month, seeing a 4% improvement on last month, taking this indicator above target. This reporting period shows that out of 71 Adults using the reablement service, 64 were still at home 91 days later. Of the 7 not at home, 2 had passed away, 1 moved into nursing care, 4 into residential care. No Adults had been</p>	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									readmitted into hospital this month. This significant recovery in performance is at least in part due to the work of the Service Transformation team which has supported the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data. The benefits of all recent changes and ongoing work has achieved an early improvement in the service. This will now be monitored closely for sustained improvement that is expected.	
17 CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	August 2017	0.71	1.43	1.43			The improvement in this indicator since April has been dramatic. In the last reporting month there has been; 1 Social Care Acute Delay and 0 Social Care Non-Acute Delays. This improvement in performance has been as a result of a significant amount of work by the service to address business process issues but more importantly to find solutions in time limited, high pressure environments. The Hospital Social Care Team are working with partners to improve patient flow in the acute hospital and embrace the Integrated Discharge Teams who are working with clients when they are first admitted into hospital. Southend Borough Council are working with the region to develop a consistent approach to reviewing, recording and coding DTOC. This is work aimed at improving the local reporting of issues in the system. Work continues with EPUT (non-acute) to establish robust processes to ensure data is accurate and agreed by Social Care.	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	August 2017	11.6%	10%	10%			Performance continues to remain above target, 53 Adults are in paid employment and The Learning Disability Team are working with local employers who are keen to support in offering employment opportunities to clients with	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Learning Disabilities. We are confident that this indicator will meet the annual target.	
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	August 2017	85.6%	80%	80%			Due to school holidays no inspections were carried out in August. Performance remains the same as in July, above target.	People Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Department for Place





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	August 2017	96%	93%	93%			Standards are above the target showing cleansing has improved, effective contract management and maturity of the contract has contributed to this	Place Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	August 2017	100.00%	79.00%	79.00%			In order to meet the target during a period of vacancies in the planning service it has been necessary to reprioritise some non-statutory functions and engage temporary staff.	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	August 2017	95.03%	84.00%	84.00%				Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	August 2017	93.80%	90.00%	90.00%				Place Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	August 2017	19	16	40			Public Health responsibility Deal Well Being Champion network meeting arranged for the 11th October. There is continued positive response from local businesses to support the Public Health Responsibility Deal. We will be	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									undertaking work with Wellbeing Champions from a number of businesses to assist with design of this initiative going forward.	

Expected Outcome On course to achieve target
Cannot group these rows by Responsible OUs

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.7 19	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	August 2017	90.4%	74%	74%			Performance on this measure continues to be significantly above the target and benchmarks. The England Average is 67%.	People Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	August 2017	1.33%	1.77%	1.77%			This indicator represents the current arrears as a percentage of the total rent collectable for the year. Whilst we will always see seasonal fluctuations in the arrears position, we are currently meeting the target , however the further "roll out" of Universal credit which started on the 19th July, coupled with the school summer holidays has seen the figure increase slightly this month .	Policy and Resources Scrutiny

Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 09 October 2017 09:52



Performance Data Expected Outcome: At risk of missing target 6 On course to achieve target 19 Some slippage against target 7 No Value 1

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 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	August 2017	41.3	55.7	50.4-55.7			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	August 2017	74.6	66	66			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	August 2017	79.1%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	August 2017	86.1%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	August 2017	325.3	296.6	296.6			John O'Loughlin	People Scrutiny
CP 1.7	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	August 2017	90.4%	74%	74%			Sharon Houlden	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 2017/18	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	August 2017	40	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	August 2017	96%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A	-	TBC	-	-	Carl Robinson	Place Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [Monthly Snapshot]	Aim to Maximise	August 2017	74.6%	70%	70%			Sharon Houlden	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	August 2017	90.1%	88.6%	88.6%			Sharon Houlden	People Scrutiny
CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	August 2017	0.71	1.43	1.43			Sharon Houlden	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	August 2017	29.8%	33.5%	33.5%			Sharon Houlden	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	August 2017	11.6%	10%	10%			Sharon Houlden	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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 and visits to the Pier [Cumulative]	Aim to Maximise	August 2017	3,306,027	1,812,500	4,350,000	✔	↑	Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	August 2017	19	16	40	✔	↓	Andrea Atherton	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	August 2017	297	350	1,100	⚠	↓	Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	August 2017	1,826	2,398	5,740	⚠	↓	Andrea Atherton	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	August 2017	59.3%	90%	90%	⚠	↑	John O'Loughlin	People Scrutiny
CP 3.11	The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).	Aim to Maximise	August 2017	91	-	-	-	↓	John O'Loughlin	People Scrutiny

Aim: PROSPEROUS: 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 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2017/18 collected in year [Cumulative]	Aim to Maximise	August 2017	44.30%	44.00%	97.30%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	August 2017	47.30%	44.50%	97.90%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	August 2017	100.00%	79.00%	79.00%	✔	↑	Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	August 2017	95.03%	84.00%	84.00%	✔	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	August 2017	93.80%	90.00%	90.00%	✔	↓	Peter Geraghty	Place Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	August 2017	1.33%	1.77%	1.77%			Sharon Houlden	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	August 2017	85.6%	80%	80%			Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	August 2017	99	100	100			Sharon Houlden	People Scrutiny

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.

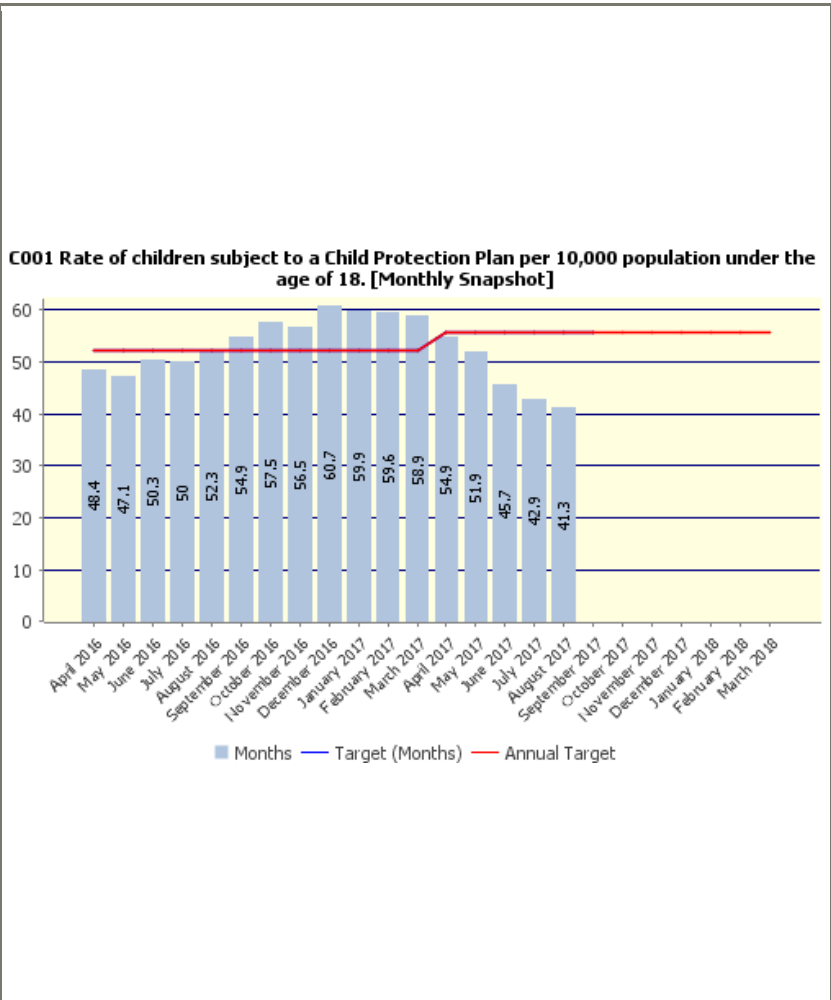
MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1 NS	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative]	Aim to Maximise	August 2017	14,218	7,917	19,000			Scott Dolling	Place Scrutiny
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	August 2017	85.52%	80.00%	80.00%			Nick Corrigan; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	August 2017	2.74	2.61	7.20			Joanna Ruffle	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 35,000 [Cumulative]	Aim to Maximise	August 2017	30,558	26,250	35,000			Ellen Butler; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	August 2017	34.4%	56%	56%			Brin Martin	People 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 3 Some slippage against target 2

CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]			
Expected Outcome		Format	Goldilocks	
Managed By	John O'Loughlin			
Year Introduced	2014			

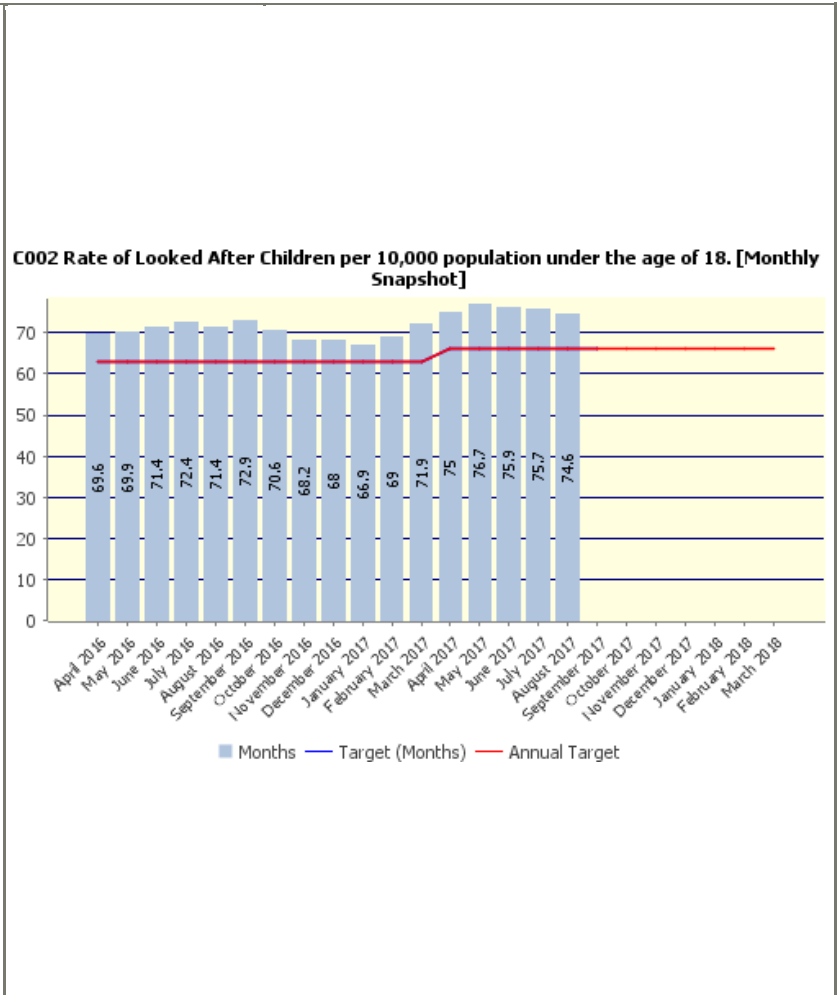
Date Range 1		
	Value	Target
April 2016	48.4	52.3
May 2016	47.1	52.3
June 2016	50.3	52.3
July 2016	50	52.3
August 2016	52.3	52.3
September 2016	54.9	52.3
October 2016	57.5	52.3
November 2016	56.5	52.3
December 2016	60.7	52.3
January 2017	59.9	52.3
February 2017	59.6	52.3
March 2017	58.9	52.3
April 2017	54.9	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area.

CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]		
Expected Outcome		Format Aim to Minimise	
Managed By	John O'Loughlin		
Year Introduced	2014		

Date Range 1		
	Value	Target
April 2016	69.6	63
May 2016	69.9	63
June 2016	71.4	63
July 2016	72.4	63
August 2016	71.4	63
September 2016	72.9	63
October 2016	70.6	63
November 2016	68.2	63
December 2016	68	63
January 2017	66.9	63
February 2017	69	63
March 2017	71.9	63
April 2017	75	66
May 2017	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017	74.6	66
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly over the last 3 months. It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made. Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary.

Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest. Of the 289 children who are looked after, 16 are Unaccompanied Asylum Seeking Children. If these 16 children are removed from the figure, the rate of LAC would be 70.5.

CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.		<p style="text-align: center;">August 2017 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	John O'Loughlin		
Year Introduced	2017		

Date Range 1		
	Value	Target
April 2017	58.9%	90%
May 2017	63.4%	90%
June 2017	68.8%	90%
July 2017	74.6%	90%
August 2017	79.1%	90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

Month	Value	Target (Months)	Annual Target
April 2017	58.9%	90%	90%
May 2017	63.4%	90%	90%
June 2017	68.8%	90%	90%
July 2017	74.6%	90%	90%
August 2017	79.1%	90%	90%

Whilst it is acknowledged that this indicator is below target the trend is upwards and performance has improved every month this financial year. Since April performance has improved from 58.9% to 79.1%. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:

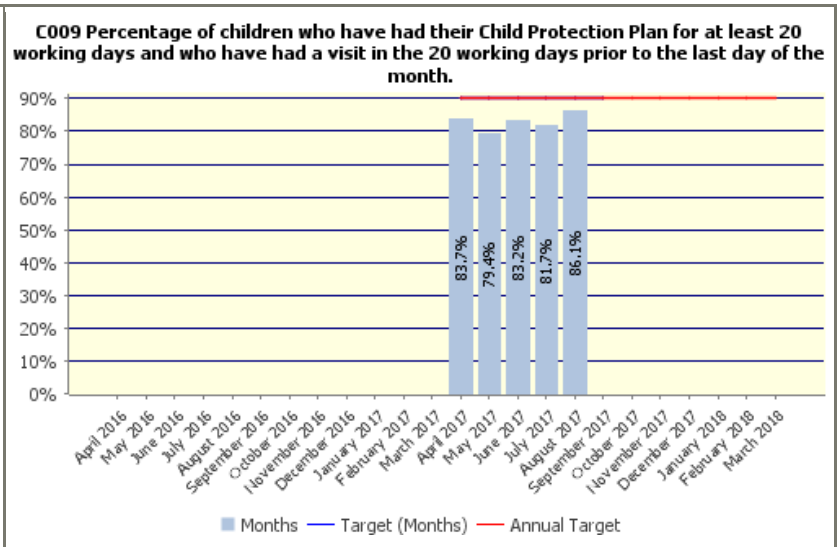
- as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and

- performance continues to improve month on month however it is recognised that the rate of change is too slow.

Robust action has been taken in this regard and further improvements have been seen during Aug-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers highlighting children who have not been visited within the last 30 working days (process introduced in April) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where appropriate.

CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.			<p style="text-align: center;">August 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1		
	Value	Target
April 2017	83.7%	90%
May 2017	79.4%	90%
June 2017	83.2%	90%
July 2017	81.7%	90%
August 2017	86.1%	90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



An action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.

The details of that plan is as follows:

- visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and
- Proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.

CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]		
Expected Outcome		Format Aim to Minimise	
Managed By	John O'Loughlin		
Year Introduced	2017		

Date Range 1			C113 Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]
	Value	Target	
April 2017	369.3	296.6	
May 2017	366.1	296.6	
June 2017	361.7	296.6	
July 2017	341.6	296.6	
August 2017	325.3	296.6	
September 2017			
October 2017			
November 2017			
December 2017			
January 2018			
February 2018			
March 2018			

This month Performance has once again improved on this indicator (for the 5th consecutive month). This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.

The comment from August 2017 remains appropriate, namely that;

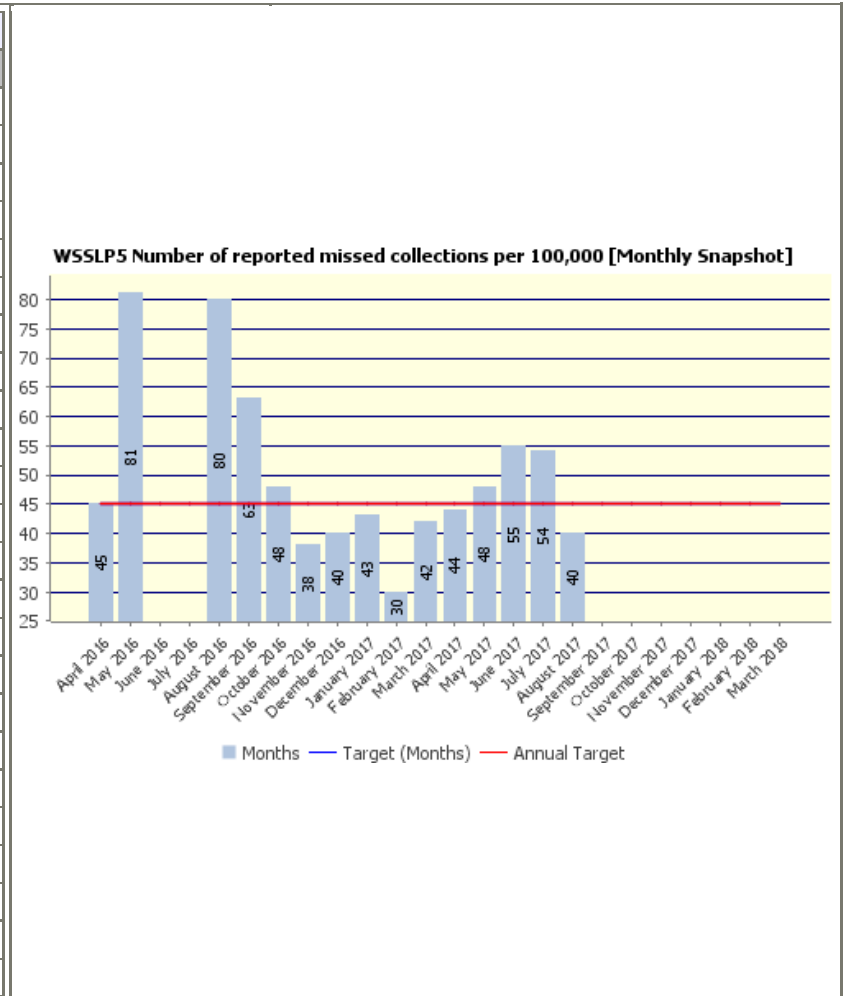
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.

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 Some slippage against target 1

CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]			<p style="text-align: center;">August 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Carl Robinson			
Year Introduced				

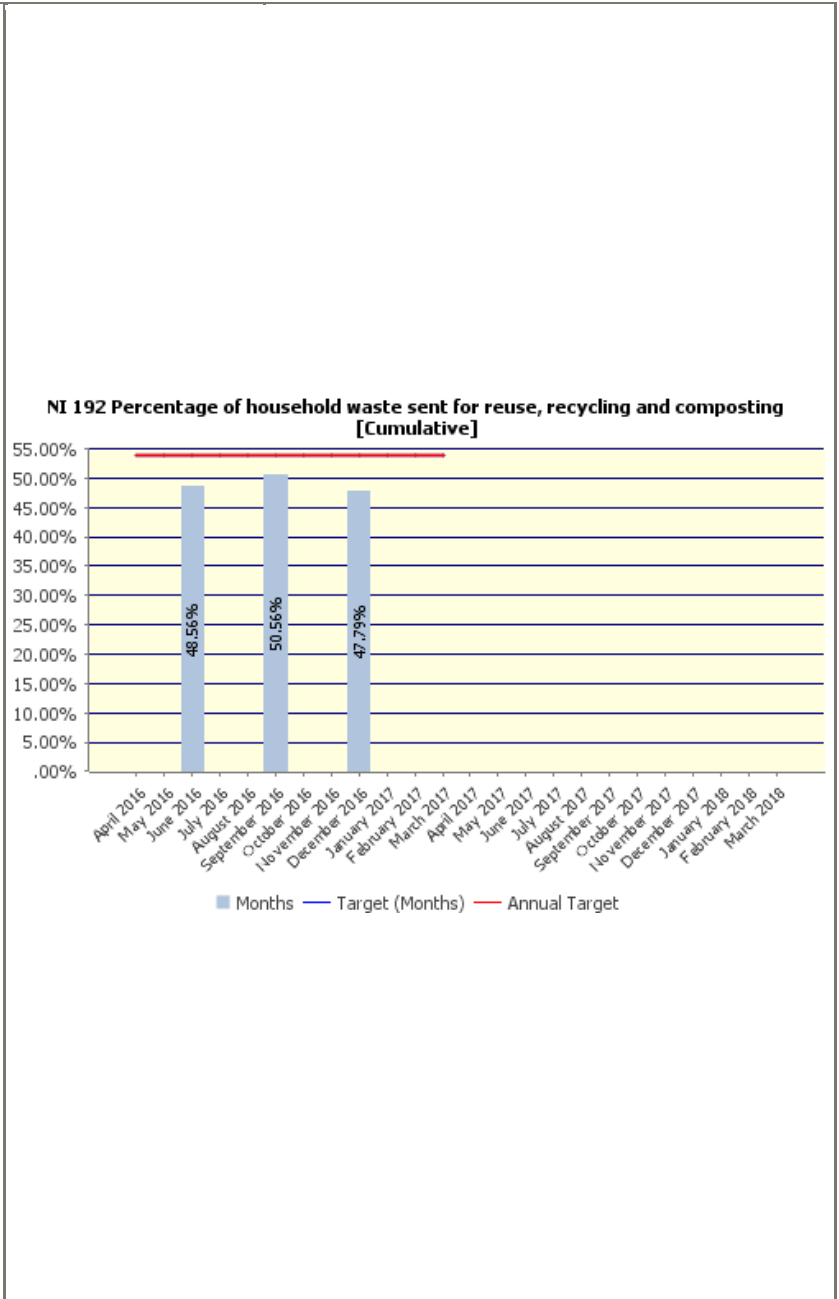
Date Range 1		
	Value	Target
April 2016	45	45
May 2016	81	45
June 2016	N/A	45
July 2016	N/A	45
August 2016	80	45
September 2016	63	45
October 2016	48	45
November 2016	38	45
December 2016	40	45
January 2017	43	45
February 2017	30	45
March 2017	42	45
April 2017	44	45
May 2017	48	45
June 2017	55	45
July 2017	54	45
August 2017	40	45
September 2017		45
October 2017		45
November 2017		45
December 2017		45
January 2018		45
February 2018		45
March 2018		45



Reported missed collections have reduced as operations have improved , effective contract management has contributed and no further disruptions from service changes

CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]		June 2017 result N/A
Expected Outcome		Format Aim to Maximise	
Managed By	Carl Robinson		
Year Introduced	2008		


Date Range 1		
	Value	Target
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	N/A	54.00%
November 2016	N/A	54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017	N/A	54.00%
February 2017	N/A	54.00%
March 2017	N/A	54.00%
Q4 2016/17		
April 2017	N/A	TBC
May 2017	N/A	TBC
June 2017	N/A	TBC
Q1 2017/18		
July 2017		
August 2017		
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		

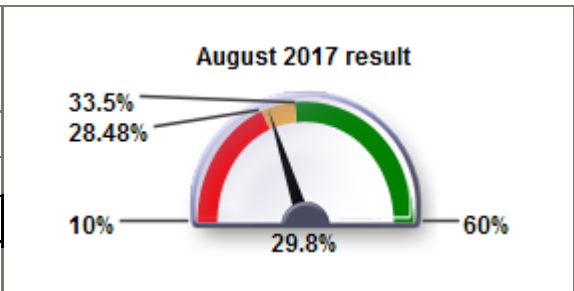


Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.

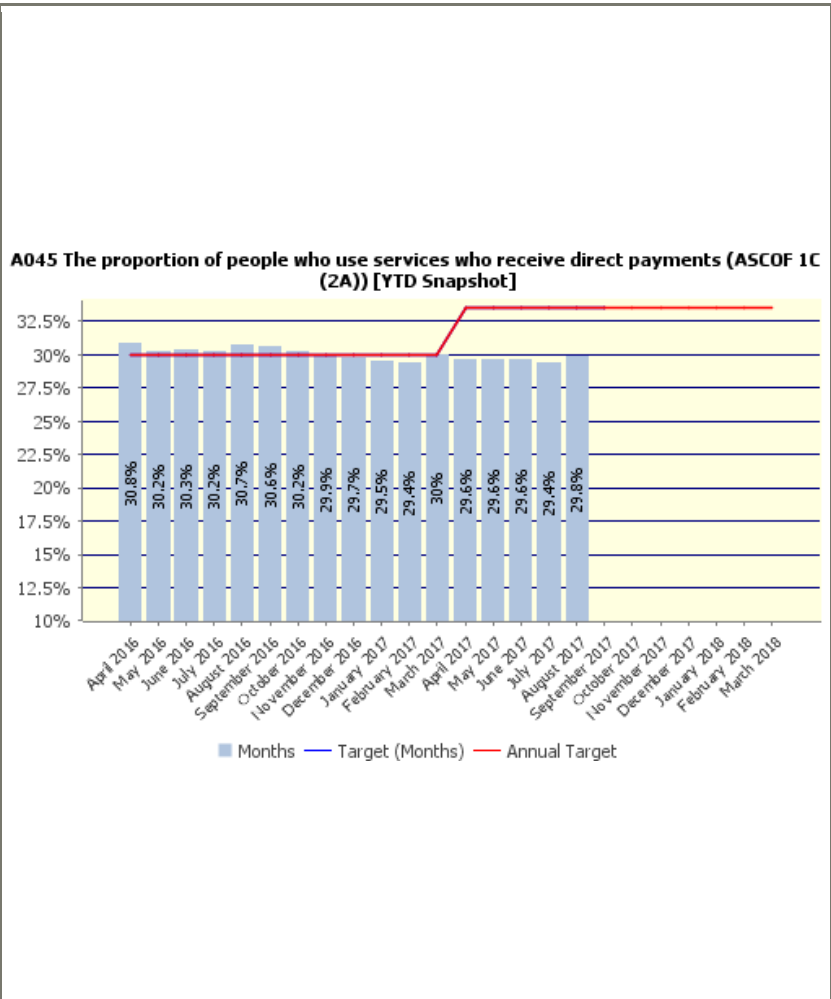
Aim: HEALTHY: Priorities • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing. • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social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

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


CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced	2015		

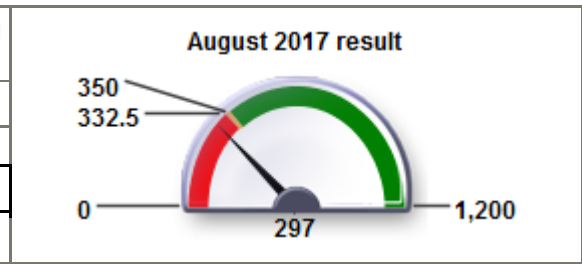


Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017	29.6%	33.5%
May 2017	29.6%	33.5%
June 2017	29.6%	33.5%
July 2017	29.4%	33.5%
August 2017	29.8%	33.5%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

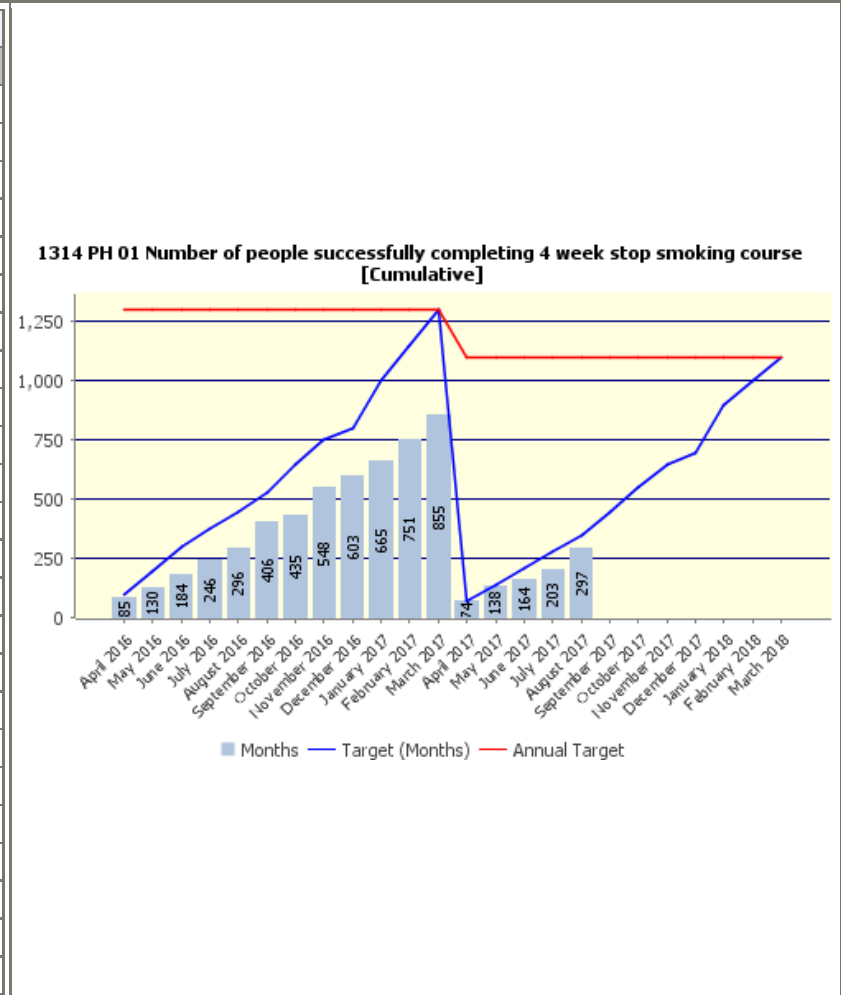


At the end of August, 522 of 1751 long term service clients were receiving a Direct Payment. Performance on this indicator remains slightly below target but stable and above the national benchmark. It is acknowledged that further action needs to be taken in this area to reach target, the Service Transformation Team will be approached this month for suggestions to contribute towards improving performance in this area.


CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Lee Watson		
Year Introduced	2013		

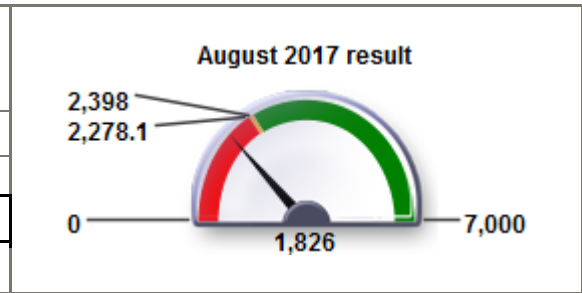


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017	138	140
June 2017	164	210
July 2017	203	280
August 2017	297	350
September 2017		450
October 2017		550
November 2017		650
December 2017		700
January 2018		900
February 2018		1,000
March 2018		1,100

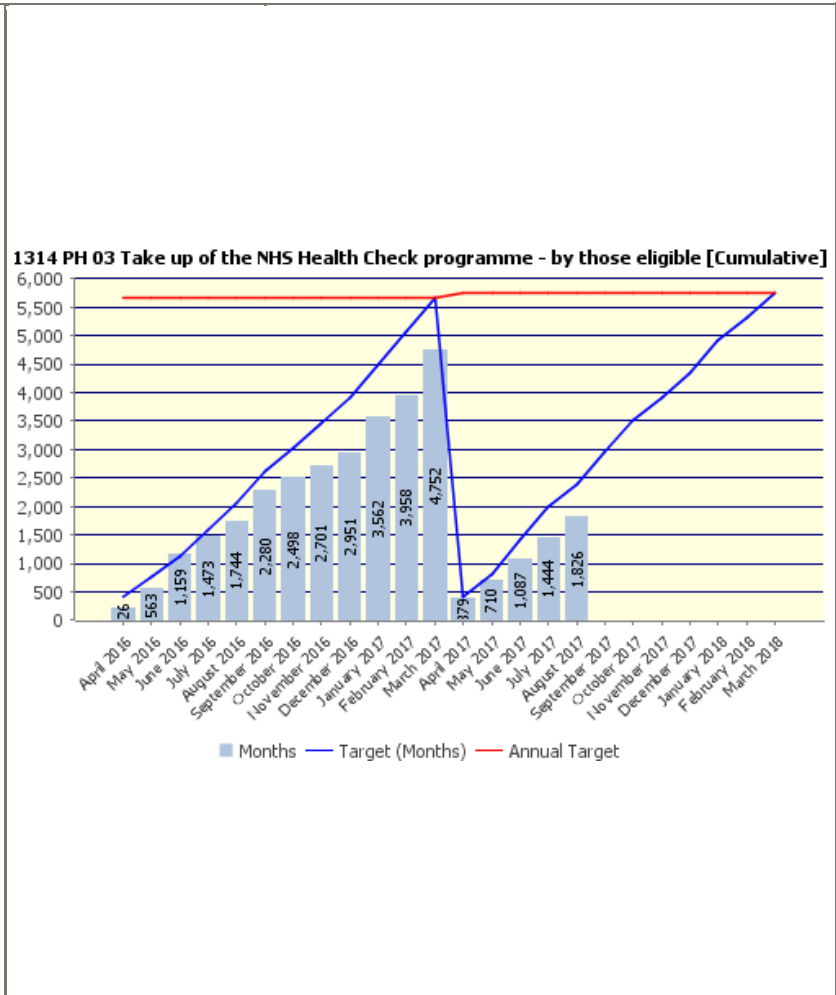


Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.

CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Andrea Atherton		
Year Introduced	2013		



Date Range 1		
	Value	Target
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	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017		2,976
October 2017		3,506
November 2017		3,920
December 2017		4,334
January 2018		4,912
February 2018		5,326
March 2018		5,740



Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public Health team offering support to all practices to improve uptake.


CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]		<p style="text-align: center;">August 2017 result</p> <p>0% — 59.3% — 90% — 100% — 85.5%</p>
Expected Outcome		Format Aim to Maximise	
Managed By	John O'Loughlin		
Year Introduced	2017		

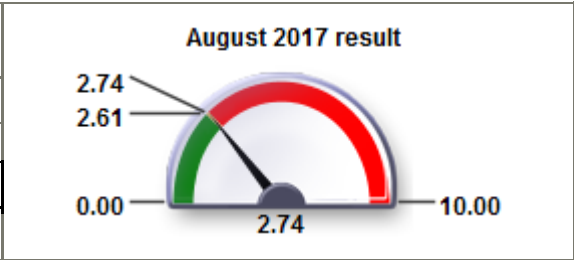
Date Range 1		
	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

Month	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%

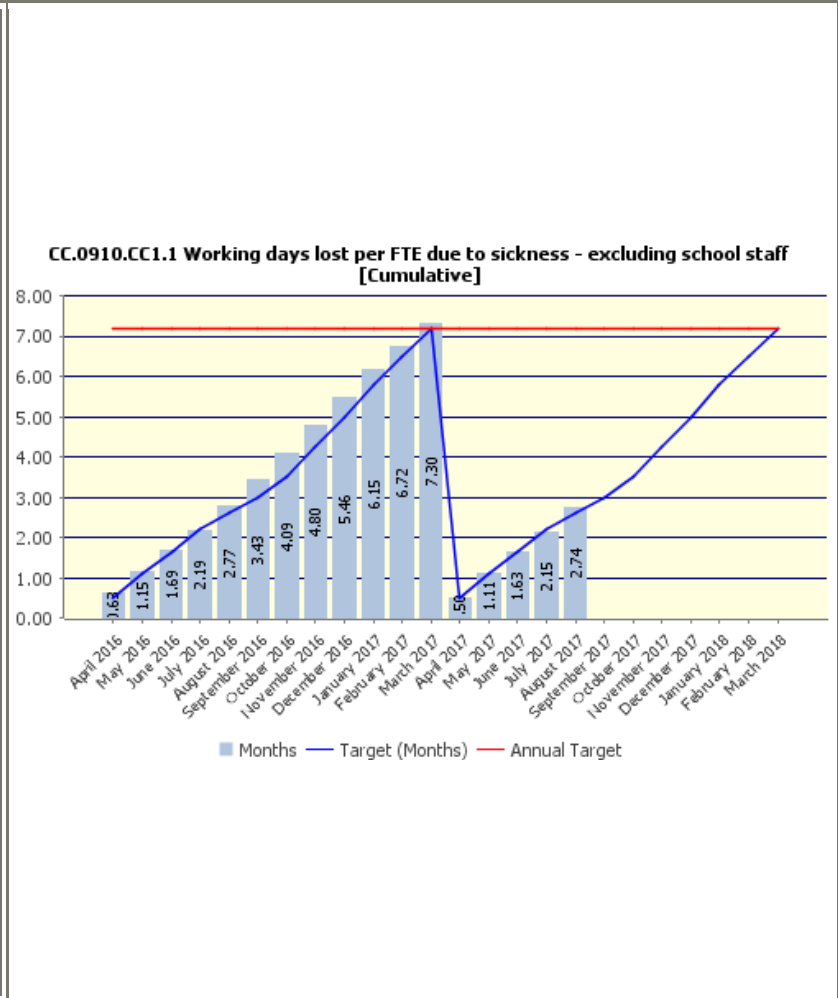
It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further 5% during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure as it is weighted down by the poorer performance early in the year.

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: Some slippage against target 2


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

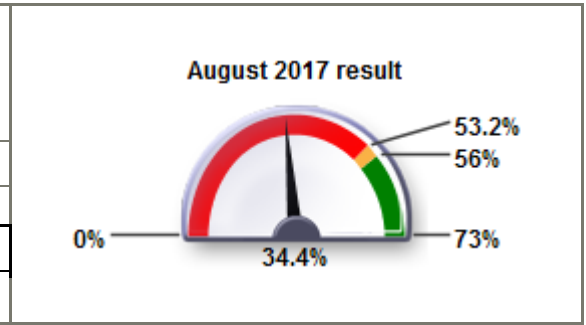


Date Range 1		
	Value	Target
April 2016	0.63	0.51
May 2016	1.15	1.10
June 2016	1.69	1.65
July 2016	2.19	2.21
August 2016	2.77	2.61
September 2016	3.43	3.01
October 2016	4.09	3.51
November 2016	4.80	4.27
December 2016	5.46	4.99
January 2017	6.15	5.82
February 2017	6.72	6.49
March 2017	7.30	7.20
April 2017	0.50	0.51
May 2017	1.11	1.10
June 2017	1.63	1.65
July 2017	2.15	2.21
August 2017	2.74	2.61
September 2017		3.01
October 2017		3.51
November 2017		4.27
December 2017		4.99
January 2018		5.82
February 2018		6.49
March 2018		7.20

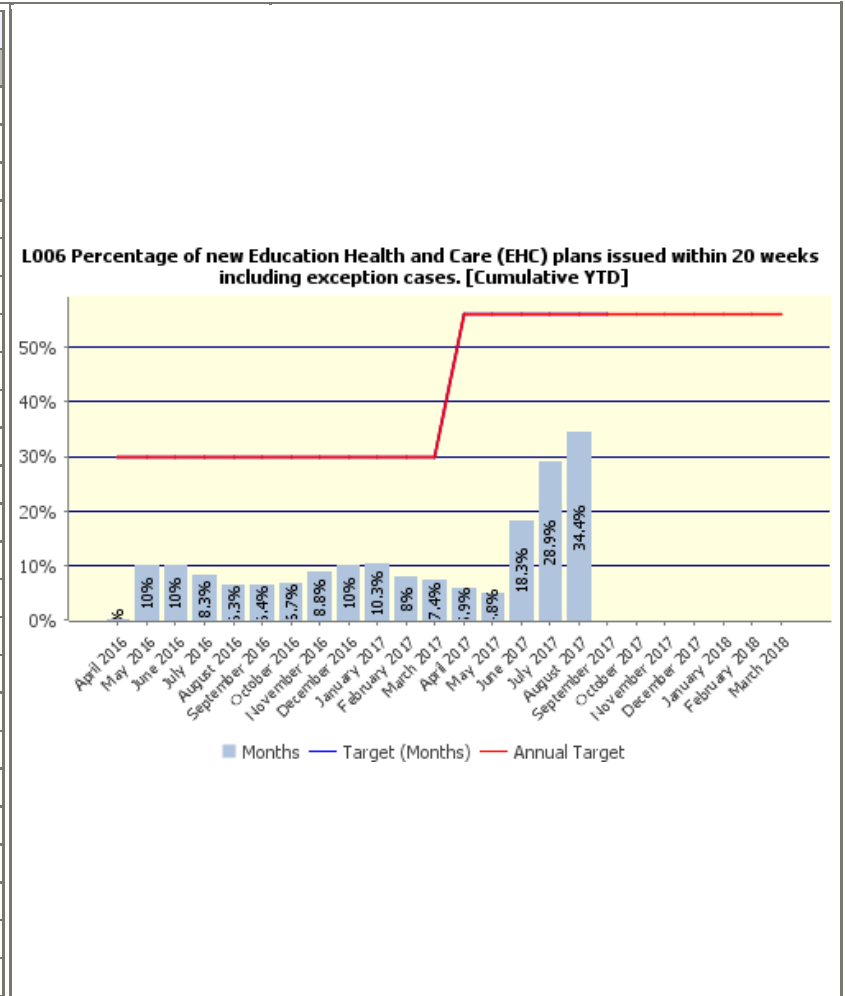


The Corporate sickness target has not been met for the month of August, and sickness levels are above the year to date target. HR is continuing to provide advice and guidance to managers to enable them to proactively manage sickness absence. The HR team are working with First care to continue to develop management reports so that trends and issues can be highlighted.

CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Brin Martin		
Year Introduced	2016		



Date Range 1		
	Value	Target
April 2016	0%	30%
May 2016	10%	30%
June 2016	10%	30%
July 2016	8.3%	30%
August 2016	6.3%	30%
September 2016	6.4%	30%
October 2016	6.7%	30%
November 2016	8.8%	30%
December 2016	10%	30%
January 2017	10.3%	30%
February 2017	8%	30%
March 2017	7.4%	30%
April 2017	5.9%	56%
May 2017	4.8%	56%
June 2017	18.3%	56%
July 2017	28.9%	56%
August 2017	34.4%	56%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



Due to the performance of this indicator an action plan is in place and is submitted to EDMT each month. The action plan aims to get us to target by March 2018. Performance continues to improve month on month and performance is actually ahead of the modelled target which forms the basis of the action plan. It is expected that, with all being equal, target will now be reached in January, two months earlier than planned.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

	[Potential] Performance Measures	Rationale for inclusion	Latest Performance
1.	<p>Referral for treatment - % of patients referred from GP to hospital treatment within 18 weeks</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">87.6% (May 2017)</p> <p>Against national target of 85%</p>
2.	<p>Cancer treatment - % patients treated within 62 days of GP urgent suspected cancer referral</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p>62 Day Operational Standard 83% (May 2017)</p> <p>Against national average of 82.4%</p> <p>30 out of 36 patients were treated within 62 days.</p>
3.	<p>A&E - % of patients attending Southend Hospital A&E, seen and discharged in under 4 hours (95% target)</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/</p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">90.71% (June 2017)</p> <p style="text-align: center;">92.42% (Year to date)</p>
4.	<p>Mental health - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</p>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<p>15.8% as at 31st March 2017 (against the target of 15.54%)</p> <p>Based on performance over the rest of the year to date, it seems likely that the target will be close to the national NHS England target for 2017/18 of 16.8%.</p>
5.	<p>Dementia - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p>56.54% achieved in April 2017, this is against the 66.7% diagnosis ambition target.</p> <p>This is a 0.6% increase from the February figure. Southend remains the only CCG in the East of England that is compliant with the national target.</p>

6.	<p>Primary Care – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p>https://gp-patient.co.uk/surveys-and-reports</p>	<p>Provides residents views on the quality of GP service in the borough. Survey is now produced annually.</p>	<p>Overall experience of GP surgery – July 2017</p> <p>Very good – 42% Fairly good – 41% Neither good nor poor – 11% Fairly poor – 4% Very poor – 3%</p> <p>National Average of patients rating 'Good' is 85%</p>
7.	<p>End of life care - Preferred Place of Death (PPoD) – Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *</p>	<p>Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020. Can be produced monthly.</p>	<p>Southend: 87%</p> <p>The PPoD achievement for Southend in August 2017 is 47 out of 54.</p> <p>(no national target at present)</p>

*although patients make a preference for a place of death, often home, the reality of the last days/hours of life often prompts patients and/or relatives/carers to change their mind and seek what they consider to be a place of safety and support, which is invariably the acute trust. Patients are documented for PPoD as: Home; Hospital; Hospice; Care/Nursing Home; Community Hospital.

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th></th> <th style="text-align: center;">April 2016</th> <th style="text-align: center;">April 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">Average Price</td> <td style="text-align: center;">£242,109</td> <td style="text-align: center;">£261,827</td> </tr> <tr> <td style="background-color: #d3d3d3;">% Change</td> <td style="text-align: center;">14.51% (Apr 15-16)</td> <td style="text-align: center;">8.14% (Apr 16-17)</td> </tr> </tbody> </table>			April 2016	April 2017	Average Price	£242,109	£261,827	% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)
	April 2016	April 2017										
Average Price	£242,109	£261,827										
% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)										
2.	Planning Applications	<p style="text-align: center;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;">July 2015 - June 2016</td> <td style="text-align: center;">1734</td> </tr> <tr> <td style="text-align: center;">July 2016 - June 2017</td> <td style="text-align: center;">1913</td> </tr> </tbody> </table>		July 2015 - June 2016	1734	July 2016 - June 2017	1913					
July 2015 - June 2016	1734											
July 2016 - June 2017	1913											
3.	Job Seekers Allowance Claimants	<p style="text-align: center;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th></th> <th style="text-align: center;">June 2016</th> <th style="text-align: center;">June 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">JSA Claimants (Number)</td> <td style="text-align: center;">1,498</td> <td style="text-align: center;">1,517</td> </tr> <tr> <td style="background-color: #d3d3d3;">JSA Claimants %</td> <td style="text-align: center;">1.4%</td> <td style="text-align: center;">1.4%</td> </tr> </tbody> </table> <p style="text-align: center; margin-top: 5px;">Source: Office of National Statistics</p>			June 2016	June 2017	JSA Claimants (Number)	1,498	1,517	JSA Claimants %	1.4%	1.4%
	June 2016	June 2017										
JSA Claimants (Number)	1,498	1,517										
JSA Claimants %	1.4%	1.4%										

Community Safety Indicators

Short name	Month's value (April-July cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																								
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]	2656	<p>Southend CSP continues to focus its partner resources around key areas of concern, these include night time economy demands (particularly with increasing need to police seafront car cruises, and high footfall events such as Halloween weekend and Fireworks), street based crime (drug/knife crime), and other violence including domestic violence.</p> <p>The changes around crime activities (such as increasing gang related crime and knife crime) do pose challenges to partners and resources to tackle such. Furthermore, new areas of challenge such as strengthening town centre safety and security, and issues related to town centre ASB (eg street drinking and aggressive begging) require new strategic thinking around how best to tackle.</p> <p>The current reviews of CSP structure and remit, the review of Borough wide ASB response, plus a review of the new Community Safety Hub (based at the Police Station) will support new thinking to approach the new challenges (and existing challenges) that confront police and partners in 2017</p> <p>June BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 7% ; Vehicle interference – 1%; Burglary in a dwelling – 0%; Bicycle Theft – 4%; Theft from the person - 2%; Criminal damage (exc 59) - 19%; HMIC Violence without injury – 39%; Wounding (Serious or Other) – 22%; Personal Robbery – 3%.</p>																																								
Performance Measures	Rationale for inclusion	Latest Performance Available																																								
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> <th style="text-align: center;">Cumulative Solved Rates Difference ** %</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">7029</td> <td style="text-align: center;">↓1.5</td> <td style="text-align: center;">*</td> </tr> <tr> <td style="text-align: center;">Theft of a vehicle</td> <td style="text-align: center;">36</td> <td style="text-align: center;">369</td> <td style="text-align: center;">↑8.5</td> <td style="text-align: center;">↓0.6</td> </tr> <tr> <td style="text-align: center;">Theft from Vehicle</td> <td style="text-align: center;">67</td> <td style="text-align: center;">879</td> <td style="text-align: center;">↓11.6</td> <td style="text-align: center;">↓1.3</td> </tr> <tr> <td style="text-align: center;">Vehicle Interference</td> <td style="text-align: center;">8</td> <td style="text-align: center;">168</td> <td style="text-align: center;">↓4.0</td> <td style="text-align: center;">↓2.8</td> </tr> <tr> <td style="text-align: center;">Burglary in a dwelling</td> <td style="text-align: center;">0</td> <td style="text-align: center;">641</td> <td style="text-align: center;">↑19.4</td> <td style="text-align: center;">↓2.2</td> </tr> <tr> <td style="text-align: center;">Bicycle theft</td> <td style="text-align: center;">32</td> <td style="text-align: center;">467</td> <td style="text-align: center;">↑15.9</td> <td style="text-align: center;">↓0.4</td> </tr> <tr> <td style="text-align: center;">Theft from the person</td> <td style="text-align: center;">18</td> <td style="text-align: center;">222</td> <td style="text-align: center;">↓18.4</td> <td style="text-align: center;">↓0.5</td> </tr> </tbody> </table>	Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %	10 BCS Crimes - total	*	7029	↓1.5	*	Theft of a vehicle	36	369	↑8.5	↓0.6	Theft from Vehicle	67	879	↓11.6	↓1.3	Vehicle Interference	8	168	↓4.0	↓2.8	Burglary in a dwelling	0	641	↑19.4	↓2.2	Bicycle theft	32	467	↑15.9	↓0.4	Theft from the person	18	222	↓18.4	↓0.5
Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %																																						
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Theft from the person	18	222	↓18.4	↓0.5																																						

			Criminal Damage (exc 59)	138	1784	↓7.7	↓2.4
			Violence Without Injury	404	2924	↑13.4	↓4.3
			Wounding (Serious or Other)	165	*	*	*
			Robbery (Personal Property)	23	206	↑14.4	↓0.3
		<p>*Not recorded.</p> <p>**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.</p>					
Potential Performance Measures		Rationale for inclusion		Latest Performance			
				Number (Rolling 12 months to June)		Increase/Decrease %	
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes		Total number of Incidents 4071 (June)	Total number of Crimes 15118	Crimes - ↓3.17%	Incidents ↑9.03%
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.		7029		↓1.5%	
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.		368		↑6.6%	
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...		189 (14.4%)		↓27.03%	
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.		3749		↑2.27%	
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.		129		↑46.6%	



Revenue Budget Monitoring 2017/18

Period 5

**as at 31 August 2017
Portfolio Summary**

Contents

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1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2017/18, based on the views of the Directors and their Management Teams, in light of expenditure and income to 31 August 2017.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2017.

2. Overall Budget Performance – General Fund

As at the end of August, an underspend to the overall Council budget of £1,936,000 is currently being forecast for the year-end. This position reflects a projected overspend of £363,000 in Council departmental spending offset by a £2,299,000 underspend on financing costs. The variances which services are reporting are detailed in section 3. The forecast net underspend of £1,936,000 is currently expected to be transferred to earmarked reserves to ensure the General Fund balance remains at £11 million.

General Fund Portfolio Forecast Comparison 2017/18 at 31 August 2017 - Period 5

Portfolio	Latest Budget 2017/18 £000	Projected Outturn 2017/18 £000	August Forecast Variance £000	July Forecast Variance £000
Leader	2,411	2,361	(50)	(59)
Culture, Tourism & the Economy	12,992	13,099	107	75
Corporate and Community Support Services	11,963	11,805	(158)	(77)
Housing, Planning & Sustainability	5,122	5,122	0	0
Children & Learning	26,709	27,638	929	912
Health & Adult Social Care	39,090	39,312	222	227
Transport, Waste & Regulatory Services	22,776	22,004	(772)	(800)
Technology	4,390	4,475	85	0
Total Portfolio	125,453	125,816	363	278
Non-Service Areas	15,274	12,975	(2,299)	(2,304)
Earmarked Reserves	(17,574)	(15,638)	1,936	2,026
Net Expenditure / (Income)	123,153	123,153	0	0

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

3. Service Variances - £363,000 forecast overspend

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

Portfolio	Unfavourable £'000	Favourable £'000	Net £'000	Previous period £'000
Leader				
Part year vacancy for Chief Executive post		(40)		(50)
Treasury Management costs		(10)		(9)
	0	(50)	(50)	(59)
Culture, Tourism & the Economy				
Theatre contract negotiations ongoing	75			75
Grounds Maintenance income shortfall	50			50
Part year vacancies within the Library Service		(50)		0
Part year vacancy within the Parks Service		(18)		0
Water testing costs along the Pier and Foreshore	100			0
Pier admission income		(50)		(50)
	225	(118)	107	75
Corporate and Community Support				
Underspend on PA costs for Director of Legal and Democratic Services		(10)		(10)
Vacant posts in the Financial Planning and Control team		(60)		(60)
Vacant post in Asset Management team		(50)		(33)
Additional rents (including Backrent) for SBC Properties		(50)		(50)
Income relating to Council Tax Court Costs		(80)		(25)
Benefits Admin Team Staffing	50			41
Civic Centre contract cleaning	62			60
Income in the Registrations team				(5)
Vacant hours in the Voluntary Organisations team		(10)		(10)
Members internet costs				(20)
Overtime costs for Mayor's Chauffeur				10
Underspend on residual budget from the deletion of the Programme Office		(40)		0
Vacancies in Legal Services Team		(40)		0
Court Costs and Barrister Fees in Legal Team	45			0
Income for Legal Services	25			25
	182	(340)	(158)	(77)
Housing, Planning & Sustainability				
	0	0	0	0
Children and Learning				
Children with disabilities and associated cost of direct payments	27			20
Children's Placements - forecast for current cohort of PVI looked after children	501			356
Leaving Care accommodation costs and support costs	87			193
Staffing pressure costs in children services	137			120
Support costs for Children under Sect 17 and Sect 20		(54)		(76)
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	71			82
Forecast on current in-house fostering placements and impact of adoption referral income	160			217
	983	(54)	929	912

...Continued				
Health and Adult Social Care				
People with a Learning Disability - Lower than estimated residential care placements and day care services		(100)		(120)
People with Mental Health Needs - Higher than estimated residential care placements and direct payments	141			110
Older People - residential care packages and complex packages	248			292
Physical and Sensory Impairment - Higher than estimated residential care placements	16			28
Health contribution towards Integrated commissioning		(70)		(70)
Underspend due to vacancies on customer services team		(13)		(13)
	405	(183)	222	227
Transport, Waste & Regulatory Services				
Flood Defences pump station servicing	66			60
Flood Defences land licence	40			40
Job evaluation outcome	22			0
Waste MBT still in commissioning phase		(900)		(900)
	128	(900)	(772)	(800)
Technology				
ICT agency cost to backfill secondments to capital projects	85			0
	85	0	85	0
Total	2,008	(1,645)	363	278

Non Service Variances (£2,299,000 forecast underspend)

Financing Costs – (£2,299K)

This provision is forecast to be underspent against budget at the year-end as; revised Minimum Revenue Provision Policy (£1,924K); PWLB interest is lower (£470K) due to reduced borrowing; HRA interest (£4K); interest on short term borrowing £68K; reduced interest to be received on energy efficiency schemes £25K; VAT Interest due to a Voluntary Disclosure £6K.

4. Appropriations to / from Earmarked Reserves

Net appropriations from Earmarked Reserves totalling £12,282,000 were agreed by Council when setting the 2017/18 budget in February 2017. The current outturn position allows for further in-year net appropriations from reserves totalling £3,355,760. Total net appropriations from/(to) reserves for 2017/18 will therefore equal £15,637,760.

- £4,086,000 from the Capital Reserve as agreed at Cabinet in June 2017
- £590,550 from the Business Transformation Reserve to enable the progression of projects
- £75,000 from the Public Health Reserve Grant Reserve
- £644,710 from the General Grants Reserve
- £20,500 from the Public Health DAAT Reserve
- £125,000 to the Election Reserve (2017-18 is a fallow year)
- £1,936,000 appropriation to Reserves at the year end for projected year end underspend

£3,355,760 Total from Reserves

5. Revenue Contributions to Capital Outlay (RCCO)

The original budget for 2017/18 included planned revenue contributions for capital investments, via the use of Earmarked Reserves, of £3,804,000. Due to additions to the capital programme agreed at Cabinet in June 2017, this budget has now increased to £7,988,000. Earmarked Reserves will fund £7,890,000 of this, with the remaining £98,000 funded from energy savings generated from energy efficiency projects.

6. Performance against Budget savings targets for 2017/18

As part of setting the Council budget for 2017/18, a schedule of Departmental and Corporate savings was approved totalling £7.502 million. These are required to achieve a balanced budget.

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

	Red £000	Amber £000	Green £000	Original Savings Total £000	Projected Outturn £000	Forecast Variance £000
Department						
Chief Executive	0	785	205	990	990	0
People	671	751	3,119	4,541	3,428	(1,113)
Place	20	247	1,704	1,971	1,956	(15)
Total	691	1,783	5,028	7,502	6,374	(1,128)

Although the current forecast is showing a shortfall of £1,128,000 against the required savings total of £7.502 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 23rd February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

The closing HRA balance as at 31st March 2017 was £3,502,000.

The current forecast is projecting higher than anticipated rental income of £250,000 due to a lower number of void properties than estimated in the budget. There is also a £29,000 pressure due to resident patrol services in Victoria Ward and a £4,000 pressure on capital financing charges because the interest payable on the HRA's internal borrowing is higher than expected.

8. Budget Virements

In line with the approved financial procedure rules all virements over £50,000 between portfolio services or between pay and non-pay budgets are to be approved by Cabinet.

Below is a table showing the virements which fall within these parameters:-

	DR £	CR £
Virements over £50,000 in reported period	905	(905)
Virements over £50,000 previously reported	3,250	(3,250)
Virements approved under delegated authority	538	(538)
Total virements	4,693	(4,693)

The virements for Cabinet approval this period are:

- £ 78,150 Transfer of Economic Development Group Manager Budget in Tourism
- £ 699,000 Transfer of 16/17 one off investment in Waste
- £ 127,560 Transfer of 4 Posts back to FM in Property Management & Maintenance

£904,710 Total

Due to the changes made at Appointments Council, amendments have been made to the hierarchy structure within this report which has adjusted the opening budget shown in the original budget book. An additional exercise has been undertaken to ensure that all costs are allocated to the correct portfolio service within the Children & Learning Portfolio in line with CIPFA guidance.

General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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	2,567	(180)	2,387	24	2,411	2,361	(50)	4,027	3,857	(170)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	399	12,992	13,099	107	5,568	5,758	190
Corporate and Community Support Services	121,679	(109,623)	12,056	(93)	11,963	11,805	(158)	5,935	5,002	(933)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,122	0	2,199	2,125	(74)
Children & Learning	105,228	(78,991)	26,237	472	26,709	27,638	929	11,110	12,261	1,151
Health & Adult Social Care	67,470	(28,522)	38,948	142	39,090	39,312	222	15,504	15,587	83
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	382	22,776	22,004	(772)	9,290	8,448	(842)
Technology	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209
Portfolio Net Expenditure	360,369	(236,249)	124,120	1,333	125,453	125,816	363	55,465	55,079	(386)
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(7,846)	(7,848)	(2)
Levies	590	0	590	0	590	590	0	234	241	7
Financing Costs	16,594	0	16,594	0	16,594	14,295	(2,299)	4,368	3,157	(1,211)
Contingency	5,228	0	5,228	(225)	5,003	5,003	0	1,329	0	(1,329)
Pensions Upfront Funding	7,467	0	7,467	0	7,467	7,467	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	228	228
Sub Total	6,419	4,629	11,048	(225)	10,823	8,524	(2,299)	(1,915)	(4,222)	(2,307)
Net Operating Expenditure	366,788	(231,620)	135,168	1,108	136,276	134,340	(1,936)	53,550	50,857	(2,693)
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,211)	(1,503)	(292)
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,585	0	(1,585)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(5,292)	(17,574)	(15,638)	1,936	(7,774)	(17,144)	(9,370)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	358,310	(235,157)	123,153	0	123,153	123,153	0	46,150	32,210	(13,940)

Use of General Reserves						
Balance as at 1 April 2017		11,000		11,000	11,000	0
Use in Year		0	0	0	0	0
Balance as at 31 March 2018		11,000	0	11,000	11,000	0

General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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 Subscriptions	73	0	73	0	73	73	0	30	68	38
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(26)	1,558	1,508	(50)	3,673	3,424	(249)
c Emergency Planning	85	0	85	0	85	85	0	35	31	(4)
d Strategy & Performance	645	0	645	50	695	695	0	289	334	45
Total Net Budget for Portfolio	2,567	(180)	2,387	24	2,411	2,361	(50)	4,027	3,857	(170)

Virements

£000

Transfer from earmarked reserves
 Allocation from Contingency
 In year virements

50
 0
 (26)
24

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Leader
Portfolio Holder - Cllr J Lamb**

Forecast Outturn Variance	Year to Date Variance
a.	
b. The Chief Executive post was vacant for the first three months of the year, resulting in an expected underspend of £40k against budget. A forecast underspend of £10k on Debt Management Expenses (enhanced cash fees being deducted at source rather than by invoice).	Year to date budgets for Corporate Initiatives and Pension Costs are currently underspent however due to the ad-hoc and high value nature it is not possible to forecast outturn with any degree of confidence. Any underspend against the Carbon Reduction budget will be used to repay the investment in the Energy/Climate change team.
c.	
d.	Salary mismatch with the Partnership team which will be resolved once further information is received

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Culture, Tourism & 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	554	(305)	249	5	254	254	0	209	177	(32)
b Amenity Services Organisation	3,615	(670)	2,945	0	2,945	2,995	50	1,349	1,459	110
c Culture Management	67	(6)	61	200	261	261	0	225	228	3
d Library Service	3,394	(394)	3,000	0	3,000	2,950	(50)	1,490	1,470	(20)
e Museums and Art Gallery	1,135	(68)	1,067	0	1,067	1,067	0	456	461	5
f Parks And Amenities Management	1,693	(665)	1,028	3	1,031	1,013	(18)	355	328	(27)
g Sports Development	53	0	53	0	53	53	0	22	23	1
h Sport and Leisure Facilities	615	(304)	311	0	311	311	0	104	105	1
i Southend Theatres	849	(27)	822	0	822	897	75	348	371	23
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	2,689	(884)	1,805	8	1,813	1,863	50	472	495	23
k Tourism	136	(18)	118	(78)	40	40	0	17	17	0
l Economic Development	571	(250)	321	71	392	392	0	142	210	68
m Town Centre	210	(59)	151	0	151	151	0	79	40	(39)
n Better Queensway	0	0	0	250	250	250	0	0	33	33
o Climate Change	106	(43)	63	(60)	3	3	0	49	98	49
p Closed Circuit Television	450	(32)	418	0	418	418	0	178	173	(5)
q Community Safety	213	(32)	181	0	181	181	0	73	70	(3)
Total Net Budget for Portfolio	16,350	(3,757)	12,593	399	12,992	13,099	107	5,568	5,758	190

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

488

3

(92)

399

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Culture, Tourism & the Economy
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a.	
b. There has been a reduction in the income anticipated, based on the current position and compared against income received in 16/17; however staff vacancies are helping to offset some of this pressure.	Bulk of supplies purchased at the start of the year for use throughout. There has also been a reduction in income received to date.
c.	
d. Staff vacancies are forecasted to result in an underspend. These posts will be recruited to later in the year.	
e.	
f. There are currently staffing vacancies which will result in an underspend at year end. The recruitment process is under way to fill these roles.	There are vacant posts within the teams and annual income was received at the start of the year.
g.	
h.	
i. Commercial negotiations in relation to the Theatres contract remain on-going.	
j. Pier admission figures are higher than anticipated so far resulting in increased income to date. However, water testing requirements have also increased which is resulting in a budget pressure within the service.	
k.	
l.	Grant funding is due to be received which will cover project expenditure.
m.	
n.	
o.	Carbon Reduction Credits purchased in advance for future years at a lower price.
p.	
q.	

54

General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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 Departmental Support for the Chief Executive	771	0	771	0	771	721	(50)	301	18	(283)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	734	691	(43)
c Accounts Payable	126	(5)	121	0	121	121	0	52	42	(10)
d Accounts Receivable	185	(75)	110	0	110	110	0	46	45	(1)
e Insurance	155	(245)	(90)	0	(90)	(90)	0	64	67	3
f Asset Management	383	(5)	378	0	378	328	(50)	158	136	(22)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	39	39	0
h Corporate and Industrial Estates	430	(2,611)	(2,181)	0	(2,181)	(2,231)	(50)	(903)	(1,064)	(161)
i Council Tax Admin	854	(595)	259	0	259	179	(80)	111	(64)	(175)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(110)	0	55	40	(15)
gk Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	0	795	845	50	330	166	(164)
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	133	49	(84)
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	270	216	(54)
n Buildings Management	2,645	(113)	2,532	192	2,724	2,786	62	1,404	1,432	28
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	0	(1,262)	(1,262)	0	(465)	(338)	127
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,695	0	704	665	(39)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	36	26	(10)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(42)	0	(17)	(41)	(24)
s Transport Management	160	0	160	7	167	167	0	70	66	(4)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	71	88	17
u Partnership Team	277	0	277	0	277	277	0	115	78	(37)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	324	320	(4)
w Human Resources	1,745	(497)	1,248	8	1,256	1,256	0	520	515	(5)
x People & Organisational Development	406	(91)	315	0	315	315	0	133	104	(29)
y Tickfield Training Centre	290	(97)	193	0	193	193	0	99	101	2
z Democratic Services Support	354	0	354	9	363	363	0	152	145	(7)
aa Mayoralty	185	0	185	0	185	185	0	89	101	12
ab Member Support	705	0	705	25	730	730	0	296	285	(11)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	162	88	(74)

ad Local Land Charges	192	(297)	(105)	0	(105)	(105)	0	(11)	(22)	(11)
ae Legal Services	1,170	(243)	927	(58)	869	899	30	361	398	37
af Corporate Procurement	610	0	610	0	610	610	0	254	325	71
ag Property Management and Maintenance	567	(109)	458	(165)	293	293	0	248	285	37
Total Net Budget for Portfolio	121,679	(109,623)	12,056	(93)	11,963	11,805	(158)	5,935	5,002	(933)

Virements

£000

Transfer from earmarked reserves	(125)
Allocation from Contingency	10
In year virements	<u>22</u>
	<u>(93)</u>

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Corporate and Community Support
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a. The full budget for the post of PA to the Director of Legal & Democratic Services will not be required. £40k of the residual budget from the decommissioned Programme Office will not be required in year.	An underspend relating to the salary budget for the former Director of Corporate Services will be used to fund the Level 4 Management Review
b. An underspend due to vacant posts in the Accounts Payable and Financial Planning and Control team. A post in the Financial Planning and Control team has been vacant for over a year due to problems recruiting. This has now been filled.	
c.	
d.	
e.	
f. Underspend resulting from a vacancy where due to market forces, the post continues to remain unfilled	
g.	
h. Income for rentals is higher than forecast due to back-rent for the café at the Forum, the Cockle Sheds at Leigh, and Borough Combination Ground.	Increase in the on-going rental streams due to the recent acquisition of the Range site and in-year rent reviews
i. Higher than budgeted Court Costs income will be partially offset by a corresponding increase to the Bad Debt Provision	Additional Court Cost income will be reduced by an increase to Bad Debt Provision at year-end.
j.	
k. The DWP imposes targets to avoid Administration Delay and Errors to Housing Benefit claims. It is more cost effective for the service to incur agency and overtime costs than breach the targets. Due to the potential impact to workload once Universal Credit becomes established, it is felt that contractors and agency staff should be used instead of filling established posts.	Income received from ECC and Thurrock for the Social Fund is offsetting an overspend on Housing Benefit Administration
l.	Period 5 monitored position
m.	Vacant posts are offsetting the overspend on contractors

Forecast Outturn Variance	Year to Date Variance
n. The contract cleaning is forecast to over spend against budget. A review is currently underway to reduce this.	
o.	Income for the service is currently below the profiled budget although it is expected to increase during the winter period.
p.	Vacant Post
q.	
r.	Due to the seasonal nature of weddings, income is currently higher than budget.
s.	
t.	
u.	Salary mismatch with the Partnership team which will be resolved once further information is received
v. Vacant hours in the Voluntary Organisation team are expected to result in an underspend.	
w.	
x.	
y.	
z.	
aa.	
ab.	
ac.	2017-18 is a fallow year for local elections with the exception of one by-election. As part of the budget process it was agreed that the underspend will be transferred to the Election Reserve
ad.	
ae. The income budget was increased in the previous financial year, however to date the service has been unable to meet this target due to the reduced uptake by schools as they become Academies.	An underspend on the employees' budget due to vacancies is offsetting a pressure on court costs and legal fees. Work is ongoing to ensure that all relevant costs (outside of day to day business) are being recharged to the correct department.
af.	
ag.	

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Housing, Planning & Sustainability
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
Housing										
a Strategy & Planning for Housing	164	0	164	0	164	164	0	0	0	0
b Private Sector Housing	2,734	(1,056)	1,678	0	1,678	1,678	0	694	702	8
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	169	171	2
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	1,135	1,181	46
Planning										
e Building Control	400	(410)	(10)	0	(10)	(10)	0	(5)	12	17
f Development Control	862	(603)	259	0	259	259	0	108	(16)	(124)
g Regional and Local Town Plan	235	0	235	0	235	235	0	98	75	(23)
Total Net Budget for Portfolio	7,725	(2,603)	5,122	0	5,122	5,122	0	2,199	2,125	(74)

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

0

0

0

0

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Housing, Planning & Sustainability
Portfolio Holder - Cllr M Flewitt**

Forecast Outturn Variance	Year to date Variance
a.	
b.	
c.	
d.	
e.	
f.	Development Control income received for a large scale planning application.
g.	

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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
Retained										
a Childrens Commissioning	935	(316)	619	82	701	701	0	298	257	(41)
b Children with Special Needs	1,149	(169)	980	0	980	1,007	27	408	420	12
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	494	487	(7)
d Children Fieldwork Services	5,562	(135)	5,427	27	5,454	5,661	207	2,676	2,981	305
e Children Fostering and Adoption	4,546	(191)	4,355	(15)	4,340	4,500	160	1,808	2,127	319
f Youth Service	2,602	(1,483)	1,119	320	1,439	1,439	0	606	544	(62)
g Other Education	940	(754)	186	0	186	186	0	76	69	(7)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,856	501	1,398	1,877	479
i Children Specialist Commissioning	1,751	(60)	1,691	102	1,793	1,827	34	324	408	84
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	2,520	2,575	55
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	502	516	14
Delegated										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	105,228	(78,991)	26,237	472	26,709	27,638	929	11,110	12,261	1,151

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

431

31

10

472

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Forecast Outturn Variance	Year to Date Variance
a.	
b. Small overspend variance on Children with Disabilities	
c.	
d. Overspend pressure on leaving care accommodation and support costs and staffing pressures in relation to teams running at full establishment, with agency cover.	Reflecting Year to date pressures on leaving care accommodation and support costs
e. Over spend pressures within Inhouse fostering care provision due to the increased numbers of children looked after and service running at increased capacity. Early forecasts also indicate continued pressure on transport costs at the Marigold Assessment centre, and a marginal overspend on Adoption services.	Reflecting Year to date pressures on Inhouse fostering care provision, marigold assessment centre
f.	
g.	
h. Overspend pressure due to increased Looked after children numbers during 2016/17. Additional financial pressures are also included due to 2 high cost secured placements. Through the work of the Edge of Care team, the service is undertaking measures to reduce further numbers of Children being taken into care by supporting the family to keep the child safe at home.	Year to date overspend on PVI reflecting current financial pressures.
i.	
j. Note – whilst this report presents the Council’s financial position. It needs to be noted there are significant financial pressures in the High Needs DSG block funding. This position has been highlighted to the Education Board throughout 2016/17, and the Education Board on the 6 th July have agreed the high needs budget allocation for 2017/18 including the required savings targets. There is considerable risk on the delivery of these savings targets within 2017/18. The main financial pressures have risen through increased demand on Education Health And Care plan top up funding to mainstream schools including out of borough top up funding, as well as increased Southend Occupancy attending Southend’s Special school with higher funding needs awarded to pupils. Council Officers and the Education Board are working towards a revised and consistent top up funding	

approach across all school settings for intended implementation from April 2018.

k.

l.

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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
Adult Social Care										
a Adult Support Services and Management	224	0	224	0	224	154	(70)	93	102	9
b Commissioning Team	2,120	(346)	1,774	(188)	1,586	1,573	(13)	660	653	(7)
c Strategy & Development	1,797	(215)	1,582	22	1,604	1,604	0	734	808	74
d People with a Learning Disability	14,383	(1,421)	12,962	(250)	12,712	12,612	(100)	5,285	5,239	(46)
e People with Mental Health Needs	3,350	(167)	3,183	250	3,433	3,574	141	1,428	1,499	71
f Older People	28,807	(14,592)	14,215	210	14,425	14,673	248	6,000	6,114	114
g Other Community Services	2,522	(865)	1,657	66	1,723	1,723	0	717	713	(4)
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	32	3,393	3,409	16	1,402	1,412	10
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	22	39	17
Health										
j Public Health	6,991	(7,141)	(150)	(21)	(171)	(171)	0	(671)	(840)	(169)
k Drug and Alcohol Action Team	2,313	(2,230)	83	21	104	104	0	(144)	(143)	1
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	(22)	(9)	13
Total Net Budget for Portfolio	67,470	(28,522)	38,948	142	39,090	39,312	222	15,504	15,587	83

Virements

Transfer from earmarked reserves	£000
Allocation from Contingency	131
In year virements	22
	(11)
	<u>142</u>

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Health and Adult Social Care
Portfolio Holder - Cllr L Salter**

Forecast Outturn Variance	Year to Date Variance
a. Health contribution towards Integrated Commissioning.	
b.	
c.	
d. Early outturn forecasts are predicting the full 2017/18 PE1 Learning Disability saving delivery of £500k. The £100k under spend is in relation to day care services.	
e. Initial outturn on Mental Health is showing a year end pressure of £141K. This is mainly due to opening budget pressures on care package costs, particularly in residential care.	Year to date overspending largely because of higher than anticipated residential care packages.
f. The forecast overspend is reflecting budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	Pressures on homecare, direct payments and residential care packages.
g.	
h. Early outturn forecasts are predicting budget pressures on complex intensive homecare services and residential care.	
i.	
j.	
k.	
l.	

General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Transport, Waste & Regulatory Services
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
Transport										
a Highways Maintenance	9,830	(2,048)	7,782	158	7,940	7,940	0	3,274	3,408	134
b Bridges and Structural Engineering	412	0	412	0	412	412	0	172	162	(10)
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(509)	0	(185)	(169)	16
d Car Parking Management	1,031	(6,485)	(5,454)	2	(5,452)	(5,452)	0	(2,326)	(2,362)	(36)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	1,601	1,575	(26)
f Passenger Transport	400	(64)	336	0	336	336	0	184	227	43
g Road Safety and School Crossing	234	0	234	0	234	234	0	98	99	1
h Transport Planning	599	(854)	(255)	0	(255)	(255)	0	(400)	(761)	(361)
i Traffic and Parking Management	503	(5)	498	0	498	520	22	214	217	3
Waste and Cleansing										
j Public Conveniences	550	0	550	7	557	557	0	243	197	(46)
k Waste Collection	4,393	0	4,393	222	4,615	4,615	0	1,918	1,817	(101)
l Waste Disposal	5,533	0	5,533	(158)	5,375	4,475	(900)	2,235	1,706	(529)
m Street Cleansing	1,381	(7)	1,374	34	1,408	1,408	0	614	613	(1)
n Household Recycling	486	0	486	4	490	490	0	215	216	1
o Environmental Care	386	(4)	382	(143)	239	239	0	93	70	(23)
p Waste Management	487	0	487	(10)	477	477	0	114	120	6
Other Services										
q Flood and Sea Defence	745	(11)	734	0	734	840	106	305	396	91
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	16	1,370	1,370	0	570	607	37
Regulatory										
s Regulatory Business	523	(11)	512	23	535	535	0	218	157	(61)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(51)	(80)	(29)
u Regulatory Management	227	0	227	0	227	227	0	92	144	52
v Regulatory Protection	244	(14)	230	0	230	230	0	92	89	(3)
Total Net Budget for Portfolio	33,996	(11,602)	22,394	382	22,776	22,004	(772)	9,290	8,448	(842)

Virements

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

£000

223

158

1**382**

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Transport, Waste & Regulatory Services
Portfolio Holder - Cllr T Cox**

Forecast Outturn Variance	Year to date Variance
a.	There is currently a shortfall in the income generated from licences and also for recharging the cost of works in relation to road traffic incidents.
b.	
c.	
d.	
e.	
f.	
g.	
h.	South Essex Active Travel programme currently behind the anticipated spend profile for the grant.
i.	A number of posts within the team have been job evaluated resulting in an increased salary which has also been backdated.
jj.	
k.	
l.	As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.
m.	As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.
n.	
o.	
p.	
q.	Costs have been incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pumping stations across the Borough.
r.	Costs have been incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pumping stations across the Borough.

s.

t.

u.

v.

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
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
Information Communications and a Technology	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209
Total Net Budget for Portfolio	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209

Virements

Transfer from/(to) earmarked reserves	£000
Allocation from Contingency	7
In year virements	0
	<u>0</u>
	<u>7</u>

70

**General Fund Forecast 2017/18
at 31 August 2017 - Period 5
Technology
Portfolio Holder - Cllr T Byford**

Forecast Outturn Variance	Year to date Variance
a. There are a number of projects across the organisation which are ICT reliant and require the expertise of external contractors who command a high market rate. Despite the team holding some posts vacant, there is significant pressure on the Agency Staff budget.	Further costs to be capitalised once timesheets are completed for those members of staff not working wholly on one project or are working on both revenue and capital projects

Housing Revenue Account Forecast 2017/18
at 31 August 2017 - Period 5
Deputy Chief Executive - Simon Leftley

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	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	244	255	11
c Repairs	4,831	0	4,831	4,831	0	1,858	1,855	(3)
d Supplies & Services	68	0	68	68	0	23	5	(18)
e Management Fee	5,827	0	5,827	5,827	0	2,241	2,241	0
f MATS	1,124	0	1,124	1,124	0	375	371	(4)
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	2,629	2,633	4
Expenditure	24,544	0	24,544	24,577	33	7,369	7,360	(10)
i Fees & Charges	(393)	0	(393)	(393)	0	(131)	(100)	30
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(8,896)	(9,097)	(200)
k Other	(277)	0	(277)	(276)	0	(259)	(342)	(83)
l Interest	(135)	0	(135)	(135)	0	0	0	0
m Recharges	(459)	0	(459)	(459)	0	(153)	(122)	31
Income	(27,936)	0	(27,936)	(28,186)	(250)	(9,439)	(9,660)	(221)
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	217	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	(0)	(0)	1,322	1,091	(231)
Use of Reserves								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
Balance as at 31 March 2018	3,502	0	3,502	3,502	0			

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**Housing Revenue Account Forecast 2017/18
at 31 August 2017 - Period 5
Deputy Chief Executive - Simon Leftley**

Forecast Outturn Variance	Year to Date Variance
a.	
b. Resident patrol services at Victoria Ward partially offset by lower council tax on void properties.	
c.	
d.	
e.	
f.	
g.	
h. Interest on internal borrowing.	
i.	
j. Rental income is higher than estimated because of a lower number of voids than allowed for in the budget.	
k.	
l.	
m.	
n. Underspend will be transferred to the HRA capital investment reserve.	
o.	

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**Capital Programme Budget
Monitoring 2017/18**

Period 5

**as at 31st August 2017
Departmental Summary**

Capital Programme Monitoring Report – August 2017

1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £94.737million which includes all changes agreed at June Cabinet. Actual capital spend at 31st August is £23.288million representing approximately 25% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.867million 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 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Revised Budget 2017/18 £'000	Previous Expected Variance to Revised Budget 2017/18 £'000
Chief Executive	24,169	12,784	20,604	(3,565)	(3,565)
People	16,709	1,086	15,827	(882)	(882)
Place	41,751	7,583	40,091	(1,660)	(710)
Housing Revenue Account (HRA)	12,108	1,835	12,108	-	-
Total	94,737	23,288	88,630	(6,107)	(5,157)

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	24,163	-	6	24,169
People	5,300	11,393	16	16,709
Place	28,830	10,483	2,438	41,751
Housing Revenue Account (HRA)	11,635	-	473	12,108
Total	69,928	21,876	2,933	94,737
As a percentage of total budget	73.8%	23.1%	3.1%	

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 31st August 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	-	6	6	-	6
People	11,393	16	11,409	4,189	7,220
Place	10,483	2,438	12,921	7,627	5,294
Housing Revenue Account (HRA)	-	473	473	473	-
Total	21,876	2,933	24,809	12,289	12,520

2. Department Budget Performance

Department of the Chief Executive

The revised capital budget for the Department of the Chief Executive is £24.169million. The budget is distributed across various scheme areas as follows

Department of the Chief Executive	Revised Budget 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Asset Management (Property)	23,319	12,582	19,754	(3,565)	(3,565)
Cemeteries & Crematorium	492	202	492	-	-
Subtotal	23,811	12,784	20,246	(3,565)	(3,565)
Priority Works (see table)	358	-	358	-	-
Total	24,169	12,784	20,604	(3,565)	(3,565)

Priority Works	£'000
Budget available	500
Less budget allocated to agreed schemes	(142)
Remaining budget	358

Actual spend at 31st August stands at £12.784million. This represents 53% of the total available budget.

Asset Management (Property)

Planning consent has now been granted for the Library Car Park reconstruction and enhancement scheme with an expectation to start on site during January 2018. As the scheme will commence so late into the financial year, budget of £3.536million will be included as a carry forward request in the report to November Cabinet.

The contract has now been let for the New Beach Huts phase two and works have now commenced. This scheme is scheduled to be completed in September 2017.

The former gas works site was purchased on 21st July and the Range was purchased on 11th August. Both of these properties are now on the Council's asset portfolio.

The remaining budget of £29k on the Thorpe Hall Avenue Toilet Refurbishment scheme will be used in connection with the tram stop works however this will not be required until 2018/19. A carry forward request of £29k will therefore be included in the report to November Cabinet.

Cemeteries and Crematorium

Landscaping works are continuing on the plot of land identified in Sutton Road Cemetery. It has now been confirmed by the Environment Agency that the new legislation will not have an impact on the project and it is possible to raise the ground level sufficiently as per the original plans. The works are now almost complete.

The installation of the Pergola Walk Memorial is now complete with just the final snagging works taking place.

Priority Works

The Priority works provision budget currently has £358k remaining unallocated.

Summary

Carry forward requests to be included in the report to November Cabinet include £29k for the Thorpe Hall Avenue Toilet Refurbishment scheme and £3.536million for the Library Car Park Reconstruction and Enhancement Scheme.

Department for People

The revised Department for People budget totals £16.709million.

Department for People	Revised Budget 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Adult Social Care	1,758	75	876	(882)	(882)
General Fund Housing	3,246	387	3,246	-	-
Children & Learning Other	64	14	64	-	-
Condition Schemes	704	186	704	-	-
Devolved Formula Capital	173	172	173	-	-
Early Years	536	60	536	-	-
Primary and Secondary School Places	10,228	192	10,228	-	-
Total	16,709	1,086	15,827	(882)	(882)

Actual spend at 31st August stands at £1.086million. This represents 6% 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. Plans for 2017/18 include project management for social care redesign, costs of sheltered housing review outcomes, development of independent living centre and investment in technology and equipment to promote independence. Total spend of £500k is forecast for 2017/18 therefore an accelerated delivery request of £54k will be included in the report to November Cabinet.

The majority of the works on the redevelopment of the Priory site will take place in 2018/19 therefore a large proportion of the budgets on the two Priory schemes will be included in the report to November Cabinet. These total £936k.

A property has been identified for adaptation using the Transforming Care Housing grant and works are planned for spring 2018. This is anticipated to use the remainder of the budget and a carry forward request will be considered depending on the timing of the works.

General Fund Housing

The Private Sector Renewal scheme is in place to ensure that the private sector stock is kept in a good condition. Plans are currently in progress for spend of the £625k budget in 2017/18.

The Empty Dwellings Management scheme is in place to fund works authorised under an Empty Dwellings Management Order (EDMO) to bring long term empty homes back into use and to a habitable standard.

The tenders for the Adaptations Framework Agreement are in the process of being evaluated with E-Auction and further plans will be made once this process is complete.

Children & Learning Other Schemes

Retentions of £50k 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 outstanding creditors shown above.

Condition Schemes

A budget of £704k has been allocated to address larger conditions in schools where the cost is over the schools capabilities to fund. Most of these works will be undertaken over the school summer holidays to minimise disruption to the schools. Retentions of £30k are being held for works completed last year at nine primary schools.

Devolved Formula Capital

This is an annual devolution of dedicated capital grant to all maintained schools. The grant for 2017/18 is £173k. 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 with final retention payments of £98k being held against five projects until the twelve month snagging period is over. A watching brief of demand against availability will be kept. 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 progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed. One secondary school has planning permission and the project is about to complete the tender stage. A second secondary school is completing the feasibility stage and two other secondary schools are progressing towards feasibility stage.

Summary

Carry forward requests to be included in the report to November Cabinet are LATC Delaware and Priory for £839k and Priory House Condition Works for £97k.

An accelerated delivery request of £54k will also be included for the Community Capacity scheme.

Department for Place

The revised capital budget for the Department for Place is £41.751million. This includes all changes approved at June Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Culture	5,266	324	5,266	-	-
ICT Programme	4,914	1,128	4,704	(210)	(210)
Enterprise, Tourism & Regeneration	5,848	1,746	5,848	-	-
Southend Pier	3,767	420	3,767	-	-
Coastal Defence & Foreshore	923	74	648	(275)	(275)
Highways and Infrastructure	6,339	1,881	6,339	-	-
Parking Management	612	50	612	-	-
Section 38 & 106 Agreements	2,293	21	2,068	(225)	(225)
Local Transport Plan	2,974	313	2,974	-	-
Local Growth Fund	5,477	1,304	5,477	-	-
Community Safety	420	-	420	-	-
Transport	540	44	540	-	-
Energy Saving Projects	2,378	278	1,428	(950)	-
Total	41,751	7,583	40,091	(1,660)	(710)

Actual spend at 31st August stands at £7.583million. This represents 18% of the total available budget.

Culture

A budget of £20k for works at Southchurch Park Bowls Pavilion has been identified as a match funding contribution to aid a bid to Sport England. The Council are currently working with the Bowls Club on supporting the bid.

The scheme to replace various playground gates within the borough's play areas to enable compliance with health and safety recommendations is currently at the procurement stage with plans to progress the scheme once this is complete.

Works are currently in the process of being programmed for various other culture schemes including Hard Surface Path Improvements, Replacement of Asbestos Stage Safety Curtain

at the Palace Theatre, Belton Hill Steps and External Cladding at the Cliffs Pavilion. Works are expected to commence on these schemes during the financial year.

ICT

As part of the Barracuda Replacement scheme, corporate spam and virus filtering has now been directed to Microsoft 365. Cyber security consultancy services are currently being commissioned to provide a holistic view of all security platforms although progress is likely to be limited due to difficulty in sourcing the appropriate services.

An assessment is underway on the potential use of a data warehouse for advanced reporting and data analysis across the council as part of the Intelligence Hub scheme. A review of extending the use of Tickfield CCTV services for other types of monitoring is also taking place.

The title of the Place Business Transformation in End to End Reporting scheme has been changed to Channel Shift and this scheme will be moved to the Department of the Chief Executive at November Cabinet. A supplier has now been appointed and phase one has been scoped and agreed for delivery in December 2017 with the final part of this phase in March 2018. Phase two will continue in the next financial year therefore a carry forward request of £210k will be included in the report to November Cabinet.

The development of the Liquid Logic Case Management System scheme is on track to be delivered in line with the revised schedule. The live data warehouse build has been completed for both Childrens and Adults and further data migration works are underway.

Enterprise, Tourism & Regeneration

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

Local Growth Funding (LGF) of £3.2million for the Airport Business Park to support the delivery of on-site infrastructure and the relocation of Westcliff Rugby Club was spent by 31st March 2017 as per the grant conditions. The Westcliff Rugby Club relocation agreement is not yet complete so works on site have not yet commenced as a result. The farmer is to vacate the land from September to enable the start of archaeology works and utility and digital infrastructure work is on-going.

A consultation lead has been appointed for the Better Queensway scheme. The consultation is expected to commence in October 2017 for an outcome and decision by Cabinet in January 2018.

Southend Pier

A structural consultant has been appointed for works on the Southend pier bearing replacement and they are currently producing a specification for tender issue.

Tender evaluation is currently in progress in conjunction with procurement for a structural consultant on phase two of the Prince George extension and the timber outer pier head works.

Coastal Defence and Foreshore

A budget for improving the resilience of the borough to flooding from extreme weather events has been included in the 2017/18 capital programme. Works have now commenced at Harp House and the other main areas to be worked on include the airport, City Beach and Shoebury Common.

The cliff slip investigation works are continuing with feasibility studies to be carried out to the west of Clifton Drive.

Spend of £50k is anticipated on the Shoebury Common Sea Defence scheme this financial year therefore a carry forward request of £275k will be included in the report to November Cabinet.

Highways and Infrastructure

An allocation of £102k has been received from the Department for Transport for the maintenance of pot holes across the borough. The rest of the Highways Maintenance programme is underway and will continue for the remainder of the financial year.

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 luminaire installations are now 99% complete and the Column installations are complete. A substantial completion date of 30th September has been scheduled for the works on individual and entire road column replacements and concrete sleeves. Lighting works have now completed in the Civic Centre car park and on the pier with works on-going in the parks.

Parking Management

An updated parking strategy has been commissioned which will form the basis of improvement plans to the borough car parks. Feedback from the recent review is currently being assessed for any upgrade requirements.

Section 38 and Section 106 Schemes

There are a number of S38 and S106 schemes all at various stages. Some of the larger schemes include works around Acacia Drive, Bellway Prittlebrook, Essex House and Hinguar.

Various schemes are scheduled to be carried out in 2018/19 therefore a carry forward request of £225k will be included in the report to November Cabinet for these schemes.

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.

Works on the Automatic Vehicle Location (AVL) system and upgrades to the older Real Time Passenger Information signs are currently on track to be completed in year. The installation of tourist signage information boards commenced in August.

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 and all funding has been received.

Worked commenced at Kent Elms on 21st November 2016 and a dedicated Public Liaison Officer is in place. School crossing patrols are in place for the duration of the works. Utility

diversion works are underway although there has been a delay to Nation Grids works which has had a knock on effect causing a delay to completing BT diversions. Three lanes inbound and two new pedestrian crossings were in place at the end of June. Traffic signal calibration and validation is now complete.

Options are being prepared to put forward for the business case at the Bell junction and air quality implications are to be investigated. A draft engagement and consultation document has been prepared and is to be updated. Air quality specialist work has now commenced.

Transport

The road safety audit stage three has now been reviewed on the A127 Tesco junction improvements with minor adjustments are now complete. Stage four is yet to be completed.

Southend Transport Model is an on-going scheme to support various multi modal transport projects. A review of the model is complete with options on updating the model to be considered.

Energy Saving Projects

Several projects are being surveyed for potential use of the energy efficiency budget. These schemes are unlikely to commence until later in the financial year therefore £450k of the current budget will be included as a carry forward request at November Cabinet.

Procurement documents are in the process of being drafted for legal support for the site agreements as part of the Solar PV scheme. £500k of this budget will be required next financial year therefore a carry forward request will be included in the report to November Cabinet.

Summary

Carry forward requests to be included in the report to November Cabinet are various S106 schemes totalling £225k, Channel Shift for £210k, Shoebury Common Sea Defence scheme for £275k, Energy Efficiency Projects for £450k and Solar PV Projects for £500k.

Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2017/18 is £12.108million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Decent Homes Programme	7,703	1,640	7,703	-	-
Council House Adaptations	565	160	565	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,495	35	3,495	-	-
Total	12,108	1,835	12,108	-	

The actual spend at 31st August of £1.835million represents 15% of the HRA capital budget.

Decent Homes Programme

The 2017/18 programme for Decent Homes is progressing in accordance to plan. Fire safety works at Chiltern will be completed by the end of September and the installation of fire doors and screens to Pennine and Quantock is expected to commence at the end of October. The kitchens and bathrooms contract is due to commence in October as are the installation of the smoke vents to the Balmoral tower blocks. A number of other projects are currently being tendered and they are expected to commence in the new year in accordance with the programme.

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 2017/18.

Sheltered Housing

This budget is to be used in conjunction with the Sheltered Housing review.

Other HRA

Following planning permission approval for Rochford Road on 2nd August, the project has commenced on site with the Council's approved contractor nearing completion on the required highways work. As part of these enabling works, it is envisaged that a culvert running through the site will have to be diverted and the relevant application to Anglian Water is in the process of being submitted. The tender for the overall build contractor has been extended until 18th October to accommodate this change.

Summary of Capital Expenditure at 31st August 2017

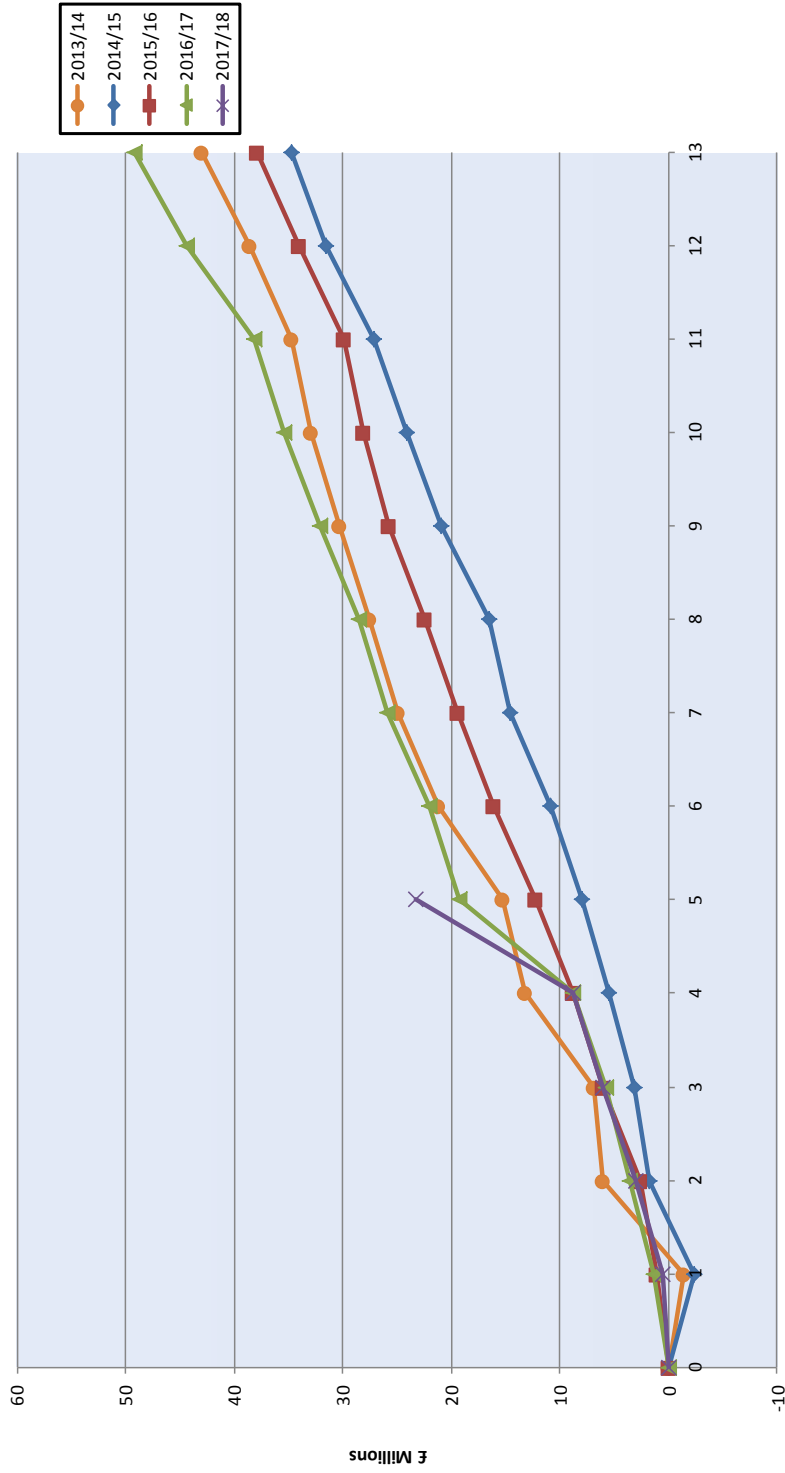
Appendix 1

	Original Budget 2017/18 £000	Revisions £000	Revised Budget 2017/18 £000	Actual 2017/18 £000	Forecast outturn 2017/18 £000	Forecast Variance to Year End 2017/18 £000	% Variance
Chief Executive	6,400	17,769	24,169	12,784	20,604	(3,565)	53%
People	13,582	3,127	16,709	1,086	15,827	(882)	6%
Place	48,140	(6,389)	41,751	7,583	40,091	(1,660)	18%
Housing Revenue Account	8,610	3,498	12,108	1,835	12,108	0	15%
	<u>76,732</u>	<u>18,005</u>	<u>94,737</u>	<u>23,288</u>	<u>88,630</u>	<u>(6,107)</u>	<u>25%</u>
Council Approved Original Budget - February 2017	76,732						
Chief Executive amendments	18,427						
People amendments	(1,041)						
Place amendments	(385)						
HRA amendments	4,864						
Carry Forward requests from 2016/17	6,206						
Accelerated Delivery requests to 2016/17	(856)						
Budget re-profiles (June Cabinet)	(11,927)						
New external funding	2,717						
Council Approved Revised Budget - June 2017	<u><u>94,737</u></u>						

Actual compared to Revised Budget spent is £23.288M or 25%

Appendix 2

Capital programme Delivery
Cumulative Capital Expenditure 2013/14 to 2017/18



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
2016/17	48.8	89.0

MONTHLY PERFORMANCE REPORT

September 2017

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Current Month’s performance information for indicators rated Red or Amber and highlighted Green indicators with commentary.
(Green PIs)

September’s green PIs with a comment are:

CP 5.2 – Govmetric

CP 3.3 – Delayed transfers of care

CP 3.5 – Proportion of adults with a learning disability in paid employment

CP 2.1 – Reported missed collections

CP 2.2 – Cleanliness: Litter

CP 3.7 - Public Health Responsibility Deal

CP 4.8 – Current Rent Arrears

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2017-18 Corporate Performance Indicators

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Budget Management Statements Budget monitor and forecast by Portfolio

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Capital Expenditure Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2017/18	Annual target for 2017/18
<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 (31/03/2018)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Section 1: 2017-2018 Exceptions - Current Month Performance



Comments on Indicators rated Red or Amber



Generated on: 06 November 2017 17:03





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 2017/18	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 16	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	September 2017	3.30	3.01	7.20			The Corporate sickness target has not been met for the month of September, and sickness levels are above the year to date target. HR will be working with Team Prevent and First Care to undertake a detailed analysis of absence data in order to provide managers with proactive support.	Policy & Resources Scrutiny



Expected Outcome At risk of missing target
Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	September 2017	71.8	66	66			As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced over the last 4 months. It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made. Other than children who need to become	People Scrutiny


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary. Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest. Of the 289 children who are looked after, 16 are Unaccompanied Asylum Seeking Children. If these 16 children are removed from the figure, the rate of LAC would be 70.5.	
96 CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	September 2017	84.9%	90%	90%			Whilst it is acknowledged that this indicator is below target the trend is upwards and performance has improved every month this financial year. Since April performance has improved from 58.9% to 84.9%. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that: - as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and - Performance continues to improve month on month however it is recognised that the rate of change is too slow. Robust action has been taken in this regard and further improvements have been seen during Aug-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers highlighting children who have not been visited within the last 30 working days (process introduced in April) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where appropriate.	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	September 2017	79.9%	90%	90%			An action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed. The details of that plan is as follows: - visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and - proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	September 2017	58.7%	90%	90%			It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure as it is weighted down by the poorer performance early in the year.	People Scrutiny



Expected Outcome At risk of missing target
Responsible OUs Department for Place

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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	September 2017	N/A	54.00%	54.00%			Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny







Expected Outcome At risk of missing target
Responsible OUs Public Health



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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 [Cumulative]	Aim to Maximise	September 2017	334	450	1,100			Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.	People Scrutiny

Expected Outcome At risk of missing target
 Cannot group these rows by Responsible OUs



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
94 CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	September 2017	334.4	296.6	296.6			This month Performance has dropped slightly by 9 children per 10,000. This may be due to the increase in referrals we see when schools return at the end of the summer break. The positive impact we have seen across the year is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so. As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for People



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	September 2017	38.2	55.7	55.7			The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area but there is a concern that this may not explain all the decrease - we are in the process of reviewing the data and practice to identify if this is a concern.	People Scrutiny
95 CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	September 2017	88.3%	88.6%	88.6%			<p>Performance remains stable and virtually on target this month. This reporting period shows that out of 94 Adults using the reablement service, 83 were still at home 91 days later. Of the 11 not at home, 2 had been admitted back into hospital, 1 moved into nursing care, 3 into residential care and 5 passed away.</p> <p>This significant recovery in performance is at least in part due to the work of the Service Transformation team which has supported the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data.</p> <p>The benefits of all recent changes and ongoing work has achieved an early improvement in the service. This will continue to be monitored closely for the sustained improvement that is expected.</p> <p>The national benchmark is 82.7%</p>	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	September 2017	30.2%	33.5%	33.5%			At the end of September, 530 of 1756 long term service clients were receiving a Direct Payment. Performance on this indicator has improved this month but remains slightly below target. The service transformation team are working to review the practice and systems in relation to direct payments and the Direct Payment contract will be going out to the market to tender. It is hoped that a new contract, with enhanced expectations on the service delivery will improve and support the Adults using or thinking of using the Direct Payment Service.	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	September 2017	40.5%	56%	56%			As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Between Apr-17 and Sep-17, 60 out of 148 EHC plans were issued within the 20 week timescale, an improvement of 6.1% over last month. The national benchmark is 55.7%.	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 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	September 2017	2,205	2,976	5,740			Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public health team offering support to all practices to improve uptake.	People Scrutiny

Expected Outcome Some slippage against target
 Cannot group these rows by Responsible OUs





MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	September 2017	102	100	100			Lack of available properties continues to have an impact on temporary accommodation occupancy. One factor is the reduction in availability of 2 bedroom properties. It is also difficult to source affordable properties in the private sector due to a combination of high rents that far exceed LHA levels and landlord's reluctance to accept benefit dependant tenants. The level of temporary accommodation occupation has been an area of concern for SBC for some time.	Policy & Resources Scrutiny

Expected Outcome: Indicators on course to achieve target (Greens)

Expected Outcome On course to achieve target
Responsible OUs Corporate Services; Department of the Chief Executive

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
97 CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	September 2017	85.80%	80.00%	80.00%			<p>The Govmetric Measurement of Satisfaction (3 Channels) has maintained a green RAG status during 2017. Whilst the "Face to Face" and "Web" performance have constantly failed to meet target, the "Telephony" results have exceeded target for the year to date. Where there is a drop in the percentage, procedures are changed to ensure targets are met. Feedback, from customers, received is acted on where appropriate. Telephony staff are required to put 100% of calls through to the satisfaction survey and achieving a 20% take up from customers. This forms part of their appraisal and quality monitoring and where targets are not met follow up action is taken.</p> <p>There was no clear cause for dissatisfaction in respect of the website, however, many comments in practice relate to service provision, rather than the website itself (these are forwarded to the relevant departments). July comments regarding the website related either to customers misreading a page or being in the wrong place on the website. All comments regarding the website are considered by the Web Team and improvements made, where possible. It is intended to undertake a survey of web users in the coming months to help identify further improvements for customers.</p>	Policy & Resources Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.3 86	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	September 2017	0.71	1.43	1.43			The improvement in this indicator since April has been significant. In the last reporting month there has been; 1 Social Care Acute Delay and 0 Social Care Non-Acute Delays. This improvement in performance has been as a result of a significant amount of work by the service to address business process issues but more importantly to find solutions in time limited, high pressure environments. The Hospital Social Care Team are working with partners to improve patient flow in the acute hospital and embrace the Integrated Discharge Teams who are working with clients when they are first admitted into hospital. Plans are now in place to co-locate the Integrated Discharge Team to seek further improvements. The recent release by the Local Government Association of the August 2017 DTOC Figures for England, show Southend Borough Council ranked as 14th out of 152 Local Authorities (152 being the poorest and 1 being the best ranking). Work continues with EPUT (non-acute) to monitor the processes to ensure data is accurate and agreed by Social Care.	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	September 2017	11.9%	10%	10%			Performance continues to remain above target and has increased this month. 55 Adults are in paid employment and The Learning Disability Team are working with local employers who are keen to support in offering employment opportunities to clients with Learning Disabilities. We are confident that this indicator will meet the annual target.	People Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Department for Place

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	September 2017	39	45	45			Reported missed collections have reduced as operations have improved, effective contract management has contributed and no further disruptions from service changes.	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	September 2017	97%	93%	93%			Standards are above the target showing cleansing has improved, effective contract management and maturity of the contract has contributed to this.	Place Scrutiny

Expected Outcome On course to achieve target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	September 2017	22	20	40			3 new sign-ups for September. Wellbeing Champions Forum on 11th October used to co-design PHRD offer of support	People Scrutiny

Expected Outcome On course to achieve target
 Cannot group these rows by Responsible OUs

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	September 2017	1.4%	1.77%	1.77%			This indicator represents the current arrears as a percentage of the total rent collectable for the year. Whilst we will always see seasonal fluctuations in the arrears position, we are currently meeting the target, however the further "roll out" of Universal credit coupled with the 1st of the month falling on the weekend has seen the figure increase slightly this month.	Policy and Resources Scrutiny

Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 06 November 2017 17:03



Performance Data Expected Outcome: At risk of missing target 8 On course to achieve target 18 Some slippage against target 6 No Value 1

Priority 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 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	September 2017	38.2	50.4-55.7	50.4-55.7			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	September 2017	71.8	66	66			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	September 2017	84.9%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	September 2017	79.9%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	September 2017	334.4	296.6	296.6			John O'Loughlin	People Scrutiny
CP 1.7	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	September 2017	88.6%	74%	74%			Sharon Houlden	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 2017/18	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	September 2017	39	45	45	✔	↑	Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	September 2017	97%	93%	93%	✔	▬	Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	September 2017	N/A	-	-	-	-	Carl Robinson	Place Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [Monthly Snapshot]	Aim to Maximise	September 2017	72.3%	70%	70%	✔	↓	Sharon Houlden	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	September 2017	88.3%	88.6%	88.6%	⚠	↑	Sharon Houlden	People Scrutiny
CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	September 2017	0.71	1.43	1.43	✔	↑	Sharon Houlden	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	September 2017	30.2%	33.5%	33.5%	⚠	↑	Sharon Houlden	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	September 2017	11.9%	10%	10%	✔	↑	Sharon Houlden	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	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 and visits to the Pier [Cumulative]	Aim to Maximise	September 2017	4,199,076	2,175,000	4,350,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	September 2017	22	20	40			Andrea Atherton	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	September 2017	334	450	1,100			Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	September 2017	2,205	2,976	5,740			Andrea Atherton	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	September 2017	58.7%	90%	90%			John O'Loughlin	People Scrutiny
CP 3.11	The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).	Aim to Maximise	September 2017	98					John O'Loughlin	People Scrutiny

Aim: PROSPEROUS: 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 • Ensured 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 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2017/18 collected in year [Cumulative]	Aim to Maximise	September 2017	52.70%	52.60%	97.30%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	September 2017	55.20%	53.00%	97.90%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	September 2017	100.00%	79.00%	79.00%			Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	September 2017	93.81%	84.00%	84.00%			Peter Geraghty	Place Scrutiny


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	September 2017	93.27%	90.00%	90.00%	✔	↓	Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	September 2017	1.4%	1.77%	1.77%	✔	↑	Sharon Houlden	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	September 2017	85.6%	80%	80%	✔	↓	Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	September 2017	102	100	100	⚠	↓	Sharon Houlden	Policy & Resources Scrutiny

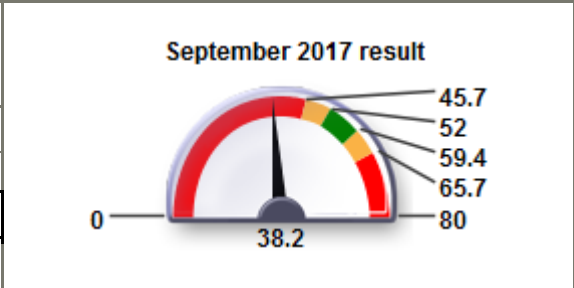
Aim: EXCELLENT: Priorities • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
103 CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative]	Aim to Maximise	September 2017	15,495	9,500	19,000	✔	↑	Scott Dolling	Place Scrutiny
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	September 2017	85.80%	80.00%	80.00%	✔	↓	Nick Corrigan; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	September 2017	3.30	3.01	7.20	✘	↑	Joanna Ruffle	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 35,000 [Cumulative]	Aim to Maximise	September 2017	31,533	27,500	35,000	✔	↑	Ellen Butler; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	September 2017	40.5%	56%	56%	⚠	↑	Brin Martin	People Scrutiny

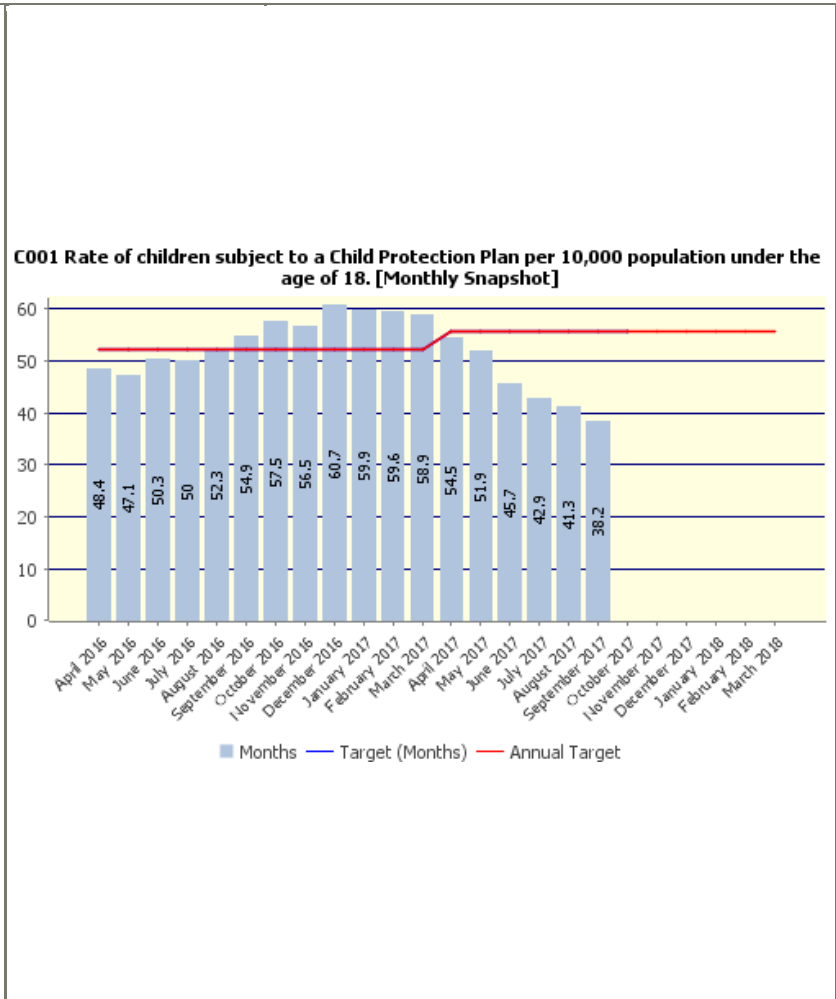
Section 3: Detail of indicators rated Red or Amber

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 4 Some slippage against target 1


CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]		
Expected Outcome		Format	Goldilocks
Managed By	John O'Loughlin		
Year Introduced	2014		

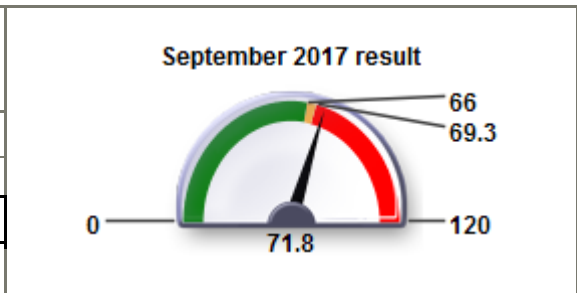


Date Range 1		
	Value	Target
April 2016	48.4	52.3
May 2016	47.1	52.3
June 2016	50.3	52.3
July 2016	50	52.3
August 2016	52.3	52.3
September 2016	54.9	52.3
October 2016	57.5	52.3
November 2016	56.5	52.3
December 2016	60.7	52.3
January 2017	59.9	52.3
February 2017	59.6	52.3
March 2017	58.9	52.3
April 2017	54.5	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017	38.2	50.4 - 55.7
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

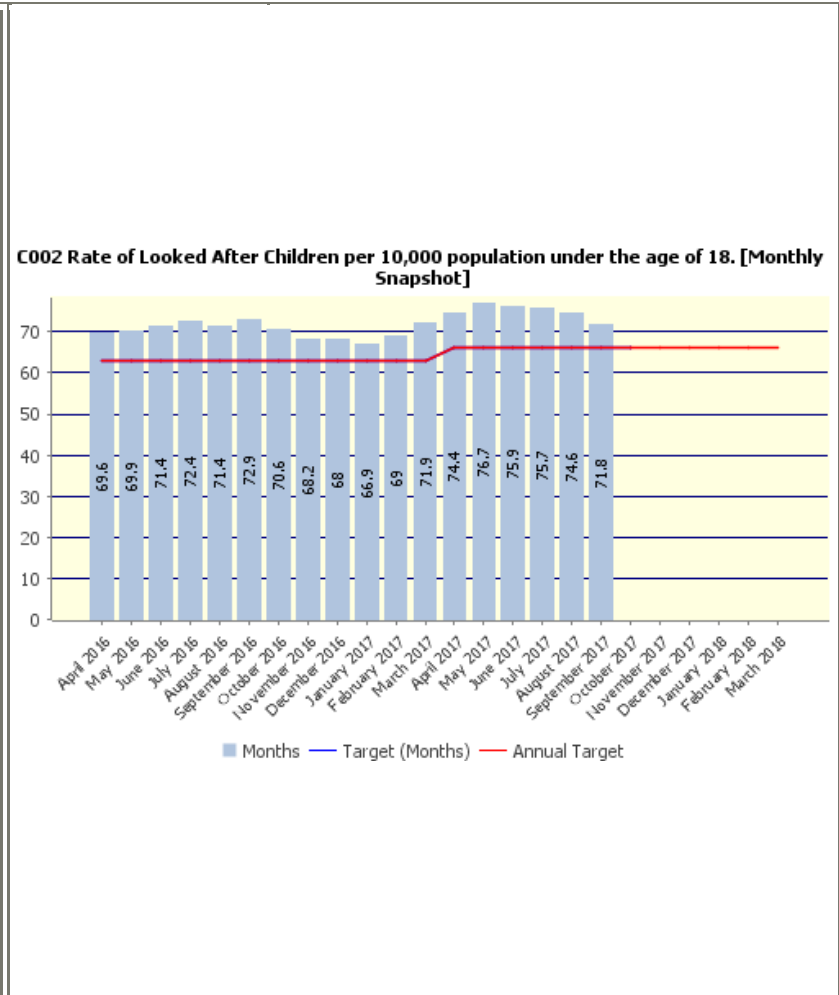


The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area but there is a concern that this may not explain all the decrease - we are in the process of reviewing the data and practice to identify if this is a concern.

CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]		
Expected Outcome		Format	Aim to Minimise
Managed By	John O'Loughlin		
Year Introduced	2014		



Date Range 1		
	Value	Target
April 2016	69.6	63
May 2016	69.9	63
June 2016	71.4	63
July 2016	72.4	63
August 2016	71.4	63
September 2016	72.9	63
October 2016	70.6	63
November 2016	68.2	63
December 2016	68	63
January 2017	66.9	63
February 2017	69	63
March 2017	71.9	63
April 2017	74.4	66
May 2017	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017	74.6	66
September 2017	71.8	66
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

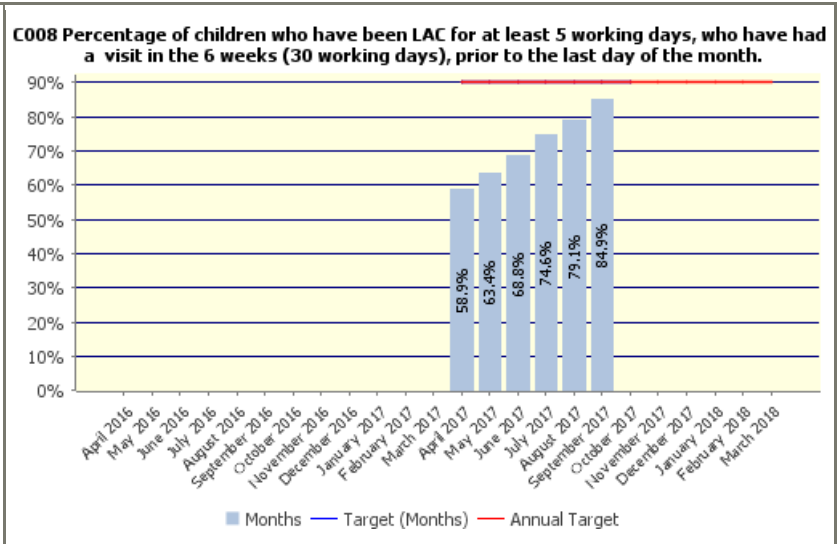


As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced over the last 4 months. It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made. Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and where safely possible put other measures in place to support the family. It is anticipated that our planned work around reunification will ensure that children do not remain in care for longer than necessary.

Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest. Of the 289 children who are looked after, 16 are Unaccompanied Asylum Seeking Children. If these 16 children are removed from the figure, the rate of LAC would be 70.5.

CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.			<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1		
	Value	Target
April 2017	58.9%	90%
May 2017	63.4%	90%
June 2017	68.8%	90%
July 2017	74.6%	90%
August 2017	79.1%	90%
September 2017	84.9%	90%
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

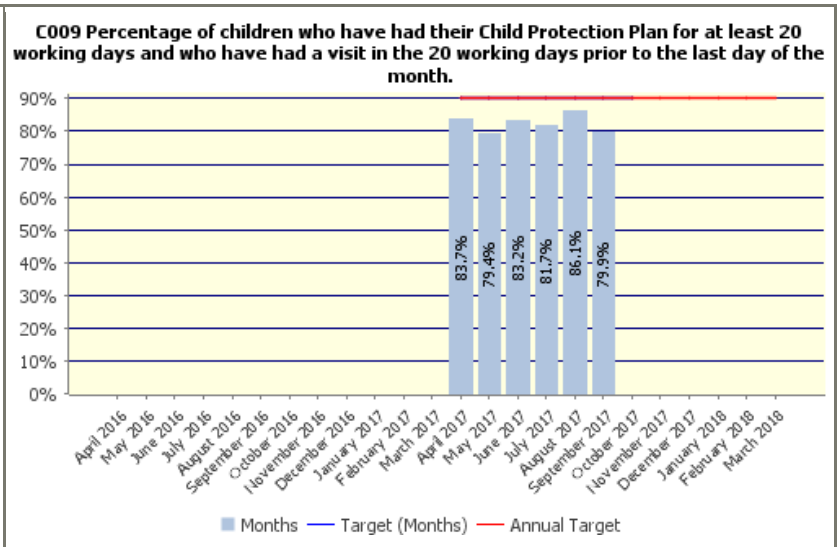


Whilst it is acknowledged that this indicator is below target the trend is upwards and performance has improved every month this financial year. Since April performance has improved from 58.9% to 84.9%. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:

- as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and
- Performance continues to improve month on month however it is recognised that the rate of change is too slow. Robust action has been taken in this regard and further improvements have been seen during Aug-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers highlighting children who have not been visited within the last 30 working days (process introduced in April) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where appropriate.

CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.			<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1		
	Value	Target
April 2017	83.7%	90%
May 2017	79.4%	90%
June 2017	83.2%	90%
July 2017	81.7%	90%
August 2017	86.1%	90%
September 2017	79.9%	90%
October 2017		90%
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



An action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed. The details of that plan is as follows:

- visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and
- proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.

CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]			<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1			C113 Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]
	Value	Target	
April 2017	369.3	296.6	
May 2017	366.1	296.6	
June 2017	361.7	296.6	
July 2017	338.8	296.6	
August 2017	325.3	296.6	
September 2017	334.4	296.6	
October 2017			
November 2017			
December 2017			
January 2018			
February 2018			
March 2018			


This month Performance has dropped slightly by 9 children per 10,000. This may be due to the increase in referrals we see when schools return at the end of the summer break.

The positive impact we have seen across the year is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.

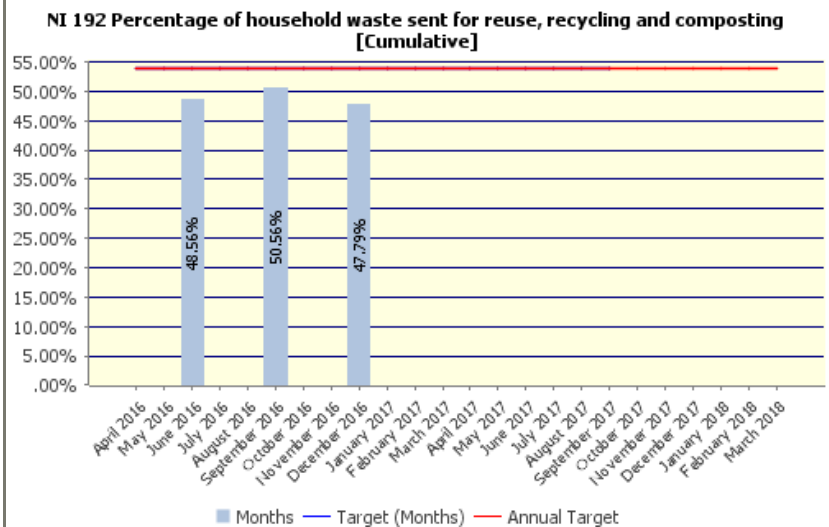
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.

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

Expected Outcome: At risk of missing target 1

CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]			September 2017 result N/A
Expected Outcome		Format	Aim to Maximise	
Managed By	Carl Robinson			
Year Introduced	2008			


Date Range 1		
	Value	Target
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	N/A	54.00%
November 2016	N/A	54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017	N/A	54.00%
February 2017	N/A	54.00%
March 2017	N/A	54.00%
Q4 2016/17		
April 2017	N/A	TBC
May 2017	N/A	TBC
June 2017	N/A	TBC
Q1 2017/18		
July 2017	N/A	TBC
August 2017	N/A	TBC
September 2017	N/A	TBC
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		



Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.

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.

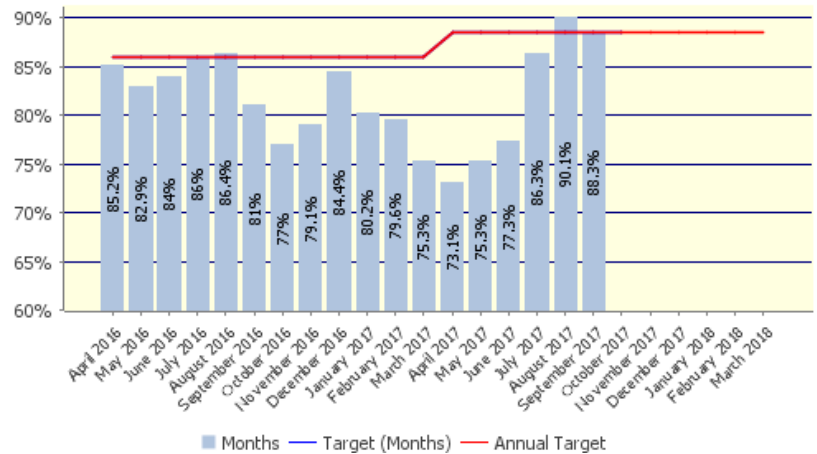
Expected Outcome: At risk of missing target 2 Some slippage against target 3

CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]		
Expected Outcome		Format	Aim to Maximise
Managed By	Sharon Houlden		
Year Introduced	2012		



Date Range 1		
	Value	Target
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	75.3%	86%
Q4 2016/17		
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
Q1 2017/18		
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
Q2 2017/18		

A013 Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]



Performance remains stable and virtually on target this month. This reporting period shows that out of 94 Adults using the reablement service, 83 were still at home 91 days later. Of the 11 not at home, 2 had been admitted back into hospital, 1 moved into nursing care, 3 into residential care and 5 passed away.

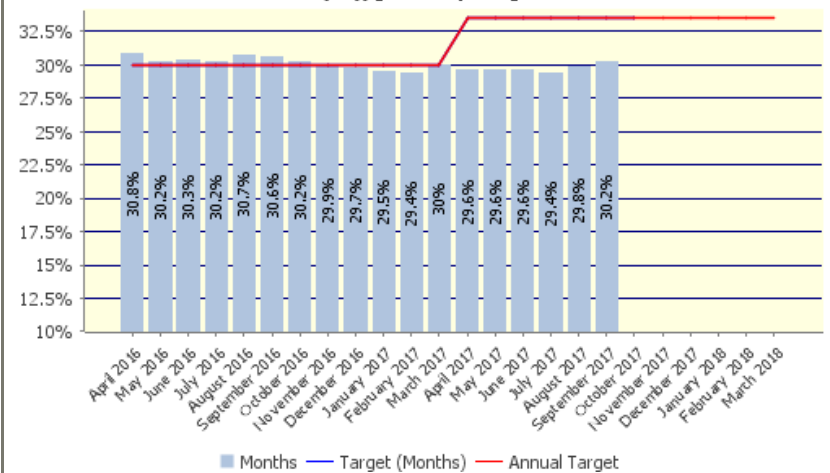
This significant recovery in performance is at least in part due to the work of the Service Transformation team which has supported the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data.

The benefits of all recent changes and on-going work have achieved an early improvement in the service. This will continue to be monitored closely for the sustained improvement that is expected. The national benchmark is 82.7%


CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]		<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	Sharon Houlden		
Year Introduced	2015		

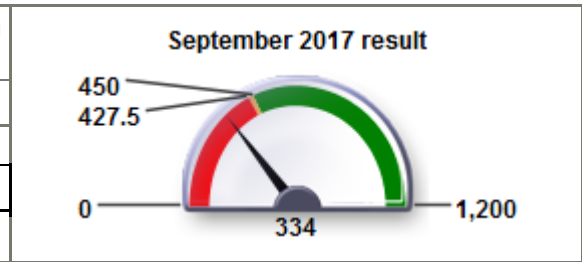
Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017	29.6%	33.5%
May 2017	29.6%	33.5%
June 2017	29.6%	33.5%
July 2017	29.4%	33.5%
August 2017	29.8%	33.5%
September 2017	30.2%	33.5%
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

A045 The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]

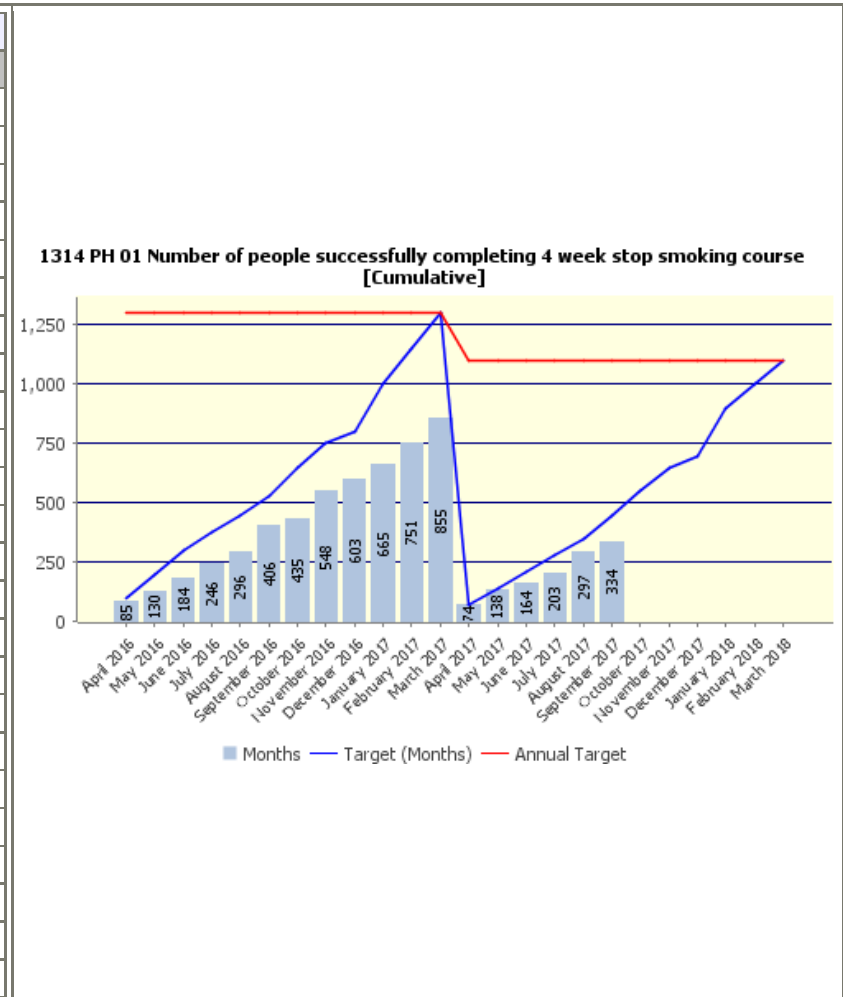


At the end of September, 530 of 1756 long term service clients were receiving a Direct Payment. Performance on this indicator has improved this month but remains slightly below target. The service transformation team are working to review the practice and systems in relation to direct payments and the Direct Payment contract will be going out to the market to tender. It is hoped that a new contract, with enhanced expectations on the service delivery will improve and support the Adults using or thinking of using the Direct Payment Service.


CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Lee Watson		
Year Introduced	2013		

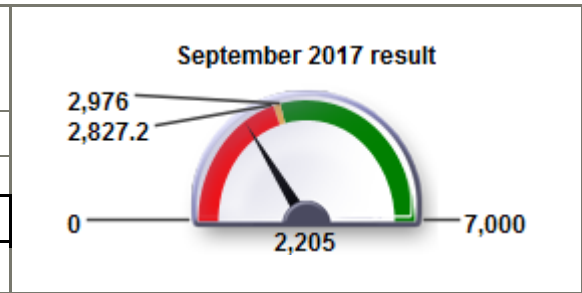


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017	138	140
June 2017	164	210
July 2017	203	280
August 2017	297	350
September 2017	334	450
October 2017		550
November 2017		650
December 2017		700
January 2018		900
February 2018		1,000
March 2018		1,100

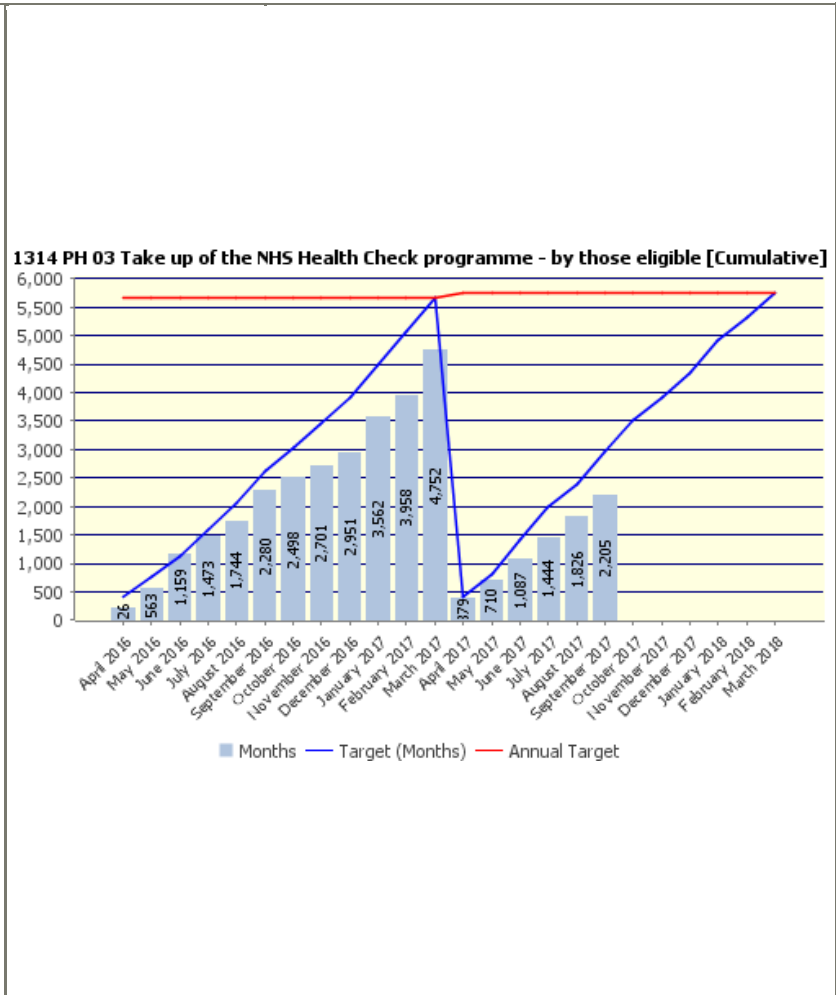


Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.

CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]		
Expected Outcome		Format	Aim to Maximise
Managed By	Andrea Atherton		
Year Introduced	2013		



Date Range 1		
	Value	Target
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	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017	2,205	2,976
October 2017		3,506
November 2017		3,920
December 2017		4,334
January 2018		4,912
February 2018		5,326
March 2018		5,740



Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public health team offering support to all practices to improve uptake.

CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]			<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

Date Range 1		
	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%
September 2017	58.7%	90%
October 2017		90%
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

Month	Value	Target (Months)	Annual Target
April 2016			90%
May 2016			90%
June 2016			90%
July 2016			90%
August 2016			90%
September 2016			90%
October 2016			90%
November 2016			90%
December 2016			90%
January 2017			90%
February 2017			90%
March 2017			90%
April 2017	27.3%		90%
May 2017	26.5%		90%
June 2017	33.3%		90%
July 2017	54.5%		90%
August 2017	59.3%		90%
September 2017	58.7%		90%
October 2017			90%
November 2017			90%
December 2017			90%
January 2018			90%
February 2018			90%
March 2018			90%

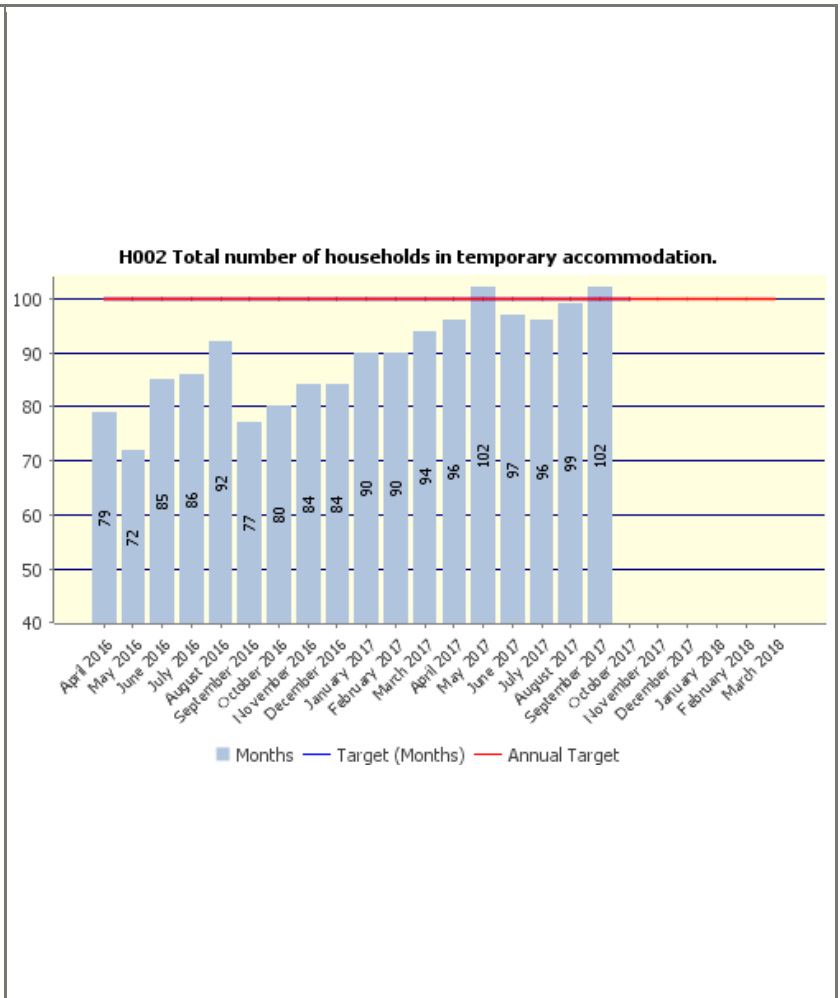
It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure as it is weighted down by the poorer performance early in the year.

Aim: PROSPEROUS: 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.

Expected Outcome: Some slippage against target 1

CP 4.10	Total number of households in temporary accommodation.			<p>September 2017 result</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Sharon Houlden			
Year Introduced				

Date Range 1		
	Value	Target
April 2016	79	100
May 2016	72	100
June 2016	85	100
July 2016	86	100
August 2016	92	100
September 2016	77	100
October 2016	80	100
November 2016	84	100
December 2016	84	100
January 2017	90	100
February 2017	90	100
March 2017	94	100
April 2017	96	100
May 2017	102	100
June 2017	97	100
July 2017	96	100
August 2017	99	100
September 2017	102	100
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



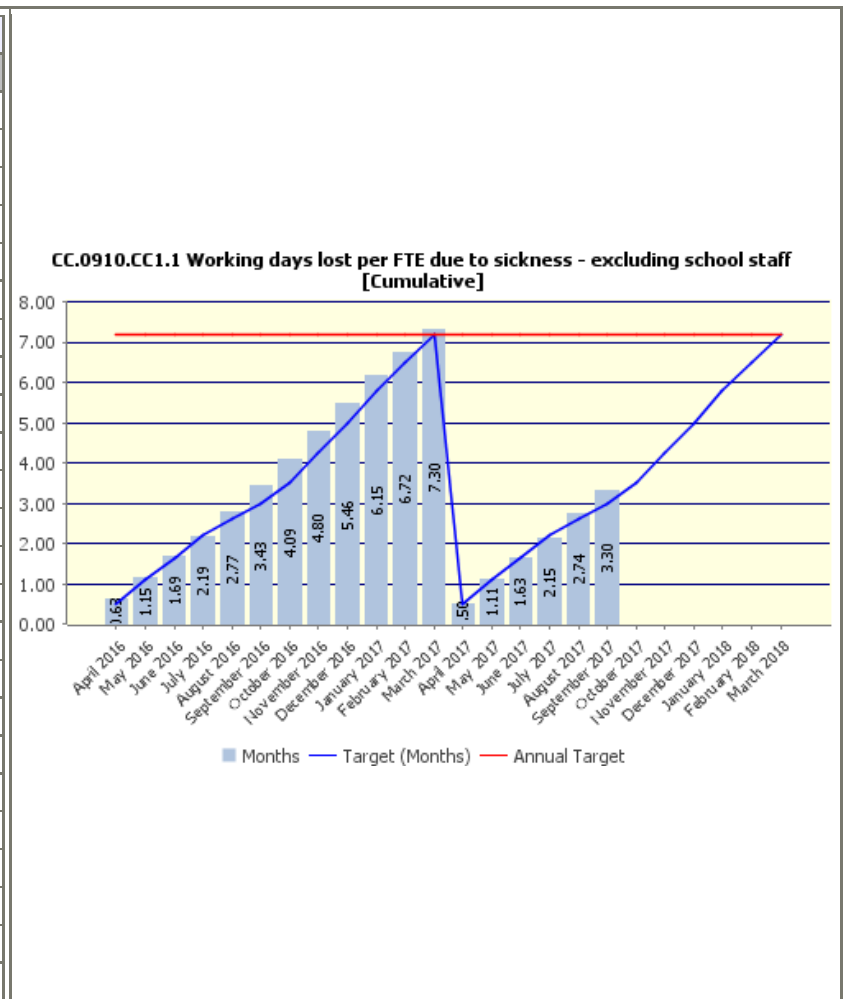
Lack of available properties continues to have an impact on temporary accommodation occupancy. One factor is the reduction in availability of 2 bedroom properties. It is also difficult to source affordable properties in the private sector due to a combination of high rents that far exceed LHA levels and landlord's reluctance to accept benefit dependant tenants. The level of temporary accommodation occupation has been an area of concern for SBC for some time.

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 Some slippage against target 1

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

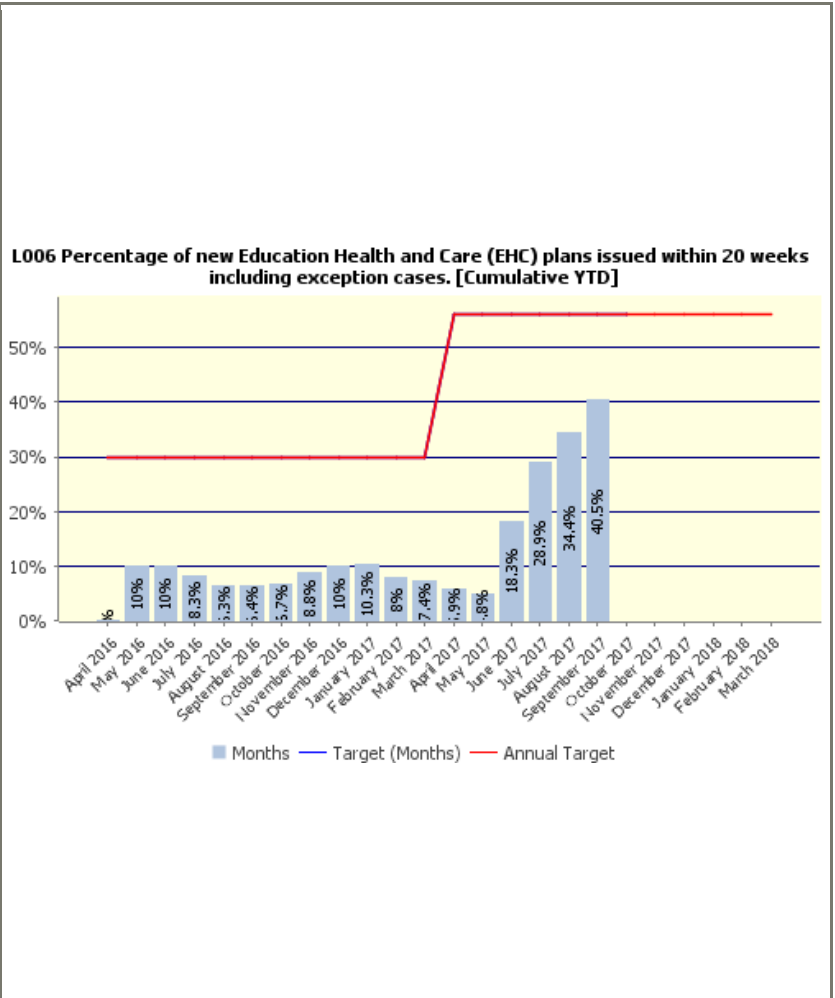
Date Range 1		
	Value	Target
April 2016	0.63	0.51
May 2016	1.15	1.10
June 2016	1.69	1.65
July 2016	2.19	2.21
August 2016	2.77	2.61
September 2016	3.43	3.01
October 2016	4.09	3.51
November 2016	4.80	4.27
December 2016	5.46	4.99
January 2017	6.15	5.82
February 2017	6.72	6.49
March 2017	7.30	7.20
April 2017	0.50	0.51
May 2017	1.11	1.10
June 2017	1.63	1.65
July 2017	2.15	2.21
August 2017	2.74	2.61
September 2017	3.30	3.01
October 2017		3.51
November 2017		4.27
December 2017		4.99
January 2018		5.82
February 2018		6.49
March 2018		7.20



The Corporate sickness target has not been met for the month of September, and sickness levels are above the year to date target. HR will be working with Team Prevent and First Care to undertake a detailed analysis of absence data in order to provide managers with proactive support.

CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]			<p>September 2017 result</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Brin Martin			
Year Introduced	2016			

Date Range 1		
	Value	Target
April 2016	0%	30%
May 2016	10%	30%
June 2016	10%	30%
July 2016	8.3%	30%
August 2016	6.3%	30%
September 2016	6.4%	30%
October 2016	6.7%	30%
November 2016	8.8%	30%
December 2016	10%	30%
January 2017	10.3%	30%
February 2017	8%	30%
March 2017	7.4%	30%
April 2017	5.9%	56%
May 2017	4.8%	56%
June 2017	18.3%	56%
July 2017	28.9%	56%F
August 2017	34.4%	56%
September 2017	40.5%	56%
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

Between Apr-17 and Sep-17, 60 out of 148 EHC plans were issued within the 20 week timescale, an improvement of 6.1% over last month.

The national benchmark is 55.7%.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

	Performance Measures	Rationale for inclusion	Latest Performance
1.	<p>Referral for treatment - % of patients referred from GP to hospital treatment within 18 weeks</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/5-october-2017</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">86.45% (July 2017)</p> <p>NHS Southend CCG was not compliant for July; with 14,675 pathways of which 1,989 were over 18 weeks and 7 were over 52 weeks.</p> <p>Against national target of 85%</p>
2.	<p>Cancer treatment - % patients treated within 62 days of GP urgent suspected cancer referral</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/5-october-2017</p>	National standard, providing a measurement of key area of performance and a key area of public concern. Can be produced monthly and is easy to benchmark.	<p>62 Day Operational Standard 79% (July 2017)</p> <p>Against national average of 82.4%</p> <p>30 out of 38 patients were treated within 62 days.</p>
3.	<p>A&E - % of patients attending Southend Hospital A&E, seen and discharged in under 4 hours</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/</p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p style="text-align: center;">91.1% (August 2017)</p> <p style="text-align: center;">91.83% (Year to date)</p> <p>Against national target of 95%</p>
4.	<p>Mental health - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</p>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<p>15.0% as at 31st March 2017, however aiming to exceed this and work to 15.8%.</p> <p>Based on performance over the rest of the year to date, it seems likely that the target will be close to the national NHS England target for 2017/18 of 16.8%.</p> <p>Performance in Southend is above the required trajectory</p>

5.	<p>Dementia - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).</p> <p>http://southendccg.nhs.uk/news-events/governing-body-papers/5-october-2017/1879-item-06-integrated-commissioning-performance-051017/file</p>	<p>Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.</p>	<p>61.1% achieved in July 2017, this is against the 66.7% diagnosis ambition target.</p> <p>An increase from 60.1% in June.</p> <p>Southend remains the only CCG in the East of England that is compliant with the national target.</p>
6.	<p>Primary Care – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p>https://gp-patient.co.uk/surveys-and-reports</p>	<p>Provides residents views on the quality of GP service in the borough. Survey is now produced annually.</p>	<p>Overall experience of GP surgery – July 2017</p> <p>Very good – 42% Fairly good – 41% Neither good nor poor – 11% Fairly poor – 4% Very poor – 3%</p> <p>National Average of patients rating ‘Good’ is 85%</p>
7.	<p>End of life care - Preferred Place of Death (PPoD) – Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *</p>	<p>Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020.</p> <p>Can be produced monthly.</p>	<p>Southend: 83%</p> <p>The PPoD achievement for Southend in September 2017 is 36 out of 44.</p> <p>(no national target at present)</p>

*although patients make a preference for a place of death, often home, the reality of the last days/hours of life often prompts patients and/or relatives/carers to change their mind and seek what they consider to be a place of safety and support, which is invariably the acute trust. Patients are documented for PPoD as: Home; Hospital; Hospice; Care/Nursing Home; Community Hospital.

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;"></th> <th style="width: 35%;">August 2016</th> <th style="width: 35%;">August 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">Average Price</td> <td style="text-align: center;">£250,998</td> <td style="text-align: center;">£276,602</td> </tr> <tr> <td style="background-color: #d3d3d3;">% Change</td> <td style="text-align: center;">12.47% (Aug 15-16)</td> <td style="text-align: center;">10.20% (Aug 16-17)</td> </tr> </tbody> </table>			August 2016	August 2017	Average Price	£250,998	£276,602	% Change	12.47% (Aug 15-16)	10.20% (Aug 16-17)
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Average Price	£250,998	£276,602										
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2.	Planning Applications	<table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="width: 60%;">September 2017</td> <td style="text-align: center;">162</td> </tr> <tr> <td>September 2016</td> <td style="text-align: center;">201</td> </tr> </tbody> </table>		September 2017	162	September 2016	201					
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3.	Job Seekers Allowance Claimants	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;"></th> <th style="width: 35%;">March 2016</th> <th style="width: 35%;">March 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">JSA Claimants (Number)</td> <td style="text-align: center;">2,170</td> <td style="text-align: center;">2,300</td> </tr> <tr> <td style="background-color: #d3d3d3;">JSA Claimants %</td> <td style="text-align: center;">2.0%</td> <td style="text-align: center;">2.10%</td> </tr> </tbody> </table> <p style="margin-top: 10px; font-size: small;">Source: Office of National Statistics & Southend-on-Sea Borough Council</p>			March 2016	March 2017	JSA Claimants (Number)	2,170	2,300	JSA Claimants %	2.0%	2.10%
	March 2016	March 2017										
JSA Claimants (Number)	2,170	2,300										
JSA Claimants %	2.0%	2.10%										

Community Safety Indicators

Short name	Month's value (April-August cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																															
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]	3384	<p>Southend CSP is now undertaking its 2017 Strategic Intelligence Assessment. The assessment will identify the key crime priorities for the next 12 months commencing in 2018.</p> <p>The SIA processes, as well as the on-going reviews of the CSP and Community Safety Hub, will hopefully re align resources and structures (CSP Action Groups) to ensure the Council and its partners target the key areas which are causing the Borough most harm. This includes issues surrounding the Town Centre (the street community), Violent Crime (such as knife crime, and crime associated with Gangs) and other problems associated with ASB and street drinking – including enforcement practices.</p> <p>August BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 7% ; Vehicle interference – 1%; Burglary in a dwelling – 8%; Bicycle Theft – 4%; Theft from the person -2%; Criminal damage (exc 59) - 17%; HMIC Violence without injury – 36%; Wounding (Serious or Other) – 18%; Personal Robbery – 2%.</p>																																															
Performance Measures	Rationale for inclusion	Latest Performance Available																																															
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> </tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">6840</td> <td style="text-align: center;">↓2.0</td> </tr> <tr> <td>Theft of a vehicle</td> <td style="text-align: center;">31</td> <td style="text-align: center;">361</td> <td style="text-align: center;">↑4.0</td> </tr> <tr> <td>Theft from Vehicle</td> <td style="text-align: center;">83</td> <td style="text-align: center;">858</td> <td style="text-align: center;">↓8.0</td> </tr> <tr> <td>Vehicle Interference</td> <td style="text-align: center;">29</td> <td style="text-align: center;">185</td> <td style="text-align: center;">↑13.0</td> </tr> <tr> <td>Burglary in a dwelling</td> <td style="text-align: center;">90</td> <td style="text-align: center;">352</td> <td style="text-align: center;">*</td> </tr> <tr> <td>Bicycle theft</td> <td style="text-align: center;">23</td> <td style="text-align: center;">442</td> <td style="text-align: center;">↑10.0</td> </tr> <tr> <td>Theft from the person</td> <td style="text-align: center;">29</td> <td style="text-align: center;">220</td> <td style="text-align: center;">↓16.0</td> </tr> <tr> <td>Criminal Damage (exc 59)</td> <td style="text-align: center;">162</td> <td style="text-align: center;">1799</td> <td style="text-align: center;">↓6.0</td> </tr> <tr> <td>Violence Without Injury</td> <td style="text-align: center;">343</td> <td style="text-align: center;">3122</td> <td style="text-align: center;">↑9.0</td> </tr> <tr> <td>Wounding (Serious or Other)</td> <td style="text-align: center;">129</td> <td style="text-align: center;">*</td> <td style="text-align: center;">*</td> </tr> </tbody> </table>				Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	10 BCS Crimes - total	*	6840	↓2.0	Theft of a vehicle	31	361	↑4.0	Theft from Vehicle	83	858	↓8.0	Vehicle Interference	29	185	↑13.0	Burglary in a dwelling	90	352	*	Bicycle theft	23	442	↑10.0	Theft from the person	29	220	↓16.0	Criminal Damage (exc 59)	162	1799	↓6.0	Violence Without Injury	343	3122	↑9.0	Wounding (Serious or Other)	129	*	*
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			Robbery (Personal Property)	15	216	↑21.0
		<p>*Not recorded.</p> <p>**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.</p>				
Potential Performance Measures		Rationale for inclusion		Latest Performance		
				Number (Rolling 12 months to August)		Increase/ Decrease % (01/08/2016 – 31/07/2017)
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes		Total number of Incidents 4162 (August)	Total number of Crimes 15418 (August)	Crimes - ↑1 Incidents - ↓6
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.		6840		↓2
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.		496		↓12
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –.)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...		240 (16.81%)		↑50
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.		2287		↓1
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.		83		↓51



Revenue Budget Monitoring 2017/18

Period 6

as at 30 September 2017
Portfolio Summary

Contents

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1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2017/18, based on the views of the Directors and their Management Teams, in light of expenditure and income to 30 September 2017.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2017.

2. Overall Budget Performance – General Fund

As at the end of September, an underspend to the overall Council budget of £2,104,000 is currently being forecast for the year-end. This position reflects a projected overspend of £225,000 in Council departmental spending and a £2,329,000 underspend on financing costs. The variances which services are reporting are detailed in section 3. The forecast net underspend of £2,104,000 is currently expected to be transferred to earmarked reserves to ensure the General Fund balance remains at £11 million.

General Fund Portfolio Forecast Comparison 2017/18 at 30 September 2017 - Period 6

Portfolio	Latest Budget 2017/18 £000	Projected Outturn 2017/18 £000	September Forecast Variance £000	August Forecast Variance £000
Leader	2,222	2,172	(50)	(50)
Culture, Tourism & the Economy	12,918	13,022	104	107
Corporate and Community Support Services	11,632	11,402	(230)	(158)
Housing, Planning & Sustainability	5,122	5,144	22	0
Children & Learning	26,729	27,740	1,011	929
Health & Adult Social Care	39,086	39,309	223	222
Transport, Waste & Regulatory Services	22,803	21,948	(855)	(772)
Technology	4,540	4,540	0	85
Total Portfolio	125,052	125,277	225	363
Non-Service Areas	15,537	13,208	(2,329)	(2,299)
Earmarked Reserves	(17,436)	(15,332)	2,104	1,936
Net Expenditure / (Income)	123,153	123,153	0	0

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

3. Service Variances - £225,000 forecast overspend

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

Portfolio	Unfavourable £'000	Favourable £'000	Net £'000	Previous period £'000
Leader				
Part year vacancy for Chief Executive post		(40)		(40)
Treasury Management costs		(10)		(10)
	0	(50)	(50)	(50)
Culture, Tourism & the Economy				
Pension opt-in costs	14			0
Grounds Maintenance income shortfall	50			50
Part year vacancies within the Library Service		(50)		(50)
Set up costs of the new library ICT system	50			0
Vacancy within the Museums service		(32)		0
Part year vacancy within the Parks Service		(18)		(18)
Theatre contract negotiations ongoing	75			75
Water testing costs along the Pier and Foreshore	100			100
Pier admission income		(50)		(50)
Part year vacancy in the Economic Development team		(20)		0
Staffing underspend due to maternity leave		(15)		0
	289	(185)	104	107
Corporate and Community Support				
Underspend on PA costs for Director of Legal and Democratic Services		(10)		(10)
Underspend on residual budget from the deletion of the Programme Office		(40)		(40)
Vacant posts in the Financial Planning and Control team		(60)		(60)
Vacant posts in the Accounts Payable team		(20)		0
Vacant post in Asset Management team		(50)		(50)
Additional rents (including Backrent) for SBC Properties		(50)		(50)
Income relating to Council Tax Court Costs		(90)		(80)
Unused budget in the NDR Collections team		(10)		0
Benefits Admin Team Staffing	50			50
Civic Centre contract cleaning	60			62
Vacancies in the Customer Service team		(20)		0
Vacant hours in the Voluntary Organisations team		(10)		(10)
Members scrutiny and conference expenses		(10)		0
Overspend on running costs at Porters	20			0
Underspend on Members N.I. and Chairperson Allowance		(20)		0
Income for Legal Services	30			30
	160	(390)	(230)	(158)
Housing, Planning & Sustainability				
Agency costs in the Building Control team	74			0
Additional income generated by the Building Control team		(52)		0
	74	(52)	22	0

...Continued			
Children and Learning			
Children with disabilities and associated cost of direct payments	27		27
Children's Placements - forecast for current cohort of PVI looked after children	538		501
Leaving Care accommodation costs and support costs	169		87
Staffing pressure costs in children services	137		137
Support costs for Children under Sect 17 and Sect 20		(59)	(54)
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	66		71
Forecast on current in-house fostering placements and impact of adoption referral income	133		160
	1,070	(59)	1,011
			929
Health and Adult Social Care			
People with a Learning Disability - Lower than estimated residential care placements and day care services		(100)	(100)
People with Mental Health Needs - Higher than estimated residential care placements and direct payments	142		141
Older People - residential care packages and complex packages	235		248
Physical and Sensory Impairment - Higher than estimated residential care placements	16		16
Health contribution towards Integrated commissioning		(70)	(70)
Underspend due to vacancies on customer services team		0	(13)
	393	(170)	223
			222
Transport, Waste & Regulatory Services			
Traffic signals maintenance contract		(25)	0
Shortfall in highways income	50		0
Winter service stock carried forward from 2016/17		(80)	0
Parking enforcement contractor underperformance and PCN bad debt provision	178		0
Security costs incurred at the Travel Centre	68		0
Additional streetwork inspectors above the budgeted establishment	66		0
Job evaluation outcome			22
Electricity refunds due to updated meter readings		(15)	0
Public conveniences contractor underspend		(20)	0
Waste service contractor underspend		(200)	0
Waste MBT still in commissioning phase		(900)	(900)
Food processing now generates income rather than costs		(125)	0
Street cleansing contractor overspend	50		0
Standby pay budget no longer required due to service change		(28)	0
Flood Defences pump station servicing	66		66
Flood Defences land licence	40		40
Staffing saving in Business Support to be realised in 2018/19	20		0
	538	(1,393)	(855)
			(772)
Technology			
ICT agency cost to backfill secondments to capital projects	0		85
	0	0	85
Total	2,524	(2,299)	225
			363

Non Service Variances (£2,329,000 forecast underspend)

Financing Costs – (£2,329K)

This provision is forecast to be underspent against budget at the year-end as; revised Minimum Revenue Provision Policy (£1,924K); PWLB interest is lower (£470K) due to reduced borrowing; HRA interest (£4K); reduction in in-house investments due to reduced surplus cash availability £10K; interest on short term borrowing £70K; reduced interest to be received on energy efficiency schemes £25K; VAT Interest due to a Voluntary Disclosure £6K; Investments from the property fund currently have a higher value than anticipated (£50K); Principal repayment of an interest free loan £8K.

4. Appropriations to / from Earmarked Reserves

Net appropriations from Earmarked Reserves totalling £12,282,000 were agreed by Council when setting the 2017/18 budget in February 2017. The current outturn position allows for further in-year net appropriations from reserves totalling £3,049,760. Total net appropriations from/(to) reserves for 2017/18 will therefore equal £15,331,760.

- £4,086,000 from the Capital Reserve as agreed at Cabinet in June 2017
- £402,550 from the Business Transformation Reserve to enable the progression of projects
- £75,000 from the Public Health Reserve Grant Reserve
- £644,710 from the General Grants Reserve
- £20,500 from the Public Health DAAT Reserve
- (£125,000) to the Election Reserve (2017-18 is a fallow year)
- £150,000 from the Specific Corporate Projects Reserve to support ICT projects
- (£100,000) to the Rental Equalisation Reserve
- (£2,104,000) appropriation to Reserves at the year end for projected year end underspend

£3,049,760 Total from Reserves

5. Revenue Contributions to Capital Outlay (RCCO)

The original budget for 2017/18 included planned revenue contributions for capital investments, via the use of Earmarked Reserves, of £3,804,000. Due to additions to the capital programme agreed at Cabinet in June 2017, this budget has now increased to £7,988,000. Earmarked Reserves will fund £7,890,000 of this, with the remaining £98,000 funded from energy savings generated from energy efficiency projects.

6. Performance against Budget savings targets for 2017/18

As part of setting the Council budget for 2017/18, a schedule of Departmental and Corporate savings was approved totalling £7.502 million. These are required to achieve a balanced budget.

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

	Red £000	Amber £000	Green £000	Original Savings Total £000	Projected Outturn £000	Forecast Variance £000
Department						
Chief Executive	0	785	205	990	990	0
People	671	751	3,119	4,541	3,428	(1,113)
Place	120	134	1,434	1,971	1,688	(283)
Total	791	1,670	4,758	7,502	6,106	(1,396)

Although the current forecast is showing a shortfall of £1,396,000 against the required savings total of £7.502 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 23rd February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

The closing HRA balance as at 31st March 2017 was £3,502,000.

The current forecast is projecting higher than anticipated rental income of £250,000 due to a lower number of void properties than estimated in the budget. There is also a £29,000 pressure due to resident patrol services in Victoria Ward and a £4,000 pressure on capital financing charges because the interest payable on the HRA's internal borrowing is higher than expected. The HRA's share of interest received on investments is higher than estimated in the budget by £60,000. The overall underspend of £277,000 will be transferred to the Capital Investment Reserve.

8. Budget Virements

In line with the approved financial procedure rules all virements over £50,000 between portfolio services or between pay and non-pay budgets are to be approved by Cabinet.

Below is a table showing the virements which fall within these parameters:-

	DR	CR
	£	£
Virements over £50,000 in reported period	5,013	(5,013)
Virements over £50,000 previously reported	4,155	(4,155)
Virements approved under delegated authority	353	(353)
Total virements	9,521	(9,521)

The virements for Cabinet approval this period are:

- £5,013,420 Transfer of Public Health commissioning budgets to the Integrated Commissions Team.

£5,013,420 Total

Due to the changes made at Appointments Council, amendments have been made to the hierarchy structure within this report which has adjusted the opening budget shown from the original budget book. An additional exercise has been undertaken to ensure that all costs are allocated to the correct portfolio service within the Children & Learning Portfolio in line with CIPFA guidance.

General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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	2,567	(180)	2,387	(165)	2,222	2,172	(50)	4,646	4,426	(220)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	325	12,918	13,022	104	6,606	6,826	220
Corporate and Community Support Services	121,679	(109,623)	12,056	(424)	11,632	11,402	(230)	6,659	6,430	(229)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,144	22	2,481	2,376	(105)
Children & Learning	105,228	(78,991)	26,237	492	26,729	27,740	1,011	13,347	14,636	1,289
Health & Adult Social Care	67,470	(28,522)	38,948	138	39,086	39,309	223	19,538	19,661	123
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	409	22,803	21,948	(855)	11,599	10,869	(730)
Technology	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146
Portfolio Net Expenditure	360,369	(236,249)	124,120	932	125,052	125,277	225	67,222	67,716	494
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(9,416)	(9,417)	(1)
Levies	590	0	590	0	590	590	0	281	280	(1)
Financing Costs	16,594	0	16,594	0	16,594	14,265	(2,329)	7,027	5,361	(1,666)
Contingency	5,228	0	5,228	38	5,266	5,266	0	1,902	0	(1,902)
Pensions Upfront Funding	7,467	0	7,467	0	7,467	7,467	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	246	246
Sub Total	6,419	4,629	11,048	38	11,086	8,757	(2,329)	(206)	(3,530)	(3,324)
Net Operating Expenditure	366,788	(231,620)	135,168	970	136,138	134,034	(2,104)	67,016	64,186	(2,830)
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,790)	(1,721)	69
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,902	0	(1,902)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(5,154)	(17,436)	(15,332)	2,104	(9,190)	(17,222)	(8,032)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	358,310	(235,157)	123,153	0	123,153	123,153	0	57,938	45,243	(12,695)

Use of General Reserves							
Balance as at 1 April 2017			11,000		11,000	11,000	0
Use in Year			0	0	0	0	0
Balance as at 31 March 2018			11,000	0	11,000	11,000	0

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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 Subscriptions	73	0	73	0	73	73	0	36	40	4
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(215)	1,369	1,319	(50)	4,221	3,978	(243)
c Emergency Planning	85	0	85	0	85	85	0	42	37	(5)
d Strategy & Performance	645	0	645	50	695	695	0	347	371	24
Total Net Budget for Portfolio	2,567	(180)	2,387	(165)	2,222	2,172	(50)	4,646	4,426	(220)

Virements

£000

Transfer from earmarked reserves	50
Allocation from Contingency	0
In year virements	(215)
	<u>(165)</u>

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Leader
Portfolio Holder - Cllr J Lamb**

Forecast Outturn Variance	Year to Date Variance
a.	
b. The Chief Executive post was vacant for the first three months of the year, resulting in an expected underspend of £40k against budget. A forecast underspend of £10k on Debt Management Expenses (due to enhanced cash fees being deducted at source rather than by invoice).	Year to date budgets for Corporate Initiatives and Pension Costs are currently underspent however due to the ad-hoc and high value nature it is not possible to forecast outturn with any degree of confidence
c.	
d.	Funding for project staff in the Policy, Engagement and Communications team to support SBC compliance with the EU General Data Protection Regulation (with effect from May 2018) has been agreed but is awaiting drawdown.

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Culture, Tourism & 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	554	(305)	249	5	254	268	14	197	224	27
b Amenity Services Organisation	3,615	(670)	2,945	4	2,949	2,999	50	1,630	1,734	104
c Culture Management	67	(6)	61	200	261	261	0	230	234	4
d Library Service	3,394	(394)	3,000	(5)	2,995	2,995	0	1,714	1,706	(8)
e Museums and Art Gallery	1,135	(68)	1,067	26	1,093	1,061	(32)	566	524	(42)
f Parks And Amenities Management	1,693	(665)	1,028	6	1,034	1,016	(18)	426	455	29
g Sports Development	53	0	53	0	53	53	0	26	28	2
h Sport and Leisure Facilities	615	(304)	311	0	311	311	0	156	155	(1)
i Southend Theatres	849	(27)	822	0	822	897	75	419	440	21
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	2,689	(884)	1,805	25	1,830	1,880	50	534	537	3
k Tourism	136	(18)	118	(78)	40	40	0	20	8	(12)
l Economic Development	571	(250)	321	71	392	372	(20)	197	296	99
m Town Centre	210	(59)	151	(2)	149	149	0	88	44	(44)
n Better Queensway	0	0	0	44	44	44	0	0	46	46
o Climate Change	106	(43)	63	29	92	92	0	95	110	15
p Closed Circuit Television	450	(32)	418	0	418	418	0	215	212	(3)
q Community Safety	213	(32)	181	0	181	166	(15)	93	73	(20)
Total Net Budget for Portfolio	16,350	(3,757)	12,593	325	12,918	13,022	104	6,606	6,826	220

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

282

23

20

325

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Culture, Tourism & the Economy
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a. A member of staff opted into the pension scheme resulting in an unanticipated increase in costs. Furthermore, the opening of Unit 21 has resulted in the café incurring some running costs. A profit share arrangement is in place which it is anticipated will generate some income to compensate this.	
b. There has been a reduction in the income anticipated, based on the current position and compared against income received in 16/17. Furthermore, the bulk of winter materials have been purchased. However, staff vacancies are helping to offset some of the above pressure.	Bulk of supplies purchased at the start of the year for use throughout. There has also been a reduction in income received to date.
c.	
d.	
e. Staff vacancies are forecasted to result in an underspend within the service as the vacant roles have only recently been advertised.	There are vacant posts within the teams, and utility costs are lower than expected.
f. Staff vacancies within the year have resulted in an underspend against the establishment. These vacant posts have now been filled and the team is fully staffed.	
g.	
h.	
i. Commercial negotiations in relation to the Theatres contract remain on-going.	
j. Pier admission figures are higher than anticipated so far resulting in increased income to date. However, water testing requirements have also increased due to environmental factors and are creating a budget pressure.	
k.	
l. Staff vacancies are forecasted to result in an underspend as the current vacant role is yet to be filled.	Grant funding is due to be received which will cover project expenditure.
m.	
n.	
o.	
p.	

134

q. There is a staffing underspend in the Community Safety team as a result of a member of staff being on maternity leave.

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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 Departmental Support for the Chief Executive	771	0	771	0	771	721	(50)	368	231	(137)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	875	827	(48)
c Accounts Payable	126	(5)	121	0	121	101	(20)	62	52	(10)
d Accounts Receivable	185	(75)	110	0	110	110	0	55	53	(2)
e Insurance	155	(245)	(90)	0	(90)	(90)	0	61	63	2
f Asset Management	383	(5)	378	0	378	328	(50)	189	162	(27)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	47	44	(3)
h Corporate and Industrial Estates	430	(2,611)	(2,181)	(71)	(2,252)	(2,302)	(50)	(1,071)	(1,236)	(165)
i Council Tax Admin	854	(595)	259	0	259	169	(90)	132	7	(125)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(120)	(10)	65	46	(19)
k Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	(300)	495	545	50	246	275	29
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	99	147	48
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	324	263	(61)
n Buildings Management	2,645	(113)	2,532	213	2,745	2,805	60	1,624	1,651	27
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	19	(1,243)	(1,243)	0	(561)	(412)	149
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,675	(20)	844	809	(35)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	43	30	(13)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(42)	0	(20)	(42)	(22)
s Transport Management	160	0	160	7	167	167	0	84	78	(6)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	85	101	16
u Partnership Team	277	0	277	0	277	277	0	137	126	(11)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	389	384	(5)
w Human Resources	1,745	(497)	1,248	8	1,256	1,256	0	624	635	11
x People & Organisational Development	406	(91)	315	0	315	315	0	160	132	(28)
y Tickfield Training Centre	290	(97)	193	1	194	194	0	113	115	2
z Democratic Services Support	354	0	354	9	363	353	(10)	183	165	(18)
aa Mayoralty	185	0	185	(1)	184	204	20	102	111	9
ab Member Support	705	0	705	25	730	710	(20)	355	346	(9)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	190	129	(61)

ad Local Land Charges	192	(297)	(105)	0	(105)	(105)	0	(25)	(34)	(9)
ae Legal Services	1,170	(243)	927	(58)	869	899	30	434	450	16
af Corporate Procurement	610	0	610	0	610	610	0	305	392	87
ag Property Management and Maintenance	567	(109)	458	(165)	293	293	0	141	330	189
Total Net Budget for Portfolio	121,679	(109,623)	12,056	(424)	11,632	11,402	(230)	6,659	6,430	(229)

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

(225)

(257)

58

(424)

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Corporate and Community Support
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a. The full budget for the post of PA to the Director of Legal & Democratic Services will not be required. £40k of the residual budget from the decommissioned Programme Office will not be required in year.	An underspend relating to the salary budget for the former Director of Corporate Services will be used to fund the Level 4 Management Review
b. An underspend due to vacant posts in the Financial Planning and Control team. A post in the Financial Planning and Control team has been vacant for over a year due to problems recruiting. This has now been filled.	
c. Vacant post	
d.	
e.	
f. Underspend resulting from a vacancy where due to market forces, the post continues to remain unfilled	
g.	
h. Income for rentals is higher than forecast due to back-rent for the café at the Forum, the Cockle Sheds at Leigh, and Borough Combination Ground.	Increase in the on-going rental streams due to the recent acquisition of the Range site and in-year rent reviews
i. Higher than budgeted Court Costs income will be partially offset by a corresponding increase to the Bad Debt Provision	
j. Based on spend to date for the Third Party Payment budget and an analysis of the previous year spend, there is expected to be a £10k underspend against NDR Collection	
k. The DWP imposes targets to avoid Administration Delay and Errors to Housing Benefit claims. It is more cost effective for the service to incur agency and overtime costs than breach these targets. Due to the potential impact to workload once Universal Credit becomes established, it is felt that contractors and agency staff should be used instead of filling established posts.	
l.	Period 6 benefits monitoring is not highlighting a significant variation to budget. The Benefits team are working with Strategic Housing and SEH to identify a methodology to allocate the DHP grant strategically

Forecast Outturn Variance	Year to Date Variance
m.	A staffing restructure, which incorporates the formation of a Business Support Unit, is pending final agreement. Charges to Thurrock and Castle Point will be increased as a result but it is too pre-emptive to forecast any underspend.
n. Contract cleaning is forecast to overspend against budget. A review is currently underway to reduce this and any amendments will be reflected in future forecasts.	
o.	Despite a pressure on the budget, no variance has been forecast at Period 6 as income is expected to increase over the autumn/winter period. In 2017-18, the income budget was increased to reflect the new Pergola Walk project. Due to a number of issues with the contractors, the start of this project has been delayed and the advanced orders cannot be factored into the income calculations until the project is completed.
p. Vacant posts	
q.	
r.	Due to the seasonal nature of weddings, income is currently higher than budget.
s.	
t.	
u.	
v. Vacant hours in the Voluntary Organisation team are expected to result in an underspend.	
w.	
x.	A fully funded restructure has yet to be finalised. Once in place increased income targets will need to be monitored closely to ensure they can be delivered in full.
y.	
z. At Period 6 there is no expenditure against the Members' Scrutiny and Conference Expenses budgets. As this is in line with last year it is expected to result in an underspend at the end of the year.	
aa. Pressure on Repairs & Maintenance and Water Services budgets at Porters	
ab. Underspend on Members' National Insurance and Chairperson Allowance budgets	
ac.	2017-18 is a fallow year for local elections with the exception of one by-election. As part of the budget process it was agreed that the underspend

Forecast Outturn Variance	Year to Date Variance
ad.	will be transferred to the Election Reserve at year-end to cover the costs in future years.
ae. The income budget was increased in the previous financial year, however to date the service has been unable to meet this target due to the reduced uptake by schools as they become Academies.	An underspend on the employees' budget due to vacancies is offsetting a pressure on court costs and legal fees. Work is ongoing to ensure that all relevant costs (outside of day to day business) are being recharged to the correct department.
af.	
ag.	Staff time is still to be capitalised against a variety of capital projects.

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Housing, Planning & Sustainability
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
Housing										
a Strategy & Planning for Housing	164	0	164	0	164	164	0	0	0	0
b Private Sector Housing	2,734	(1,056)	1,678	0	1,678	1,678	0	838	833	(5)
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	143	161	18
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	1,254	1,256	2
Planning										
e Building Control	400	(410)	(10)	0	(10)	12	22	(6)	17	23
f Development Control	862	(603)	259	0	259	259	0	134	(1)	(135)
g Regional and Local Town Plan	235	0	235	0	235	235	0	118	110	(8)
Total Net Budget for Portfolio	7,725	(2,603)	5,122	0	5,122	5,144	22	2,481	2,376	(105)

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

0

0

0

0

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Housing, Planning & Sustainability
Portfolio Holder - Cllr M Flewitt**

Forecast Outturn Variance	Year to date Variance
a.	
b.	
c.	
d.	
e. Pressure from agency staff costs is likely to cause an overspend on the staffing budget in the Building Control team, This is being partially offset by income performing above expected levels.	Pressure from agency staff costs.
f.	Development Control income received for a large scale planning application.
g.	

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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
Retained										
a Childrens Commissioning	935	(316)	619	82	701	701	0	355	319	(36)
b Children with Special Needs	1,149	(169)	980	0	980	1,007	27	489	504	15
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	598	586	(12)
d Children Fieldwork Services	5,562	(135)	5,427	28	5,455	5,688	233	3,200	3,503	303
e Children Fostering and Adoption	4,546	(191)	4,355	7	4,362	4,496	134	2,181	2,538	357
f Youth Service	2,602	(1,483)	1,119	339	1,458	1,458	0	746	650	(96)
g Other Education	940	(754)	186	0	186	186	0	91	83	(8)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,893	538	1,678	2,272	594
i Children Specialist Commissioning	1,751	(60)	1,691	80	1,771	1,850	79	389	497	108
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	3,018	3,068	50
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	602	616	14
Delegated										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	105,228	(78,991)	26,237	492	26,729	27,740	1,011	13,347	14,636	1,289

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

459
23
10

492

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Children and Learning
Portfolio Holder - Cllr J Courtenay**

Forecast Outturn Variance	Year to Date Variance
a.	
b. Small overspend variance on Children with Disabilities	
c.	
d. Overspend pressure on leaving care accommodation and support costs and staffing pressures in relation to teams running at full establishment, with agency cover.	Reflecting Year to date pressures on leaving care accommodation and support costs
e. Over spend pressures within Inhouse fostering care provision due to the increased numbers of children looked after and service running at increased capacity. Forecasts also indicate continued pressure on transport costs at the Marigold Assessment centre, and a marginal overspend on Adoption services.	Reflecting Year to date pressures on Inhouse fostering care provision, marigold assessment centre
f.	
g.	
h. Overspend pressure due to increased Looked after children numbers during 2016/17 and into 2017/18. Additional financial pressures are also included due to 2 high cost secured placements. Through the work of the Edge of Care team, the service is undertaking measures to reduce further numbers of Children being taken into care by supporting the family to keep the child safe at home.	Year to date overspend on PVI reflecting current financial pressures.
i.	
j. Note – whilst this report presents the Council’s financial position. It needs to be noted there are significant financial pressures in the High Needs Dedicated School Grant (DSG) block funding. This position had been highlighted to the Education Board throughout 2016/17, and at an exceptional Education Board on the 6 th July 2017 the high needs budget allocation for 2017/18 was agreed including the required savings targets. The financial pressures have continued into 2017/18 and have been recently reported at the Education Board on the 11 th October. As expected, there was considerable risk on the delivery of the 2017/18 savings to be achieved in full. The main financial pressures have risen through increased demand on Education Health And Care plan top up funding to mainstream schools including out of borough top up funding, as well as increased	

Southend Occupancy attending Southend's Special school with higher funding needs awarded to pupils. Council Officers and the Education Board are working towards a revised and consistent top up funding approach across all school settings for intended implementation from April 2018. The Education Board have also agreed, that additional funding due to High Needs block for 2018/19 will firstly be used to restore any depleted DSG reserves. The Education Board, through the advise and guidance of the Finance and Resource sub group are tasked to work on a medium term 2 year financial plan to restore financial sustainability to the DSG. Other financial pressures that need consideration, and raised at the Education Board are the risk on sustainability of the continual transfer of £0.5mil from the Schools block to Early year block (agreed for 2018/19), and potential impact this has on early year provider rates in future years if the early years wish to continue to fund the services delivered through the £0.5mil.

k.

l.

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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
Adult Social Care										
a Adult Support Services and Management	224	0	224	0	224	154	(70)	112	111	(1)
b Commissioning Team	2,120	(346)	1,774	(188)	1,586	1,586	0	792	774	(18)
c Strategy & Development	1,797	(215)	1,582	22	1,604	1,604	0	881	839	(42)
d People with a Learning Disability	14,383	(1,421)	12,962	(251)	12,711	12,611	(100)	6,341	6,292	(49)
e People with Mental Health Needs	3,350	(167)	3,183	250	3,433	3,575	142	1,713	1,787	74
f Older People	28,807	(14,592)	14,215	207	14,422	14,657	235	7,193	7,318	125
g Other Community Services	2,522	(865)	1,657	66	1,723	1,723	0	861	866	5
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	32	3,393	3,409	16	1,685	1,703	18
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	27	49	22
Health										
j Public Health	6,991	(7,141)	(150)	(21)	(171)	(171)	0	(119)	(117)	2
k Drug and Alcohol Action Team	2,313	(2,230)	83	21	104	104	0	51	50	(1)
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	1	(11)	(12)
Total Net Budget for Portfolio	67,470	(28,522)	38,948	138	39,086	39,309	223	19,538	19,661	123

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

131

22

(15)

138

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Health and Adult Social Care
Portfolio Holder - Cllr L Salter**

Forecast Outturn Variance	Year to Date Variance
a. Health contribution towards Integrated Commissioning.	
b.	
c.	
d. Outturn forecasts are predicting the full 2017/18 PE1 Learning Disability saving delivery of £500k. The £100k under spend is in relation to day care services.	
e. Outturn on Mental Health is showing a year end pressure of £142K. This is mainly due to opening budget pressures on care package costs, particularly in residential care.	Year to date overspending largely because of higher than anticipated residential care packages.
f. The forecast overspend is reflecting budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	Pressures on homecare, direct payments and residential care packages.
g.	
h. Outturn forecasts are predicting budget pressures on complex intensive homecare services and residential care.	
i.	
j.	
k.	
l.	

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Transport, Waste & Regulatory Services
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
<u>Transport</u>										
a Highways Maintenance	9,830	(2,048)	7,782	192	7,974	7,919	(55)	3,936	4,115	179
b Bridges and Structural Engineering	412	0	412	0	412	412	0	206	199	(7)
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(331)	178	(238)	(92)	146
d Car Parking Management	1,031	(6,485)	(5,454)	80	(5,374)	(5,374)	0	(2,822)	(2,852)	(30)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	2,364	2,361	(3)
f Passenger Transport	400	(64)	336	(3)	333	401	68	209	268	59
g Road Safety and School Crossing	234	0	234	0	234	234	0	117	116	(1)
h Transport Planning	599	(854)	(255)	0	(255)	(189)	66	(364)	(751)	(387)
i Traffic and Parking Management	503	(5)	498	(13)	485	485	0	242	255	13
<u>Waste and Cleansing</u>										
j Public Conveniences	550	0	550	5	555	520	(35)	286	238	(48)
k Waste Collection	4,393	0	4,393	222	4,615	4,415	(200)	2,302	2,192	(110)
l Waste Disposal	5,533	0	5,533	(158)	5,375	4,350	(1,025)	2,682	2,132	(550)
m Street Cleansing	1,381	(7)	1,374	(13)	1,361	1,411	50	678	695	17
n Household Recycling	486	0	486	(16)	470	470	0	234	235	1
o Environmental Care	386	(4)	382	(143)	239	211	(28)	120	89	(31)
p Waste Management	487	0	487	(10)	477	477	0	139	153	14
<u>Other Services</u>										
q Flood and Sea Defence	745	(11)	734	0	734	840	106	366	411	45
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	16	1,370	1,390	20	687	728	41
<u>Regulatory</u>										
s Regulatory Business	523	(11)	512	23	535	535	0	274	158	(116)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(42)	(95)	(53)
u Regulatory Management	227	0	227	0	227	227	0	111	223	112
v Regulatory Protection	244	(14)	230	0	230	230	0	112	91	(21)
Total Net Budget for Portfolio	33,996	(11,602)	22,394	409	22,803	21,948	(855)	11,599	10,869	(730)

Virements

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

£000

223

151

35

409

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Transport, Waste & Regulatory Services
Portfolio Holder - Cllr T Cox**

Forecast Outturn Variance	Year to date Variance
a. The winter service is currently fully stocked, primarily due to the salt which was purchased for last winter. As a result, an underspend in the current year seems likely, however budget provision is still available should there be a need to purchase more materials due to a poor winter. A small underspend is also likely on Traffic Signals due to continuing benefits of the LED upgrade. These are both offsetting the potential shortfall in income generated from licenses.	There is currently a shortfall in the income generated from licenses and also for recharging the cost of works in relation to road traffic incidents.
b.	
c. A drop in the number of Parking Charge Notices issued for non-compliance has resulted in a fall in projected income levels. The service is working with the contractor to ensure this is as a result of increased compliance and not underperformance.	A drop in the number of Parking Charge Notices issued for non-compliance has resulted in a fall in income.
d.	
e.	
f. Costs of security requirements at the Travel Centre continue to be above the budget provision available.	Costs of security requirements at the Travel Centre continue to be above the budget provision available.
g.	
h. Costs of additional streetworks inspectors has caused an overspend. These inspectors were employed during a changeover from using contractor staff to employing permanent staff. This arrangement ended in September 2017.	South Essex Active Travel programme currently behind the anticipated spend profile for the grant. EU grant funding for the SUNRISE project has been received at the outset, corresponding expenditure will be spread over the remainder of the year.
i.	
j. Due to a review of meter readings within Public Conveniences, a number of credit notes have been received in relation to costs incurred in previous years.	Due to a review of meter readings within Public Conveniences, a number of credit notes have been received in relation to costs incurred in previous years.
k.	
l. As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex	As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex

County Council and as such, disposal costs in future years remain unquantified.

Due to changes in how the authority processes food waste, the organisation now generates income from this waste stream and this is having a positive effect on the waste budget.

County Council and as such, disposal costs in future years remain unquantified.

m.

n.

o. Due to changes in staffing arrangements, standby pay is no longer paid to staff.

p.

q. Costs have been incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pumping stations across the Borough for which there is no budget provision.

Costs have been incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pumping stations across the Borough.

r. Staff savings will not be achieved this financial year resulting in a staffing pressure. This is expected to be addressed in time for the 2018/19 financial year.

s.

t.

u.

v.

**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
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
Information Communications and a Technology	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146
Total Net Budget for Portfolio	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146

Virements

Transfer from/(to) earmarked reserves	157
Allocation from Contingency	0
In year virements	0
	<u>157</u>

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**General Fund Forecast 2017/18
at 30 September 2017 - Period 6
Technology
Portfolio Holder - Cllr T Byford**

Forecast Outturn Variance	Year to date Variance
a.	<p>As at Period 6 an estimated £90k salary costs have been identified as Capital expenditure or are to be recharged to other budget areas.</p> <p>To mitigate any overspend, it has been agreed that a further £130k can be drawdown from the Special Corporate Projects Reserve, against ICT projects (which were identified in 2015-16 but have not yet been finalised).</p>

Housing Revenue Account Forecast 2017/18
at 30 September 2017 - Period 6
Deputy Chief Executive - Simon Leftley

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	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	366	331	(35)
c Repairs	4,831	0	4,831	4,831	0	2,601	2,601	(0)
d Supplies & Services	68	0	68	68	0	34	5	(29)
e Management Fee	5,827	0	5,827	5,827	0	3,138	3,138	0
f MATS	1,124	0	1,124	1,124	0	562	562	0
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	5,684	5,686	2
Expenditure	24,544	0	24,544	24,577	33	12,385	7,360	(62)
i Fees & Charges	(393)	0	(393)	(393)	0	(196)	(100)	96
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(13,336)	(13,477)	(141)
k Other	(277)	0	(277)	(276)	0	(261)	(276)	(15)
l Interest	(135)	0	(135)	(195)	(60)	(68)	(98)	(30)
m Recharges	(459)	0	(459)	(459)	0	(230)	(146)	84
Income	(27,936)	0	(27,936)	(28,246)	(310)	(14,091)	(9,660)	(6)
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	277	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	(60)	0	1,686	1,091	(68)
Use of Reserves								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
Balance as at 31 March 2018	3,502	0	3,502	3,502	0			

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**Housing Revenue Account Forecast 2017/18
at 30 September 2017 - Period 6
Deputy Chief Executive - Simon Leftley**

Forecast Outturn Variance	Year to Date Variance
a.	
b. Resident patrol services at Victoria Ward partially offset by lower council tax on void properties.	
c.	
d.	
e.	
f.	
g.	
h. Interest on internal borrowing.	
i.	
j. Rental income is higher than estimated because of a lower number of voids than allowed for in the budget.	
k.	
l. HRA's share of interest received on investments is higher than estimated in the budget.	
m.	
n. Underspend will be transferred to the HRA capital investment reserve.	
o.	

155



**Capital Programme Budget
Monitoring 2017/18**

Period 6

**as at 30th September 2017
Departmental Summary**

Capital Programme Monitoring Report – September 2017

1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £95.571million which includes all changes agreed at June Cabinet. Actual capital spend at 30th September is £27.790million representing approximately 29% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.836million 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 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Revised Budget 2017/18 £'000	Previous Expected Variance to Revised Budget 2017/18 £'000
Chief Executive	24,094	13,097	17,464	(6,630)	(3,565)
People	16,709	2,617	9,278	(7,431)	(882)
Place	42,660	10,078	28,984	(13,676)	(1,660)
Housing Revenue Account (HRA)	12,108	1,998	10,608	(1,500)	-
Total	95,571	27,790	66,334	(29,237)	(6,107)

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	24,088	-	6	24,094
People	5,300	11,393	16	16,709
Place	28,905	11,317	2,438	42,660
Housing Revenue Account (HRA)	11,635	-	473	12,108
Total	69,928	22,710	2,933	95,571
As a percentage of total budget	73.1%	23.8%	3.1%	

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 30th September 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	-	6	6	-	6
People	11,393	16	11,409	4,388	7,021
Place	11,317	2,438	13,755	9,056	4,699
Housing Revenue Account (HRA)	-	473	473	473	-
Total	22,710	2,933	25,643	13,917	11,720

2. Department Budget Performance

Department of the Chief Executive

The revised capital budget for the Department of the Chief Executive is £24.094million. The budget is distributed across various scheme areas as follows

Department of the Chief Executive	Revised Budget 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Asset Management (Property)	23,319	12,889	16,689	(6,630)	(3,565)
Cemeteries & Crematorium	492	208	492	-	-
Subtotal	23,811	13,097	17,181	(6,630)	(3,565)
Priority Works (see table)	283	-	283	-	-
Total	24,094	13,097	17,464	(6,630)	(3,565)

Priority Works	£'000
Budget available	500
Less budget allocated to agreed schemes	(217)
Remaining budget	283

Actual spend at 30th September stands at £13.097million. This represents 54% of the total available budget.

Asset Management (Property)

A budget of £170k in relation to Seaways will be included in the November Cabinet report as a carry forward request as the payment for the unconditional agreement is not anticipated until summer 2018.

The demolition of the former toilets at Darlows Green is currently being specified and is expected to start in early 2018. It is likely that the majority of the works will be carried out from April onwards therefore £40k of the current budget will be included as a carry forward request in the report to November Cabinet.

Following the purchase of the former gas works site on 21st July, the remaining budget of £2million is required for remediation works which are planned to take place in 2019/20. This budget will therefore be included in the November Cabinet report as a carry forward request.

Planning consent has now been granted for the Library Car Park reconstruction and enhancement scheme but the tender process has been delayed resulting in an expected

start date of April 2018. Due to this delay, budget of £3.861million will be included as a carry forward request in the report to November Cabinet.

A scheme to enable the Council to take advantage of any opportunities to acquire commercial properties along Southchurch Road if they come to the market currently has a provision of £500k in 2017/18. No property deals have currently been agreed therefore the full budget of £500k will be included as a carry forward request in the report to November Cabinet.

Planning, building control and the tender process required for the works on Pier Arches toilets is underway and works on site are anticipated for January 2018. £30k of the current budget will be included in the November Cabinet report as a carry forward request.

The remaining budget of £29k on the Thorpe Hall Avenue Toilet Refurbishment scheme is no longer required therefore the full budget will be removed in the report to November Cabinet.

Cemeteries and Crematorium

Landscaping works are being finalised and the site tidied on the plot of land identified in Sutton Road Cemetery.

The final solution has been decided for the boiler replacement at Southend Crematorium and this is now going through the tender process. Works are scheduled for December.

Priority Works

The Priority works provision budget currently has £283k remaining unallocated.

Summary

Carry forward requests to be included in the report to November Cabinet include £170k for Seaways, £40k for Darlows Green former WCs demolition, £2million for Land Acquisition works, £3.861million for Library Car Park Reconstruction and Enhancement, £500k for Queensway Commercial Property and £30k for Pier Aches Toilets Waterproofing Solution.

The £29k budget on Thorpe Hall Avenue Toilet Refurbishment will be removed from the capital programme.

Department for People

The revised Department for People budget totals £16.709million.

Department for People	Revised Budget 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Adult Social Care	1,758	79	627	(1,131)	(882)
General Fund Housing	3,246	492	1,510	(1,736)	-
Children & Learning Other	64	14	-	(64)	-
Condition Schemes	704	327	704	-	-
Devolved Formula Capital	173	172	173	-	-
Early Years	536	90	536	-	-
Primary and Secondary School Places	10,228	1,443	5,728	(4,500)	-
Total	16,709	2,617	9,278	(7,431)	(882)

Actual spend at 30th September stands at £2.617million. This represents 16% 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. Plans for 2017/18 include project management for social care redesign, costs of sheltered housing review outcomes, development of independent living centre and investment in technology and equipment to promote independence. Total spend of £450k is forecast for 2017/18 therefore an accelerated delivery request of £4k will be included in the report to November Cabinet.

The majority of the works on the redevelopment of the Priory site will take place in 2018/19 therefore a large proportion of the budgets on the two Priory schemes will be included in the report to November Cabinet. These total £936k.

Plans for the Mental Health funding budget include a technology project to assist people with mental health. This project is likely to take place during 2018/19 therefore the full budget of £36k will be included as a carry forward request in the report to November Cabinet.

In individual has been identified for the use of the Transforming Care Housing budget of £163k but this is unlikely to commence until 2018/19. The full budget will therefore be included as a carry forward request in the report to November Cabinet.

General Fund Housing

The Private Sector Renewal scheme is in place to ensure that the private sector stock is kept in a good condition. £615k of the current budget will be included as a carry forward request in the report to November Cabinet.

The Private Sector Housing Works in Default scheme is currently planning for 2018/19 spend therefore the full budget of £138k will be included in the November Cabinet report as a carry forward request.

The £16k budget on the Warmer Health Homes scheme will be removed from the capital programme at November Cabinet as there are no further works planned.

The Empty Dwellings Management scheme is in place to fund works authorised under an Empty Dwellings Management Order (EDMO) to bring long term empty homes back into use and to a habitable standard. Plans are being made for 2018/19 therefore the full budget of £357k will be included in the report to November Cabinet as a carry forward request.

The Disabled Facilities scheme is programmed to spend around £1.5million in 2017/18 therefore the remaining budget of £610k will be included as a carry forward request in the report to November Cabinet.

Children & Learning Other Schemes

Retentions have now been paid Kingsdown Special School roof works so this scheme is now complete.

The full £64k budget on the Short Breaks for Disabled Children scheme will be carried forward in the report to November Cabinet to enable suitable plans to be made for the remainder of this grant.

Condition Schemes

A budget of £704k 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 £20k 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 2017/18 is £173k. 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 with final retention payments of £69k being held against five projects until the twelve month snagging period is over. A watching brief of demand against availability will be kept. 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 progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed. The contractors are currently on site at Shoeburyness High School. St Thomas Moore are entering planning stage and one other secondary school is progressing a feasibility study. Works at Wentworth Road site and Southchurch High School are commencing during October. A carry forward request of £4.5million will be included in the report to November Cabinet to continue the scheme into 2018/19.

Summary

Carry forward requests to be included in the report to November Cabinet are LATC Delaware and Priory for £839k, Mental Health funding for £36k, Transforming Housing Care for £163k, Priory House Condition Works for £97k, Disabled Facilities Grant for £610k, Private Sector Renewal for £615k, Private Sector Renewal Works in Default for £138k, Short Breaks for Disabled Children for £64k, Empty Dwelling Management for £357k and School Improvement and Provision for Secondary School Places for £4.5million.

An accelerated delivery request of £4k will also be included for the Community Capacity scheme.

The £16k budget on Warmer Healthy Homes will be removed from the Capital Programme in the November Cabinet report.

Department for Place

The revised capital budget for the Department for Place is £42.660million. This includes all changes approved at June Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Year End 2017/18 £'000	Previous Expected Variance to Year End 2017/18 £'000
Culture	5,577	332	2,217	(3,360)	-
ICT Programme	4,914	1,371	3,389	(1,525)	(210)
Enterprise, Tourism & Regeneration	6,371	1,824	6,838	467	-
Southend Pier	3,767	489	2,478	(1,289)	-
Coastal Defence & Foreshore	923	101	277	(646)	(275)
Highways and Infrastructure	6,414	3,224	6,339	(75)	-
Parking Management	612	72	492	(120)	-
Section 38 & 106 Agreements	2,293	47	854	(1,439)	(225)
Local Transport Plan	2,974	772	1,698	(1,276)	-
Local Growth Fund	5,477	1,514	3,582	(1,895)	-
Community Safety	420	-	20	(400)	-
Transport	540	51	200	(340)	-
Energy Saving Projects	2,378	281	600	(1,778)	(950)
Total	42,660	10,078	28,984	(13,676)	(1,660)

Actual spend at 30th September stands at £10.078million. This represents 24% of the total available budget.

Culture

Roof repairs at Belfairs Swim Centre are to take place in 2018/19 as part of a new capital bid being put forward therefore £40k of the current budget will be included as a carry forward request in the report to November Cabinet.

A delay in the results of the Geo-Technical surveys means that the works on Belton Hill Steps will not take place until 2018/19. £1.467million of the current budget will be included as a carry forward request in the report to November Cabinet.

Design works are being undertaken at the Central Museum. These works will continue into 2018/19 therefore £120k of the budget will be included as a carry forward request in the November Cabinet report.

Further design works have been commissioned on the external refurbishment works at the Cliffs Pavilion. £250k of the budget will be included as a carry forward request in the November Cabinet report to carry out these works.

Procurement is pending on the works for Energy Improvements in Culture Property Assets. £55k of the budget will be included as a carry forward request in the report to November Cabinet as it is expected that procurement will complete by year end.

Design works are now underway at Leigh Library with the majority of the works programmed for 2018/19. A carry forward request of £156k will be in the November Cabinet report as a carry forward request.

The technical design contract has been awarded for the New Museum scheme and work is gearing up towards the gateway review in spring 2018. £750k of the budget will be included as a carry forward request in the report to November Cabinet.

Work is underway on design for the air handling units at the Palace Theatre but issues with the listed building status are causing delays and it is unlikely these issues will be resolved this financial year to enable the scheme to be completed. £220k of the budget will be included as a carry forward request in the November Cabinet report to enable the works to be programmed for 2018/19.

Works on the publication for the Prittlewell Prince research are currently being finalised by the Museum of London Archaeology but it is unlikely to be published in 2017/18. The full budget of £38k will therefore be included in the report to November Cabinet as a carry forward request.

The Prittlewell Prince Storage scheme is occurring alongside the research and will not be required until the publication has been finalised. Therefore the full budget of £35k will also be included as a carry forward request.

£100k match funding for a bid on Southchurch Hall is currently at the technical design stage. £95k will be included in the November Cabinet report as a carry forward request to progress the scheme further.

A budget of £20k for works at Southchurch Park Bowls Pavilion has been identified as a match funding contribution to aid a bid to Sport England. The Council are currently working with the Bowls Club on supporting the bid and the full budget will be included as a carry forward request in the report to November Cabinet to ensure the match funding is available should the bid prove successful.

The scheme to replace various playground gates within the borough's play areas to enable compliance with health and safety recommendations is currently at the procurement stage with plans to progress the scheme once this is complete. £64k of the current budget will be included as a carry forward request in the report to November Cabinet.

Some issues with the performance of materials on the Southchurch Park Tow Path scheme has delayed the project slightly therefore £50k of the current budget will be included in the November Cabinet report as a carry forward request.

ICT

A budget of £100k has been agreed to enable the Council's network to deliver N3 services to allow service such as SystemOne to be delivered over the Council's network and CareFirst to be delivered over the local NHS network to enable cross-site working and joint delivery of services. This scheme is currently on hold pending review of accommodation

use by the Council and the full budget will be included as a carry forward request in the report to November Cabinet.

A scheme to support the migration of core corporate application and their databases to the newly built ICT infrastructure is subject to the timing of the completion of the Datacentre. This is unlikely to commence before the end of the financial year therefore the full budget of £75k will be included in the November Cabinet report as a carry forward request.

Spend for the ICT Intelligence Hub will be incremental across the next few years. Supplier engagement has commenced and a new link has been put in place between Civic one and Tickfield. £450k of the current budget will be included as a carry forward request in the report to November Cabinet.

The scheme for the Digitisation of Paper Records is currently awaiting the outcome of the review of transformation output on paperless processes therefore the full budget of £45k will be included in the report to November Cabinet as a carry forward request.

Trials have been taking place on remote mobility software to allow staff to work from home more securely. To enable the trials to continue into 2018/19, £45k of the current budget will be included as a carry forward request in the November Cabinet report.

The progress of the Phone Migration scheme has been delayed following the review of One-Essex Telephony with Essex and Thurrock for a joint telephony programme. The full budget of £80k will be included in the report to November Cabinet as a carry forward request.

Delay to the Server Room Migration project has had a knock on effect on the Mobile Device End Point Protection Replacement therefore the full budget of £90k will be included as a carry forward request in the report to November Cabinet.

The title of the Place Business Transformation in End to End Reporting scheme has been changed to Channel Shift and this scheme will be moved to the Department of the Chief Executive at November Cabinet. A supplier has now been appointed and phase one has been scoped and agreed for delivery in December 2017 with the final part of this phase in March 2018. Phase two will continue in the next financial year therefore a carry forward request of £265k will be included in the report to November Cabinet.

The development of the Liquid Logic Case Management System scheme is on track to be delivered in line with the revised schedule. The live data warehouse build has been completed for both Childrens and Adults and further data migration works are underway.

Further carry forwards are required for the Central Government IT Security Compliance for £40k and the Wireless Borough and City Deal for £335k and these will be included in the report to November Cabinet.

Enterprise, Tourism & Regeneration

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

Local Growth Funding (LGF) of £3.2million for the Airport Business Park to support the delivery of on-site infrastructure and the relocation of Westcliff Rugby Club was spent by 31st March 2017 as per the grant conditions. The Westcliff Rugby Club relocation agreement is not yet complete although most issues have now been resolved and the build contract is expected to be let during October 2017. Roads and utilities design and procurement work continues and the innovation centre advisor appointments are underway.

A re-profiling exercise has taken place with the Local Enterprise Partnership and an accelerate delivery request of £1.042million will be included in the report to November Cabinet.

Project lead and support roles are now in place for the Better Queensway scheme Consultation is scheduled to commence in October and to run until December with reporting and feedback in early 2018. A carry forward request of £575k will be included as a carry forward request in the report to November Cabinet.

Southend Pier

Design works are currently progressing for the Southend Pier Entrance Enhancement scheme and works are likely to continue into 2018/19. A carry forward request of £100k will be included in the report to November Cabinet.

Tender evaluation is currently in progress in conjunction with procurement for a structural consultant on phase two of the Prince George extension and the timber outer pier head works which will be commencing shortly. The current spend projections are subject to favourable weather conditions. A proportion of these budgets for £939k and £250k respectively will be included in the report to November Cabinet as a carry forward request.

Coastal Defence and Foreshore

A budget for improving the resilience of the borough to flooding from extreme weather events has been included in the 2017/18 capital programme. Works have now commenced at Harp House and the other main areas to be worked on include the airport, City Beach and Shoebury Common. £125k of this budget will be included as a carry forward request in the report to November Cabinet.

The cliff slip investigation works are continuing with feasibility studies to be carried out to the west of Clifton Drive. This scheme is currently with procurement awaiting the tender for a Geo-Technical consultant therefore a carry forward request of £246k will be included in the report to November Cabinet.

Spend of £50k is anticipated on the Shoebury Common Sea Defence scheme this financial year therefore a carry forward request of £275k will be included in the report to November Cabinet.

Highways and Infrastructure

An allocation of £102k has been received from the Department for Transport for the maintenance of pot holes across the borough. The rest of the Highways Maintenance programme is underway and will continue for the remainder of the financial year.

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 Department for Transport have agreed a revised completion date of 31st March 2018 with a programme being developed to spend the remaining funds.

The Cinder Path scheme is still at the discussion stage with Network Rail and the full budget of £75k will be included as a carry forward request in the report to November Cabinet.

Parking Management

An updated parking strategy has been commissioned which will form the basis of improvement plans to the borough car parks. Feedback from the recent review is currently

being assessed for any upgrade requirements. £120k of the current budget will be included in the November Cabinet report as a carry forward request to continue the scheme into 2018/19.

Section 38 and Section 106 Schemes

There are a number of S38 and S106 schemes all at various stages. Some of the larger schemes include works around Acacia Drive, Bellway Prittlebrook, Essex House and Hinguar.

Various schemes are scheduled to be carried out in 2018/19 therefore a carry forward request of £624k will be included in the report to November Cabinet for these schemes. Budgets of £318k will be removed from the capital programme as these funds have already been accounted for within the Schools programme.

S106 General Fund Housing schemes totalling £497k will be transferred to the Department of Place in the report to November Cabinet and these budgets will then be carried forward into 2018/19.

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.

The plan to upgrade more Automatic Vehicle Location (AVL) screens has now commenced and new Real Time Passenger Information (RTPI) screens are on order and will be installed before year end.

A carry forward request of £1.276million across the LTP schemes will be included in the report to November Cabinet as a carry forward request following agreement from the Department for Transport that these funds are not ring-fenced in year.

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 and all funding has been received.

Worked commenced at Kent Elms on 21st November 2016 and a dedicated Public Liaison Officer is in place. There has been a delay to National Grids works which has had a knock on effect causing delay to completing BT diversions. The BT diversions have caused a delay to the new outbound lane. Three lanes inbound and two new pedestrian crossings were in place at the end of June. The new footbridge will be in place this financial year.

Options are being prepared to put forward for the business case at the Bell junction and air quality implications are to be investigated. A draft engagement and consultation document has been prepared and is to be updated. Air quality specialist work has now commenced.

Local Growth Funds of £1.895million have been reprofiled and will be included in the November Cabinet report as a carry forward request.

Community Safety

Whilst the CCTV Equipment Renewal scheme is moving forward with consultation, the implementation is likely to be delayed into 2018/19 with £400k of the current budget included as a carry forward request in the report to November Cabinet. The scheme ties in with the development of the Southend Intel Hub and the process for testing any camera solutions to ensure future fit for purpose and the subsequent procurement process with take the scheme beyond March 2018.

Transport

The road safety audit stage three has now been reviewed on the A127 Tesco junction improvements with minor adjustments are now complete. Works to the steps at Strawberry Fields are yet to be completed. A carry forward request of £300k will be included in the report to November Cabinet.

Southend Transport Model is an on-going scheme to support various multi modal transport projects. A review of the model is complete with options on updating the model to be considered. A carry forward request of £40k will be included in the report to November Cabinet.

Energy Saving Projects

Several projects have been identified from the energy efficiency budget. The remaining £640k budget will be included as a carry forward request in the report to November Cabinet.

Procurement documents are in the process of being drafted for legal support for the site agreements as part of the Solar PV scheme. £924k of this budget will be required next financial year therefore a carry forward request will be included in the report to November Cabinet.

An energy project for Tickfield is currently being worked on as part of the Schools and Council Buildings Solar PV scheme. £214k of this budget will be required in 2018/19 therefore a carry forward request will be included in the report to November Cabinet.

Summary

Carry forward requests to be included in the report to November Cabinet are Belfairs Swim Centre for £40k, Belton Hills Steps for £1.467million, Central Museum Works for £120k, Cliffs Pavilion External Refurbishment Works for £250k, Energy Improvements in Culture Property Assets for £55k, Library Review for £156k, New Museum Gateway Review for £750k, Palace Theatre Air Handling Units for £220k, Playground Gates for £64k, Prittlewell Prince Research for £38k, Prittlewell Price Storage for £35k, Pump Priming for £95k, Southchurch Park Bowls Pavilion for £20k, Southchurch Park Tow Path for £50k, ICT Priority Works N3 for £100k, Central Government IT Security Compliance for £40k, Core Application and Database Migration for £75k, Intelligence Hub for £450k, Digitisation of Paper Records for £45k, Mobile Working and Enterprise Mobility for £45k, Phones Migration and Retender for £80k, Mobile Device End Point and Protection Replacement for £90k, Channel Shift for £265k, Wireless Borough and City Deal for £335k, Southend Pier Entrance Enhancement for £100k, Southend Pier Prince George Extension for £939k, Southend Pier Timber Outer Pier Head for £250k, Cliff Slip Investigation works for £246k, Improving Resilience of the Borough to flooding from Extreme Weather Events for £125k, Shoebury Common Sea Defence Scheme for £275k, Cinder Path for £75k, Improved Car Park Signage and Guidance Systems for £120k, Better Queensway Regeneration for

£575k, S106, S278 and S38 schemes for £1.121million, LTP schemes for £1.276million, Local Growth Funds for £1.895million, A127 Junction Improvements for £300k, Southend Transport Model for £40k, CCTV Equipment Renewal for £400k, Energy Efficiency Projects for £640k, Schools and Council Buildings Solar PV for £214k and Solar PV Projects for £924k.

An accelerated delivery request of £1.042million will be included for the Airport Business Park.

Budgets totalling £318k will be removed from the capita programme in relation to S106 schemes.

Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2017/18 is £12.108million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Decent Homes Programme	7,703	1,775	6,703	(1,000)	-
Council House Adaptations	565	174	565	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,495	49	2,995	(500)	-
Total	12,108	1,998	10,608	(1,500)	-

The actual spend at 30th September of £1.998million represents 17% of the HRA capital budget.

Decent Homes Programme

The capital programme is progressing albeit slightly slower than planned due to extended mobilisation periods which have been required by various contractors and delays in companies returning their signed contracts. The £2million reprofiled for fire safety works has been partly allocated to completing the remaining two high rise blocks at Queensway however the remaining £1million will be included as a carry forward request in the report to November Cabinet to be used to undertake further fire safety works to medium rise blocks.

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 2017/18.

Sheltered Housing

This budget is to be used in conjunction with the Sheltered Housing review.

Other HRA

The housing construction scheme is continuing with the Council's approved contractor having completed the required highways works and also the demolition of the garages at Rochford Road. The application to divert the culvert has now been lodged with Anglian Water and it is anticipated that the outcome will be received in mid-October. The tender for the overall build contractor will be extended to early November to accommodate this

change. Further consultation has been undertaken with both residents and members to keep them up to date with the progress of the project.

A scheme for the acquisition of tower block leasehold properties currently has a budget of £500k in 2017/18. This budget will be included as a carry forward request in the report to November Cabinet.

Summary

Carry forward requests for Common Areas Improvements for £1million and Acquisition of Queensway Tower Block Leaseholds for £500k will be included in the report to November Cabinet.

Summary of Capital Expenditure at 30th September 2017

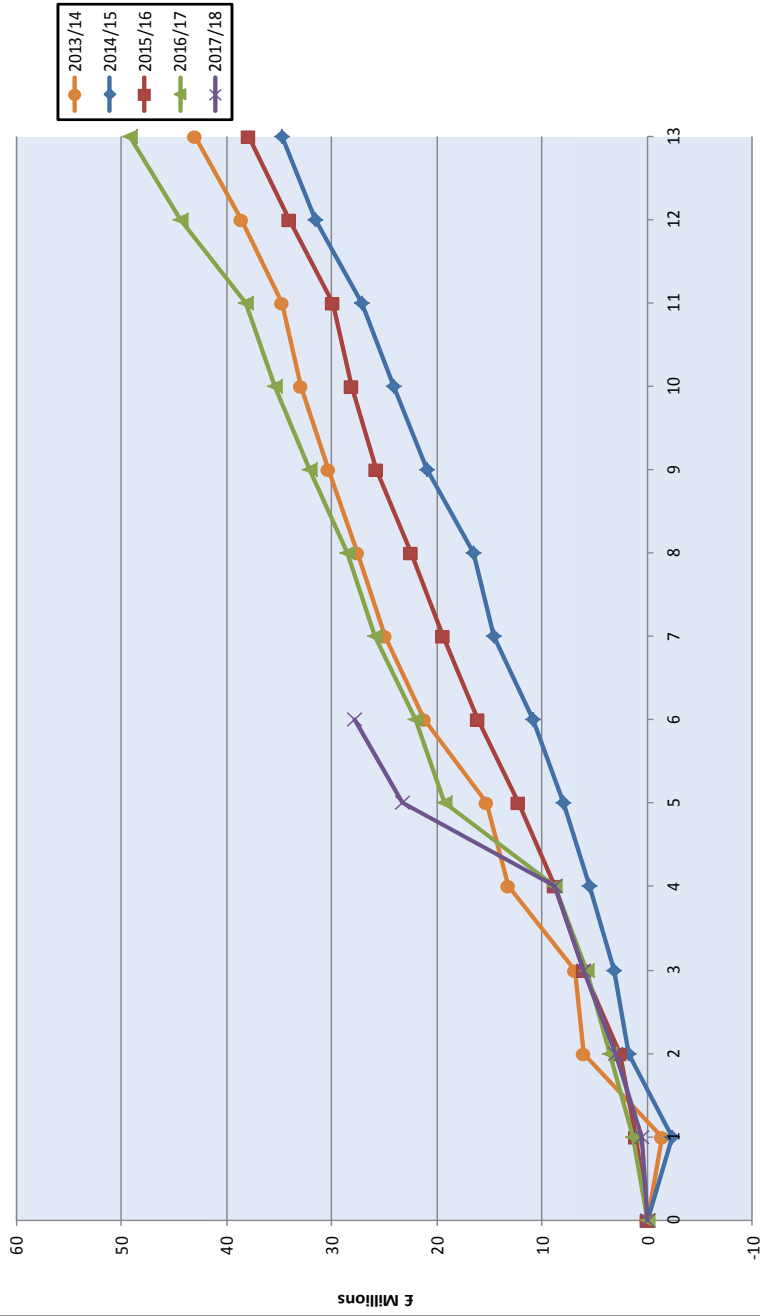
Appendix 1

	Original Budget 2017/18 £000	Revisions £000	Revised Budget 2017/18 £000	Actual 2017/18 £000	Forecast outturn 2017/18 £000	Forecast Variance to Year End 2017/18 £000	% Variance
Chief Executive	6,400	17,694	24,094	13,097	17,464	(6,630)	54%
People	13,582	3,127	16,709	2,617	9,278	(7,431)	16%
Place	48,140	(5,480)	42,660	10,078	28,984	(13,676)	24%
Housing Revenue Account	8,610	3,498	12,108	1,998	10,608	(1,500)	17%
	76,732	18,839	95,571	27,790	66,334	(29,237)	29%
Council Approved Original Budget - February 2017							
	76,732						
Chief Executive amendments	18,352						
People amendments	(1,041)						
Place amendments	(310)						
HRA amendments	4,864						
Carry Forward requests from 2016/17	7,040						
Accelerated Delivery requests to 2016/17	(856)						
Budget re-profiles (June Cabinet)	(11,927)						
New external funding	2,717						
Council Approved Revised Budget - June 2017	95,571						

**Actual compared to Revised Budget spent is £27.790M
or 29%**

Appendix 2

Capital programme Delivery
Cumulative Capital Expenditure 2013/14 to 2017/18



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
2016/17	48.8	89.0

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Southend-on-Sea Borough Council

Agenda
Item No.

6

Report of the Chief Executive

to

Cabinet

On

7th November 2017

Report prepared by:

Val Smith – Knowledge and Information Manager

Charlotte McCulloch – Customer Service & Complaints Manager

Michael Barrett – Complaints Officer

Annual Report – Comments, Complaints and Compliments – 2016/17

All Scrutiny Committees

Executive Councillors: Councillors Courtenay, Cox, Lamb and Salter,

A Part 1 Public Agenda Item.

1. Purpose of Report

1.1 This report is to:

- Fulfil the Council's statutory duty to produce an annual report on compliments and complaints received about its Children and Adult social care functions.
- Provide performance information about comments, complaints and compliments received across the Council for 2016-17
- Fulfil the duty of the Monitoring Officer to report to members on the findings of certain Local Government Ombudsman investigations
- Seek agreement for minor updating of the Corporate comments, complaints and compliments process
- Contribute towards the Council's values to be open, honest and transparent.

2. Recommendation

2.1. **To note the Council's performance in respect of compliments, comments and complaints for 2016-17 and to refer each separate report to the respective Scrutiny Committee.**

3. Background

3.1. Legislation requires that statutory processes are in place to deal with complaints relating to children and adults social care, to advertise that process and produce annual reports.

3.2. As the statutory process requires the Children and Adults' Social Care reports to be shared with the Care Quality Commission and the Department of Health this necessitates three separate reports for the Council, including a separate report on the Council's corporate comments, complaints and compliments process.

- 3.3. The latter encompasses the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act and the Local Government Act 1974 to report to members a summary of the findings of the Local Government Ombudsman.
- 3.4. Details of performance are contained in the respective reports under:
Appendix A – Compliments, Concerns and Complaints – Adult Social Care Services.
Appendix B – Compliments and Complaints – Children's Social Care Services.
Appendix C - Corporate Comments, Complaints and Compliments and Monitoring Officer report.
- 3.5. The table below sets out a comparison of the total number of complaints received for the previous three years by Department.

As can be seen, the figures reflect a steady upward trend in the number of complaints being received by the Council.

The largest increase in volume was in the Department for Place and was as a result of a peak in complaints over a 3 month period following major alterations to refuse collection days.

Department	2013/2014	2014/2015	2015/16	2016/17
Department of the Chief Executive	44	43	66	54
Department for People (including statutory)	227	246	304	326
Department for Place	375	376	351	486
Public Health	0	0	1	0
Grand Total	646	665	722	777

- 3.6. Comments and compliments are also received, with numbers shown below.

Department	2013/2014	2014/2015	2015/16	2016/17
Department of the Chief Executive	1694	1326	1673	1301
Department for People (including statutory)	521	474	416	302
Place	288	222	337	838
Grand Total	2503	2022	2426	2462

The largest increase in volume was in the Department for Place and resulted from a large number of comments about alterations to refuse collection days.

4. Lessons Learnt and Service Improvements

4.1 Whilst responding to feedback in a timely manner it is important for Council services to reflect on lessons learnt and improving outcomes. This is recognised by the Local Government Ombudsman's principles of good complaints handling of being customer focused, putting things right and seeking continuous improvement.

Examples of service improvements undertaken throughout the year as a result of customer feedback include:

- Individual complaint findings being fed directly into the review of anti-social behaviour service provision
- Website content with advice for those with suicidal thoughts, training being commissioned for staff who may interact with customers with suicidal thoughts
- The introduction of an independent formal Subject Access Request review process for customers who feel they have not been supplied with all relevant information
- Guidance for Housing staff regarding housing applicants with overnight care and for certain applicants for housing who have a previously un-discharged main homelessness duty
- Improved explanatory information for customers about charges for adult social care
- Introduction of real-time alerts for missed adult social care appointments
- Staff reminded to involve both parents when concerns about a child are raised
- Staff reminded to ensure families are told of changes to their child's social worker

More detailed examples are contained in App A (Appendix 8), Appendix B (paragraph 12) and Appendix C (para 4.7).

5. Future developments

5.1 In the process of preparing this report, informal discussions were held with a number of senior officers to identify changes which might be necessary to the complaints procedures.

5.2 It is intended that there will be changes to the level within the organisation at which responsibility for complaints responses within the corporate non-statutory procedure will lie. In future, this will be as follows:

- Stage 1 response – Supervisor, Team Leader or similar
- Stage 2 response – Group Manager or Director
- Stage 3 response – Chief Executive or Deputy Chief Executive and Leader or Deputy Leader

This will better reflect the current senior management structure and will provide more flexibility within the process, aiming to avoid the delays which can occur at peak times or in periods of absence.

- 5.3 To ensure quality of response, those unfamiliar with the role will receive appropriate training and guidance before taking on the responsibility.
- 5.4 It is recognised that more effective and contemporaneous use could be made of insight from complaints. Data will in future be analysed to a greater extent and more frequently to learn lessons, identify areas of concern and improve service delivery.
- 5.5 To recognise a change in methods of communication, the corporate non-statutory procedure will be expanded to include complaints received over Social Media. Any response to such a complaint will however be routed through more conventional channels. The procedure will in future also include any complaints regarding the standard of spoken English of frontline staff. This is to comply with the Code of Practice on the English language requirements for public sector workers (Part 7 of the Immigration Act 2016).
- 5.6 The review highlighted that a small number of customers are behaving in an unreasonable manner when interacting with the Council. This might be abusive, threatening or offensive in nature or overly frequent contact which inhibits the Council's ability to carry out essential work.
- 5.7 Although this applies to a minority of customers, such contacts can result in a disproportionate uptake of Council resources and may be distressing to the parties concerned. For this reason guidance on how the Council will respond to unreasonable complainant behaviour will be produced. In the interest of transparency, it will be published on the Council's website.
- 5.8 In a separate matter, the Local Government Ombudsman service has recently renamed itself as the Local Government and Social Care Ombudsman. This is to better reflect their jurisdiction over all registered social care providers and their ability to investigate complaints about care funded and arranged privately, as well as that arranged through local authorities.

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

Customer feedback and complaints management is directly relevant to the Council's corporate priorities to deliver strong, relevant and targeted services that meet the needs of our community. This remains important in the coming years as budget constraints continue to impact on service delivery.

6.2 Financial Implications

The commissioning of independent people to deal with children's stage two statutory complaints incurs additional cost. The continued decrease in stage 2 complaints this year has reduced the costs of investigations. The use of mediation and early intervention within all the processes is used in an effort to restrict the number of complaints escalating, limiting the amount of officer time spent on complaints as well as improving the outcome for the complainant.

In 0.5% of complaints, payments have been made to customers to recognise difficulties they have experienced when interacting with the Council. Separately, in the course of investigating complaints, monies found to be owed to complainants has been paid. All payments made are within the existing budgets of Council Departments.

6.3 Legal Implications

These reports ensure compliance with statutory complaints processes and reporting obligations.

6.4 People and Property Implications

People and property implications are considered through the Council's normal business management processes.

6.5 Consultation

The Advocacy Services and Representations Procedure (Children) (Amendment) Regulations 2004 confer a duty on local authorities to provide information about advocacy services and offer help to obtain an advocate to a child or young person wishing to make a complaint. All children and young people wishing to make a complaint are offered the services of an advocate.

6.6 Equalities and Diversity Implications

All three processes are receiving feedback from customers from Southend communities including minority groups. Similarly, alternative approaches to facilitate complaint resolution are offered including advocacy and meetings.

Corporate equalities considerations continue to be part of the process.

6.7 Risk Assessment

Processes are reviewed periodically and reduce any risk which could adversely affect the Council's reputation in the community and reduce public trust/satisfaction. Whilst an anticipated increase in complaints did materialise after 2013, notably in respect of services delivered corporately, the number recorded is still significantly less than the 1100 reported for 2009 at the beginning of the revised process.

6.8 Value for Money

Early resolution of complaints, together with learning lessons from the process, contribute to service improvements and getting things right first time.

6.9 Community Safety and Environmental Impact Implications

The process is implemented to ensure both community safety and effects on the environment are fully considered.

7. Background Papers

None

8. Appendices

Appendix A - Compliments Concerns & Complaints received throughout 2016/17
for Adult Social Care Services

Appendix B - Compliments and Complaints – Children’s Social Care 2016/17

Appendix C - Corporate Comments, Complaints and Compliments – 2016/17

Appendix A

Compliments Concerns & Complaints received throughout 2016/17 for Adult Social Care Services

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)
to
Cabinet
on
7 November 2017

Report prepared by: Charlotte McCulloch

**Compliments Concerns & Complaints received throughout 2016-17
for Adult Social Care Services**

**People Scrutiny Committee – Executive Councillor: Lesley Salter
A Part 1 Public Agenda Item**

1. Purpose of Report

- 1.1 To discharge the local authority's statutory duty to produce an annual report on compliments concerns and complaints received about its adults' social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments concerns and complaints received throughout 2016/2017.

2. Recommendation

- 2.1 That the Department's performance during 2016/2017, and comparison to the previous three years be noted.
- 2.2 That the report be referred to the People Scrutiny Committee for detailed examination.

3. Background

- 3.1 This is the eighth Annual Report following the changes to the legislation governing the statutory complaints process for adult social care services. The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 came into force on 1 April 2009 and created a single process for health and social care services. With the increase in integrated services, the single process makes it easier for patients and service users to make complaints and allows them to make their complaint to any of the organisations involved in their care. One of the organisations will take the lead and co-ordinate a single response.
- 3.2 Strong working relationships have been established with complaints colleagues within the Health organisations in the area. This, together with a joint protocol agreed by the Essex Complaints Network, has made it easier for people making

complaints that span Health and social care services. In 2016/2017 there were 0 joint complaints.

- 3.3 The new process is based on the principles of the Department of Health's *Making Experiences Count* and on the Ombudsman's principles of good complaints handling:
- Getting it right
 - Being customer focused
 - Being open and accountable
 - Acting fairly and proportionately
 - Putting things right
 - Seeking continuous improvement.
- 3.4 There is a single local resolution stage that allows a more flexible, customer focused approach to suit each individual complainant. At the outset, a plan of action is agreed with the complainant to address their complaint. Amendments to the plan can be agreed at any stage of the process.
- 3.5 The regulations do not specify timescales for resolution and a date for response is agreed and included in each plan. Response times are measured against the agreed dates in the plans.
- 3.6 When the local authority believes that it has exhausted all efforts to achieve a local resolution, and the customer remains dissatisfied, the next step is referral to the Local Government Ombudsman.

4 Compliments; concerns and comments received in 2016/2017

- 4.1 Compliments are a very important feedback and motivational tool and members of staff are encouraged to report all compliments they receive to the Customer Services Manager for recording. All compliments are reported to the Group Manager of the Service to pass on their thanks to the staff member and the team. This practice has been well received by staff. Data gathered from compliments are used to inform commissioning decisions of the authority.
- 4.2 Adult and Community Services received 269 compliments about its social care services in 2016/2017.

Table to show the number of compliments received in 2016/2017 and a comparison with previous three years

Apr 13- Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17
Number	Number	Number	Number
470	407	341	269

There has been a decline in the number of recorded compliments received, however we are unable to ascertain why this is the case. It could simply be that compliments are not being passed to the Complaints Team to be formally logged.

Examples of the types of compliments received can be found in Appendix 1

- 4.3 The current regulations require the local authority to record concerns and comments as well as complaints. Some people wish to provide feedback to help improve services but they do not wish to make a complaint, and this process facilitates that.
- 4.4 Adult and Community Services received 3 concerns about its social care services in 2016/2017. Of these, 2 were regarding commissioned homecare services and 1 was about an internal service provided directly by Southend Council.
- 4.5 All concerns and comments are considered to identify areas for improvement and responses are made where appropriate or requested.

5 Complaints received in 2016/2017

- 5.1 Adult and Community Services received 190 complaints about its social care services in 2016/2017. 74 of which were about internal services provided directly by Southend Council, and 116 were about services supplied through externally commissioned providers (domiciliary care & residential care)

Table to show the total number of complaints received during 2016/2017 and comparison with previous three years

Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17
Number	Number	Number	Number
136	166	176	190

This represents an overall increase of 8% in the number of complaints received during the previous year, and a 40% increase in the last 4 years.

There has been an increase in complaints year on year and 190 complaints represents 6.6% of the number of service users receiving support throughout the year.

The main increase in complaints this year has been seen within the commissioned services with an increase from 101 in 2015/16 to 116 in 2016/17, an increase of 14.8%.

Complaints about domiciliary care = 107 (56% of all complaints received in 16/17)

Complaints about Residential care = 9 (4.8% of all complaints received in 16/17)

Our Contracts Team and Complaints Team continue to work with the residential and domiciliary care providers to address issues and effect improvements around complaints handling.

Complaints about internal services have remained level, with 75 in 2015/16 and 74 in 2016/17 (39% of all complaints received in 2016/17)

- 5.2 Appendix 2 shows complaints by internal and commissioned services. Appendix 3 shows the number of complaints received about internal services by team. Appendix 4 shows the number of complaints by service user group. The majority of complaints (161) were received about services to older people. This is the largest service user group and the 161 complaints represent 7.8% of the number of older people who receive services from the department.
- 5.3 Southend Borough Council commissions Essex Partnership University Trust (EPUT, formally known as SEPT) to provide its mental health and substance misuse services and EPUT received 12 complaints from Southend clients. 4 were not upheld, 1 was upheld, and 6 were partially upheld. Also 1 was not investigated due to information not provided by the complainant. These were dealt with by EPUT and are not included in the figures in the table in section 5.1 above.
- 5.4 Under the current regulations, any complaints received verbally and resolved to the complainant's satisfaction within 24 hours do not have to be recorded as complaints.

6. Complaints subject to independent investigation

- 6.1 An independent investigation is an option for reaching a local resolution but it is not an automatic progression. Action taken to address a complaint will be discussed with the complainant at the outset and the primary aim is to find a resolution but action must be proportionate.
- 6.2 There were no independent investigations in 2016/2017. An independent investigation can be costly and it is to everyone's advantage if staff can resolve complaints satisfactorily without them.

Table to show the number of complaints subject to independent investigation, and as a percentage of the total number complaints during 2016/2017, and comparison with the previous three years.

Apr 13 – Mar 14	Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17
Number	Number	Number	Number
0 (0%)	0 (0%)	0 (0%)	0 (0%)

- 6.2 Other ways used to resolve complaints include:
- Written response/explanation
 - Acknowledgment if there has been a failure
 - Apology
 - Change to service
 - Mediation/conciliation
 - Meeting
 - Internal review
 - Redress

7 Complaints referred to the Local Government Ombudsman

- 7.1 There were 5 social care complaints considered by the Local Government Ombudsman in 2016/2017.
- 7.2 One complaint was referred to the LGO, they found a minor fault and we agreed to apologise to the complainant.
- 7.3 One complaint was referred to the LGO, following an investigation no fault found
- 7.4 Three complaints that were referred to the LGO and following an investigation did find fault with SBC. Apologies were sent to the complainants and amendments were made to financial information provided.

8 Response times

- 8.1 Adherence to response times is measured by compliance with the agreed dates set out in the individual complaints plans. There is no statutory requirement with regards to response timescales, however we recognise the importance of trying to achieve a speedy resolution to complaints and generally aim to resolve complaints within 10 working days. Depending on the complexity of the complaint raised, agreement is made with complainants on an acceptable timescale for a response
- 8.2 104 complaints were responded to within the timescales agreed locally between the complaints service and the complainant. This represents 54.7% of responses made.
- 8.3 Of the 86 not responded to within the agreed timescale, 49 were attributed to our contracted care providers. Our Contracts Team and Complaints Team continue to work with our commissioned providers to address this issue and effect improvements around complaints handling. A target has been introduced and their performance will be discussed with each provider at their quarterly contract review meetings.
- 8.4 Compliance with response times is shown at [Appendix 2](#)

9 Types of issues raised

- 9.1 The bar chart at [Appendix 5](#) shows all the issues split between internal and commissioned services.
- 9.2 Overall, the top 5 issues were:
 - I. Missed Calls
 - II. Late Calls
 - III. Communication/ Consultation
 - IV. Quality of Service
 - V. Conduct/Behaviour of Staff

10 Outcome status of complaints (upheld; partially upheld; not upheld)

- 10.1 190 complaints received refer to 223 issues which were reported and responded to. 96 were upheld; 34 were partially upheld; 85 were not upheld; 14 were unable to reach a finding; 3 were not progressed and 1 was not responded to by the provider; this was addressed with the provider with a re-imbusement resolution for the complainant.
- 10.2 Overall the number of complaints upheld or partially upheld has remained the same at 58% for both 2016/17 and 2015/16.
- 10.3 Tables at Appendix 7 show outcomes of the main issues in internal, homecare and residential complaints. There has been increase in complaints upheld or partially upheld regarding missed and late home care calls from 40 in 2015/16 to 55 in 2016/17 and there remains the challenge by many providers to recruit and retain good quality care staff. Work continues with providers to develop the existing electronic systems to give real time alerts to providers to enable a proactive approach to delivering care.

11. Monitoring & Reporting

- 11.1 Statistical data regarding complaints about our commissioned home care providers are provided quarterly to inform the Contract Monitoring Meetings.
- 11.2 Complaints are monitored by the Complaints Manager for any trends/emerging themes and alerts the relevant service accordingly.
- 11.3 Complaints information is fed into the monthly operational meetings where issues regarding providers are shared. This is to ensure that a full picture is gathered regarding the providers service delivery and indentify any concerns or trends that may be emerging.

12 Learning from Complaints

- 12.1 The Council continues to use complaints as a learning tool to improve services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback that it receives.
- 12.2 Improvements have been categorised under the following headings:
- Improved process
 - Increased awareness of improved outcomes for Adults
 - Increased staff awareness/training
 - Improved conduct of staff
 - Improved performance of provider

Examples of improvements made as a result of complaints are shown in [Appendix 8](#).

- 12.3 Complaints about communication are a reoccurring theme for internal services and whilst they are not particularly high in proportion to the number of service users being dealt with on a daily basis, this is the most common issue. The

Complaints Manager continues to work with the Service Managers & Team Managers on identifying ways to improve client satisfaction with all channels of communication.

13. Corporate Implications

13.1 Resource Implications (Finance, People, Property).

If resolutions are not found at an early stage and there are undue delays, compensation may have to be paid to acknowledge the time and trouble that the complainant has expended.

In some cases, the initial input in terms of staff time to find a resolution through a meeting/conciliation may be quite intensive but where the complainant has an ongoing relationship with the service, it can save resources in the long term.

13.2 Contribution to Council's Vision & Critical Priorities

A robust and responsive complaint handling process adds to the public's confidence and satisfaction with the way they are dealt with by the local authority when they have concerns to raise.

Effective complaints handling and a well advertised procedure contributes to the corporate priorities:

- EXCELLENT - Work with and listen to our communities and partners to achieve better outcomes for all
- SAFE - Look after and safeguard our children and vulnerable adults

13.3 Equalities and Diversity Implications

All those involved in dealing with complaints are mindful of ensuring a consistent approach with all complainants in line with Equalities principles.

13.4 Value for Money

Some complaints may have elements where improvements may be made to ensure value for money.

13.5 Community Safety Implications

Some complaints may have elements where improvements may be made to ensure community safety.

14. Background Papers

Complaints papers are kept by the Customer Services & Complaints Manager. Data about individual compliments concerns comments and complaints are held electronically.

15. Appendices

Appendix 1	Examples of complimentary comments received regarding Internal teams
Appendix 2	Number of complaints by internal and commissioned services (residential & homecare) Compliance with response times
Appendix 3	Internal service complaints by team
Appendix 4	Commissioned and internal service complaints by service user group
Appendix 5	Issues raised in complaints
Appendix 6	Issues outcomes split between internal and commissioned services
Appendix 7	Outcome status of the top issues split between internal; homecare and residential care complaints
Appendix 8	Examples of learning/service improvements

Appendix 1

Compliments received 2016 -17

Some examples from the 269 compliments received about Southend Council's Internal Services :-

**Superb service given all round, Supply of equipment quick & well designed.
Glynns professional attitude & caring empathy exceeded all I expected.
Thanks again**

~

To All Staff at Priory House; I would just like to thank all the management & staff for the love & care you showed my mother while she was under your care. I know my mother was happy & contented living at Priory in her twilight years

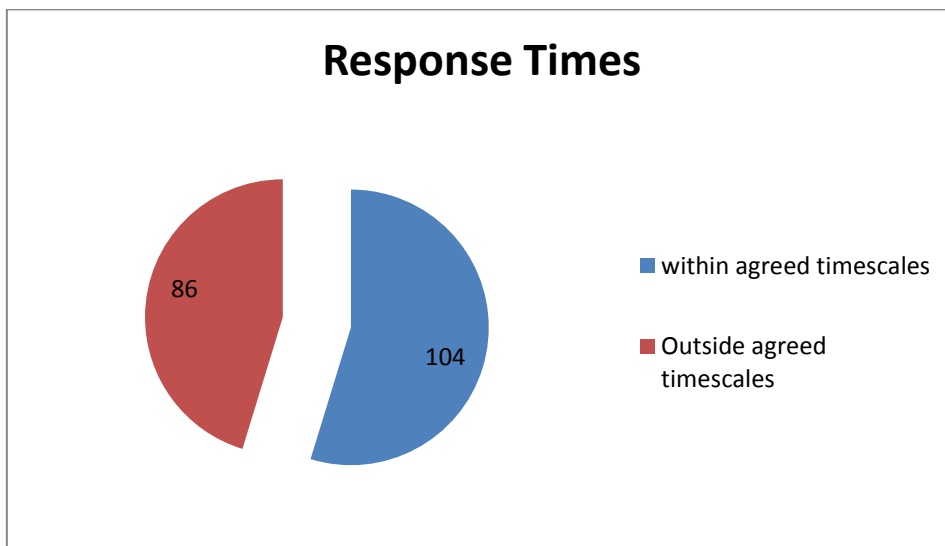
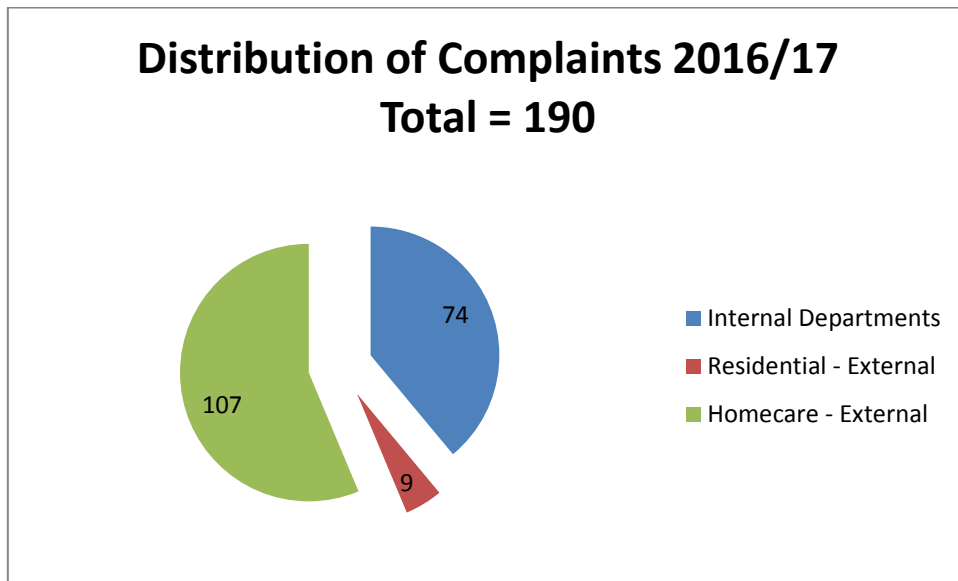
~

Firstly I would just like to thank you for all that you did for xxx and the kindness and compassion that you extended to her. You have been an enormous help during a very difficult time and I have really appreciated your help and guidance and nothing was too much trouble, that meant a lot. Once again my sincere thanks for all that you have done.

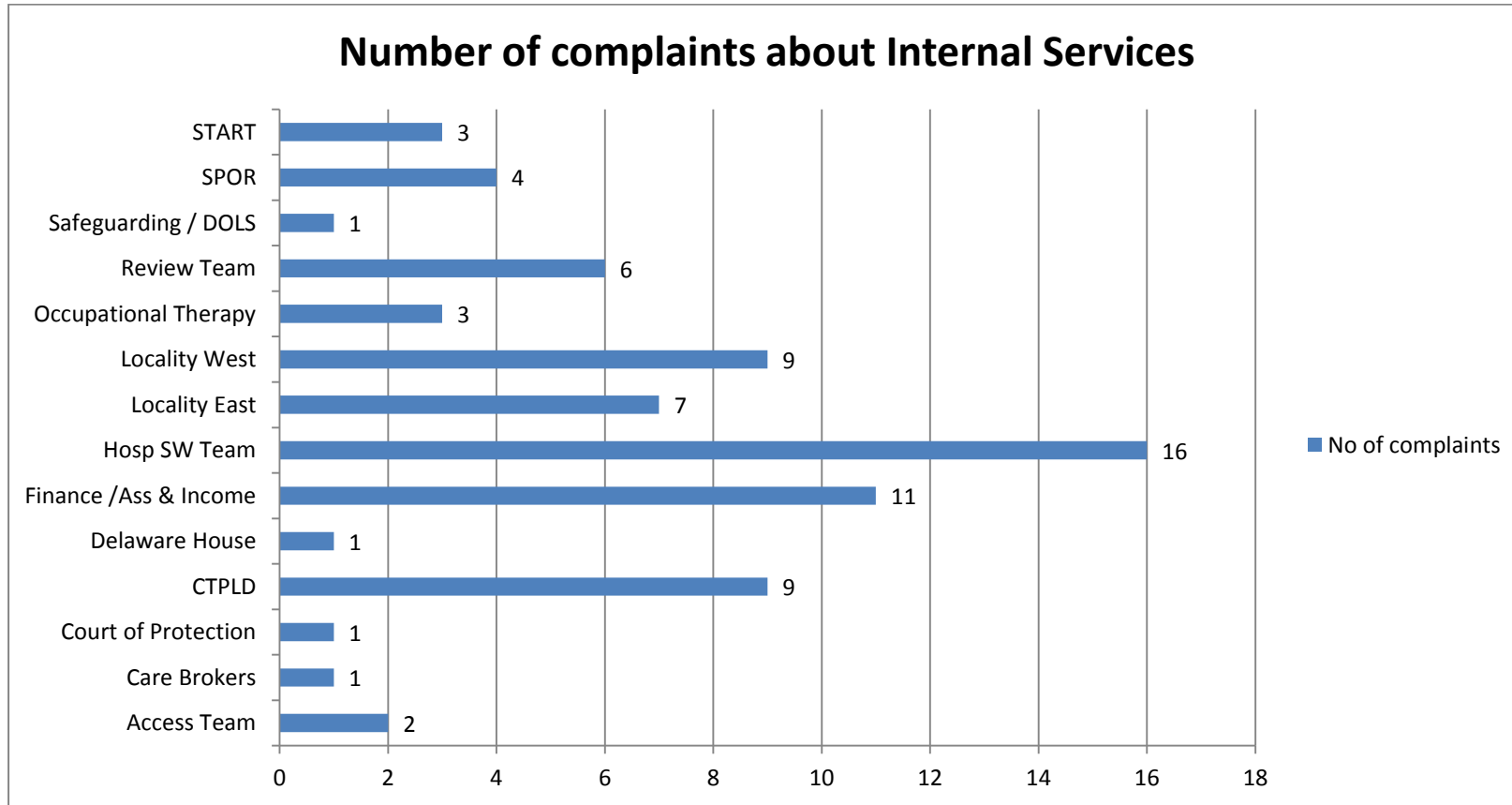
~

Both Sue & Rob were brilliant. Could not have been kinder or more helpful & efficient. We are very grateful to them

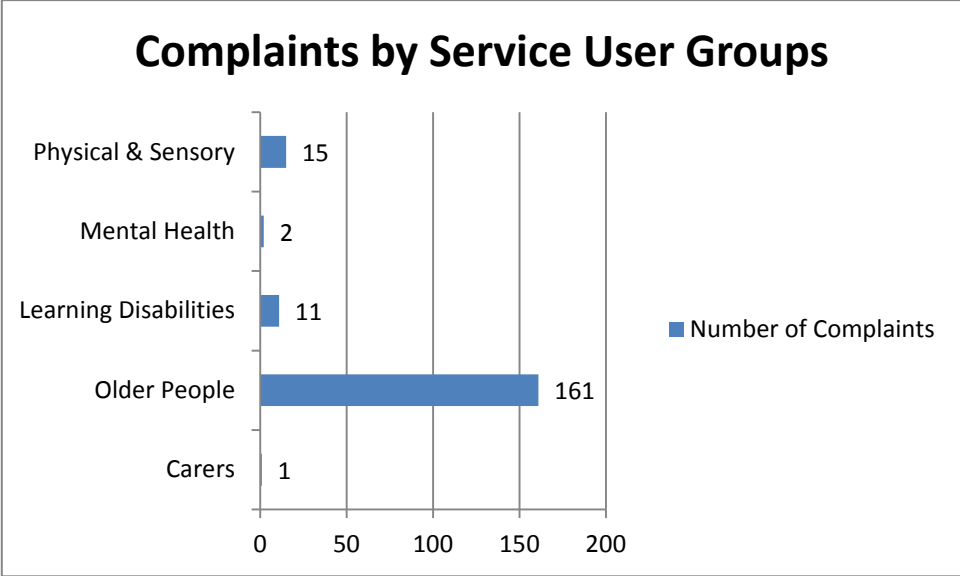
Appendix 2



Appendix 3

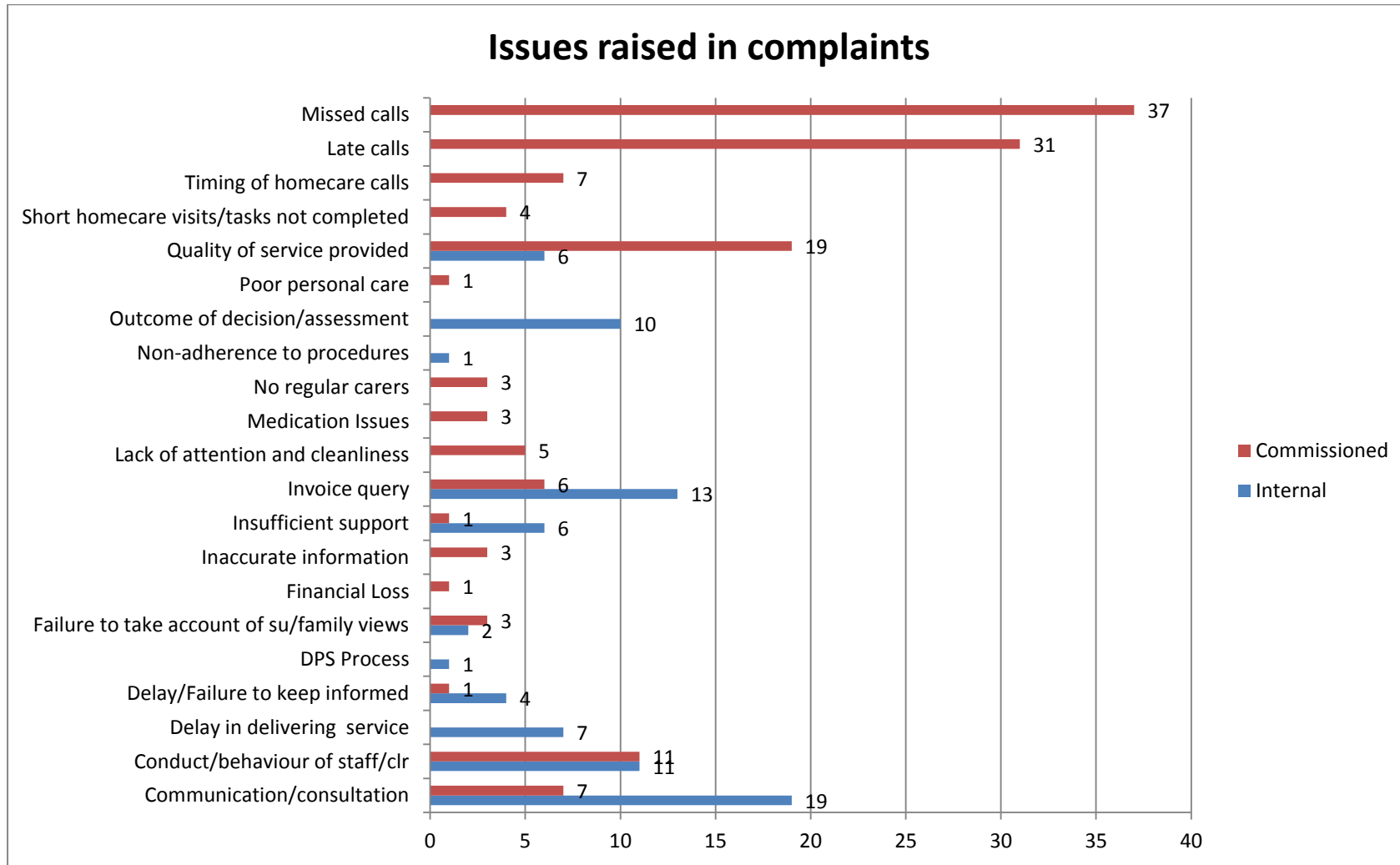


195



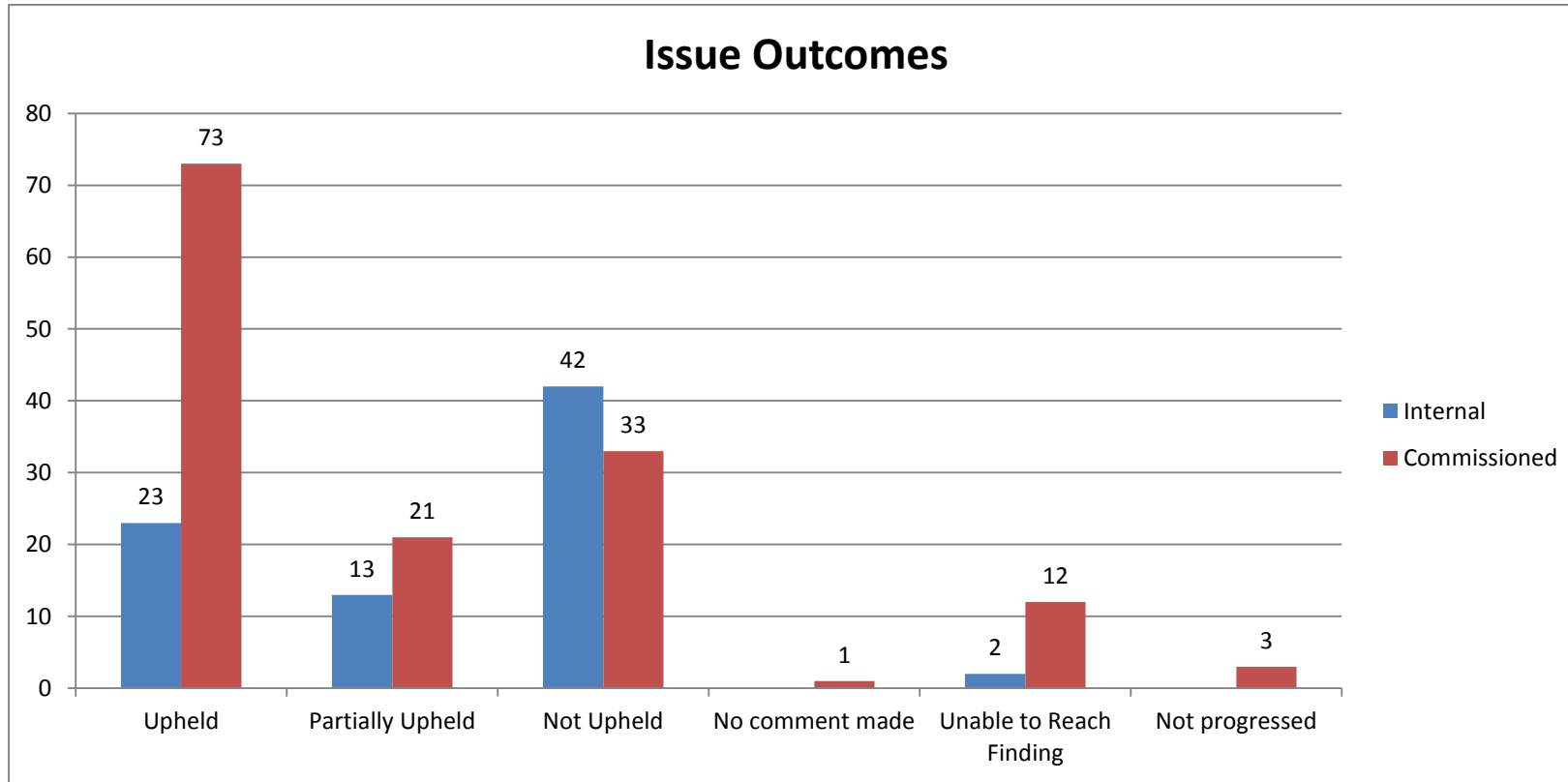
Appendix 5

197



Appendix 6

198



Appendix 7

Top issues complained about

SBC - Internal Service	Upheld	P/upheld	not upheld
Communication/consultation	6	5	8
Invoice Query	5	2	6
Conduct/behaviour of staff	2	3	6
Outcome of decision/assessment	1	1	8

Commissioned Services (Homecare & Residential)	Upheld	P/upheld	not upheld	Unable to reach a finding	Not progressed
Missed calls	26	3	8		
Late calls	24	2	3		1
Quality of Service	4	7	4	3	1
Conduct Behaviour of staff	2	2	3	4	

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Appendix 8

Issue	Improvements
Concern about letters sent via finance, outlining the hourly charge for care. The letter did not make it clear that the hourly charge was per carer.	Updated to letter to make the charges clearer, that if a service user was receiving 2 carers then the hourly charge would be per carer.
Issue with the number of missed calls or late calls.	Trial of real time alerts on the electronic call monitoring system (CM2000) this meant the care provider could identify where calls have not been made, and be pro-active in making alternative arrangements if necessary.
Confusion caused by the terminology used by Social Workers when explaining the costs associated with care.	Complaints and their outcomes are fed back to Social Workers within team meetings to make Social Workers aware of the language they use verbally and in writing and the confusion it could cause.

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Appendix B

Compliments and Complaints – Children’s Social Care 2016/17

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to

Cabinet

on

7 November 2017

Report prepared by: Michael Barrett

**Compliments and Complaints relating to Children's Social Care Services
People Scrutiny Committee - Executive Cllr James Courtenay
A Part 1 Public Agenda Item**

1 Purpose of Report

- 1.1 To fulfil the local authority's statutory duty to produce an annual report on compliments and complaints received about its children's social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments and complaints received from April 2016 to March 2017 at all three stages of the statutory process.

2 Recommendation

- 2.1 That the Department's performance during 2016/2017 be noted.

3 Summary

- We received 20 compliments in 2016/17 a reduction from the 65 received in 2015/16.
- Statutory complaints at Stage 1 have increased by 4 (4.7%) to a total of 89 in 2016/17.
- 37% of Stage 1 complaints were responded to within 10 working days, the 2015/16 rate was 51%
- 18% of stage 1 complaints were responded to in a period between 10 and 20 working days.
- 55% of stage 1 complaints were responded to within 20 working days compared to 87% in 2015/16.
- 45% of stage 1 complaints were responded to in over 20 working days compared to 13% in 2016/17

- 5 complaints escalated to stage 2 in 2016/17, a decrease of 1 from 6 2015/16. Of these 5, 3 then escalated to stage 3.
- 3 complainants approached the Local Government Ombudsman in 2016/17. It was 7 in 2015/16.

4 Background

4.1 The statutory process for complaints regarding children’s services has three stages. Stage 1 affords an opportunity to try to find a local resolution usually at team manager level. If the complainant is not satisfied with the stage 1 process or the outcome, they may request to proceed to stage 2. At stage 2, the Department appoints an Investigating Officer, and an Independent Person to investigate the complaint. The Investigating Officer is a senior social worker who has not been associated with the case, and the Independent Person is someone who is not employed by the council, but has experience of children’s issues, social care or investigations. The stage 2 response is reviewed and approved by the Head of Service. If the complainant is still not satisfied, they may proceed to stage 3. At this stage, the complaint is referred to an Independent Review Panel of three independent panel members with one member acting as Chair. They will review the stage 2 investigation and outcome, and will make recommendations. These recommendations are reviewed by the Corporate Director, who formally responds to the complainant. The process is based on the premise that at each stage, a more senior officer responds on behalf of the Department.

If complainants remain dissatisfied at the end of the three stages, they may refer their complaint to the Local Government Ombudsman.

Some complainants welcome an independent investigation of their concerns; for others, the process can seem unwieldy. The regulations encourage consideration of alternative dispute resolutions where appropriate and with the Complainant’s agreement. The Complaints team encourages and supports Team Managers to resolve complaints at the earliest stage, including before they become formal complaints.

5 Compliments received in 2015/2016

5.1 The Department recorded 20 compliments about Children’s Social Care in 2016/17 compared with 65 in 2015/16. We believe this is an issue of recording and communication within the department, rather than an actual decline in the quality of support provided. This is also supported by the fairly consistent number of complaints. The table below shows the number of compliments received in 2015/16 in comparison with previous years.

Apr 11 – Mar 12	Apr 12 – Mar 13	Apr 13 – Mar-14	Apr 14 – Mar-15	Apr 15 – Mar 16	Apr 16 – Mar 17
25	41	44	60	65	20

6 Number of complaints received in 2015/2016

6.1 Stage 1

- 6.1.1 The Department received 89 statutory complaints directly at stage 1 in 2016/17 compared with 85 in 2015/16. This represents an increase of 4.7%. Complaints are always welcomed and viewed as a way to improve practice and Managers are informed of any emerging trends in complaints.
- 6.1.2 94% of complaints were resolved at Stage 1 which is consistent with the figure from the previous year which was 93%.
- 6.1.3 The table below shows the number of Stage 1 complaints received in 2016/17 in comparison with previous years.

Apr 11 – Mar 12	Apr 12 – Mar 13	Apr 13 – Mar-14	Apr 14 – Mar-15	Apr 15 – Mar 16	Apr 16 – Mar 17
58	60	38	61	85	89

Since 20011/12 statutory complaints have increased by 31 or 65%.

6.2 Stage 2

- 6.2.1 A total of 5 statutory complaints were not resolved at Stage 1 and progressed to Stage 2 of the complaints process during 2016/17, a decrease of 1 from 2015/16. 2 of these were resolved at stage 2, with 3 going to stage 3.

6.3 Stage 3

- 6.3.1 3 complaints went to stage 3, the same number as in 2015/16.

7 Complaints by category

- 7.1 Complaints were categorised by the main issues raised. The table below shows the percentage of complaints in each category in 2016/17.

Category of complaint	2016/17 Total	% of Total
Children's Social care	2	2.2%
Communication	12	13.5%
Council decision making	14	15.7%
Data Protection Breach	1	1.1%
Policy or procedure	3	3.4%
Providing a service	5	5.6%
quality of service	3	3.4%
Staff conduct / Employee Behaviour	49	55.1%
	89	100.0%

The selection of categories is fairly subjective and many of the complaints could comfortably fit a number of the complaint descriptions, which makes a year on year comparison less useful

The 3 categories with the highest percentage of complaints were:

- Staff conduct / Employee Behaviour 55.1%
- Council decision making 15.7%
- Communication 13.5%

These 3 categories represent over 84% of all complaints received.

- 7.2 Social workers have been reminded of their responsibilities about returning calls, responding to correspondence promptly and that regular communication is key to positive working relationships with service users.

It is apparent that many Complainants still believe that it is the Social Worker alone who makes decisions regarding child protection procedures and agreed actions. Work needs to continue to ensure that Service Users and their families understand the role of the Social Worker. There is a need for Social Workers to be more conscious of ensuring that explanations about difficult decisions are given in the context of wider policies when discussing and meeting with Service Users.

- 7.3 After investigation of each complaint at stage 1, 66 or 74% of complaints were not upheld. This is a slight increase from 2015/16 when 69% were not upheld.

8 Response times and the Department's performance

8.1 Stage 1

- 8.1.1 In statutory Stage 1 complaints the timescale for responses is 10 working days, with a further 10 days for more complex complaints or additional time if an advocate is required. However, in these cases it is important that the complainant is kept informed about any progress or delays in dealing with the complaint.

- 8.1.2 The percentage of stage 1 complaints responded to within the statutory timescale of 0–20 working days in 2016/17 was 55% compared with 88% in 2015/16.

- 8.1.4 The table below shows response times for all the stage 1 complaints received in 2016/17 compared with the previous 2 years.

Response Performance	2014-15 % of total	2015-16 % of total	2016-17 % of total
Within 10 working days	73.7	51	37
10 – 20 days	19.7	37	18
Over 20 days	6.6	12	45

8.2 Stage 2

8.2.1 Stage 2 statutory response times:

A stage 2 complaint should be investigated and responded to within 25 working days, with a maximum extension to 65 working days.

The Stage 2 process starts as soon as a complainant decides to pursue their complaint to stage 2.

Stage 2 complaints are likely to involve an investigating officer, an independent person and an advocate if the complainant wishes. The Investigating Officers are SBC staff who has not been involved with the case previously. In the process at stage 2, complaints are subject to independent investigations involving interviews with the complainant and relevant members of staff, and the submission of a report to be responded to by the Head of Service. Delivering this is often a challenge within 65 days.

5 complaints were pursued to Stage 2 in 2016/17.

This year one of the Stage 2 investigations was completed within 65 working days. Previously this has proved a challenge and we have completed none within the timescale. However, regular contact has been maintained in each case, between the complainant and the Investigating Officer.

8.3 Stage 3

8.3.1 Stage 3 statutory response times:

The recommendations from a Stage 3 Review Panel should be responded to within 15 working days of the date of the meeting.

8.3.2 **3 complaints were escalated to stage 3 during 2016/17, there was 1 in 2015/16.**

8.3.3 Two Stage 3 complaints were responded to within the timescale of 15 working days, the third is review panel is due to sit in early October 2017.

9 Outcome status of complaints

9.1 Stage 1

Whatever the outcome of these complaints, we can classify them as either upheld or not upheld. In 2016/17, of the 89 complaints received, 66 (74%) were not upheld, and 23 (26%) were upheld.

Stage 2 & 3

There are often several points in a complaint at Stage 2 & 3 and these are addressed separately in a single response. The complaint may be upheld; not upheld; partially upheld, or inconclusive/no finding.

Stage 2 – Of the 89 complaints received, 5 escalated to Stage 2. From these 5 complaints, there were 26 separate issues. 4 of the stage 2 complaints have

been resolved, and the 5th is due to be completed soon. The 4 completed complaints had 21 issues to be considered. The following table shows the outcomes from the 4 completed complaints of these issues;

Upheld	Partially Upheld	Not Upheld	No Finding
4	4	13	0

Stage 3 – Of the 5 complainants at stage 2, 3 requested that their complaint be escalated to Stage 3. 2 of the stage 3 complaints have been concluded, and they had 13 issues to be considered. The following table shows the outcomes from the 2 completed complaints of these issues;

Upheld	Partially Upheld	Not Upheld	No Finding
4	0	7	2

10 Local Government Ombudsman

10.1 Of the complaints arising in 2016/17, 5 complainants approached the Local Government Ombudsman. 3 of these had been through the 3 stages of the process, while the other 2 approached the LGO directly earlier in the process.

11 Developments in the complaints process

11.1 Senior Managers receive regular reports from the Complaints Manager which serve to highlight trends and performance.

11.2 The Complaints Manager offers ongoing support and advice to Team Managers on how to appropriately respond to complaints.

12 Areas for improvement / Learning from Complaints

12.1 Service Managers and social workers are being asked to ensure that families are aware of changes in their children's social worker.

12.2 Team Managers have been reminded that when concerns are raised it essential that every effort is made to contact **both** parents to inform them of the concerns and offer an opportunity for them to be involved in the resolution of the concern.

12.3 Complaints about Communication issues continue to be an issue. All staff have been reminded that if a call cannot be answered by a member of staff, the call should be passed to the duty team, who will deal with the issue or will pass a message on to the appropriate social worker.

13 Corporate Implications

13.1 Contribution to Council's Vision & Corporate Priorities.
Complaints management is relevant to the Council's corporate priority of continuing to improve the outcomes for vulnerable children.

13.2 Financial Implications

The commissioning of independent people to investigate Stage 2 complaints incurs additional cost. The Department seeks to provide efficient resolution to complaints at the earliest stage possible, as well as securing value for money from Investigating Officers. Costs are met from the existing base budget.

13.3 Legal Implications –

The complaints process complies with statutory requirements.

13.4 People Implications

None.

13.5 Property Implications

None.

13.6 Consultation

The Advocacy Services and Representations procedure (Children) (Amendment) Regulations 2004 confer a duty on local authorities to provide information about advocacy services and offer help to obtain an advocate to a child or young person wishing to make a complaint. The Authority has a contract with the National Youth Advocacy Service.

In 2016/17 3 complaints (3.5%) were made by children/young people. This is the same number as in 2015/16. All children and young people wishing to make a complaint in were offered the services of an advocate.

13.7 Equalities and Diversity Implications

All those involved in dealing with complaints are mindful of ensuring a consistent approach with all complainants in line with Equalities principles.

13.8 Value for Money

Since the joining of the Adult and children's complaints teams, the complaint process is implemented by 2fte posts with support from the Customer Service Manager, when needed.

We now use SBC Managers to undertake the role of Investigating Officers, which has reduced the use of external Investigating Officers for Stage 2 complaints.

13.9 Community Safety Implications

None

13.10 Environmental Impact

None

14. Background papers

None

Appendix C

Corporate Comments, Complaints and Compliments Report

Southend-on-Sea Borough Council

Agenda
Item No.

Report of the Chief Executive

to
Cabinet
on

7 November 2017

Report prepared by: Val Smith, Knowledge and Information
Advisor and John Williams, Monitoring Officer

Corporate Comments, Complaints and Compliments and Local Government and Social Care Ombudsman Annual Report - 2016-17

All Scrutiny Committee – Executive Councillor: Councillor Lamb

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To report on the performance relating to the Corporate Comments, Complaints and Compliments procedure and to provide comparisons with previously reported results.

(Certain complaints and compliments in respect of adult and children's social care functions are subject to their own statutory processes and are not monitored by the Corporate procedure. Their results are reported separately.)

- 1.2 To fulfil the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 and the Local Government Act 1974 to report to Members a summary of the findings of all complaints relating to the Council where in 2016/17 the Local Government and Social Care Ombudsman (LGO) has conducted an investigation and upheld the complaint.

2. Recommendations

- 2.1 **To note the performance relating to the Corporate Comments, Complaints and Compliments process between 1st April 2016 and 31st March 2017.**
- 2.2 **To note the summary of LGO findings.**

3. Background

3.1 The Council's Corporate Comments, Complaints and Compliments procedure deals with all general feedback about the Council. It has been in place since 2009 and is well established throughout the organisation. Along with the children and adult social care statutory complaints there are certain other functions which are outside of the Corporate procedure and which have their own processes. Examples include appeals against parking tickets and concerns about schools.

3.2 The benefits in operating a feedback process include:

- To learn lessons from the types of feedback made
- To help improve service delivery
- To improve the consistency and timeliness of responses
- To reflect sector wide and LGO best practice.

3.3 This report provides:

- an update on how the process is working
- an analysis of customer feedback data
- A particular focus on the Council's performance in connection with complaints under the 3 Stage process outlined in [Appendix 1](#)
- A summary of LGO findings
- details of minor changes to the process

4. PERFORMANCE TO DATE

4.1 Performance in respect of complaints

Detailed performance data for 2016/17 is set out in [Appendices 2 to 5](#).

545 Stage 1 complaints were received during 2016/17, reflecting an increase of 35.6% compared to the 402 complaints reported for 2015-2016 and 425 complaints in 2014-15.

The increase in volume of Stage 1 complaints can be attributed to the challenges of changing waste collection days with the introduction of the Veolia contract. The Department for Place received 48% of their annual complaints in the three months following the change (235 complaints).

The monitoring system that is in place highlights trends and issues that are subject to complaints. Areas that have been of note, at all stages, for 2016/17 include:

- Providing a service – 28.4%
- Quality of service – 22.3%
- Staff conduct/employee behaviour – 12.7%

4.2 Complaints by Department with Response Times

Department	Stage 1 & 2 Total Complaints Apr 2014-Mar 2015	Responded to in 10 working days	Stage 1 & 2 Total Complaints Apr 2015-Mar 2016	Responded to in 10 working days	Stage 1 & 2 Total Complaints Apr 2016-Mar 2017	Responded to in 10 working days
Dept. of the Chief Executive	38	92%	62	81%	52	94%
Department for People	44	80%	41	68%	41	49%
Department for Place	379	92%	344	83%	479	85%
Public Health			1	100%		
Grand Total	461	87%	448	80%	572	84%

4.3 Stage 3 Complaints

There were 15 complaints received at Stage 3 of the complaints procedure, the same number as in 2015/16. Two further complaints were raised at Stage 3 but then not pursued by the complainant.

Complaints that escalate to Stage 3 are by their nature more complex and sometimes involve situations where it is not possible for the Council to meet complainants' wishes.

In 2016/17 over 50% of the Stage 3 complaints for the year were received in June and July. This peak of work resulted in multiple complaints having to be processed simultaneously and had a negative impact on response times for the remainder of the year.

From June 2017 a new structure has been introduced within Policy, Engagement and Communication (where Stage 3 complaints are investigated) combining a variety of Knowledge and Information functions over several posts. This approach allows more flexibility in investigative resources and improves resilience by being less susceptible to peaks of work. Now that historic complaints are completed, there will be an improvement in the timely resolution at Stage 3 of the process.

4.4 Nature of Complaints

[Appendix 2](#) sets out the nature of all complaints under the following headings:

- Communication
- Decision making
- Discrimination
- Policy or procedure
- Providing a service
- Service not provided by council
- Staff conduct/staff behaviour
- Quality of service

The main areas of concern for 2016-17 were: providing a service (167); quality of service (131); staff conduct/behaviour (75) and communication (55).

4.5 How the Complaints Were Received

The four year trend chart in [Appendix 3](#) shows that 93% of complainants contacted the Council by e-mail or through the website, an increase from 65% for 2015/16 (and 62% in 2013/14). This reflects the work undertaken to encourage customers to use electronic means as their channel of choice. It may however not be a complete picture if customer service officers have completed an on-line form on behalf of a telephone caller.

Complaints submitted by letter, phone and face to face are consequently on a downward trend. The Council remains committed to keeping all complaint channels available in order to meet its equalities obligations and to comply with LGO best practice. A formal complaint may be received over social media but would be moved to more conventional channels for resolution.

4.6 Progression of complaints and satisfaction

- 93% of Stage 1 complainants were satisfied with their response and did not take their complaint further through the process. This is an increase when compared with the 2015/16 reported figure of 89%.
- Of the 44 complaints that were addressed at Stage 2 (there were 45 in 2015/16) 11 related to the providing of a service and a further 11 to decision making.
- Of the 44 Stage 2 complaints, 17 went on to Stage 3 (although 2 were not pursued).
- In 2016/17, six complaints that had completed the full Corporate process were investigated by the LGO. In four cases the LGO found no fault with the Council. In two cases they agreed with the fault that had already been identified by the Council and found that it had been appropriately remedied at Stage 3 and needed no further remedy from the LGO.

4.7 Complaint Resolution

The emphasis on learning from customer feedback continues. This is evidenced by how complaints have been resolved:-

- Specific action has been taken in 81.8% of cases - by doing something that had not been done, carrying out work or putting something right.
- 7.0% of customers that complained received an apology when the Council had not got things right and no further action was needed, other than to apologise, or explain why the Council had taken a particular course of action.
- 8.3% of complaints required no action. This was where our actions were reviewed but deemed to be correct and no apology was required.
- No cases required a process review.

The chart in [Appendix 4](#) reflects the breakdown of complaints by resolution.

4.8 Learning Points

Feedback through the complaints procedure from customers is continuously reviewed to establish where improvements to services are required.

In particular, Stage 3 of the process includes an organisation-wide view of the complaint to identify lessons learned and to inform broader service reviews where appropriate. In this way an individual complaint can have an impact on organisational change.

Examples of service improvements as a result of complaints and customer feedback include:

- Individual complaint findings being fed directly into the review of anti-social behaviour service provision (currently underway)
- Website content being commissioned to provide a pathway to advice for those with suicidal thoughts or those who might be concerned about someone with suicidal thoughts
- Training being commissioned for staff who may interact with customers with suicidal thoughts
- Nominated points of contact being put into place for customers experiencing difficulty in their interactions with the Council or with whom officers are experiencing difficulty
- The introduction of an independent formal Subject Access Request review process for customers who feel they have not been supplied with all relevant information
- Guidance for Housing staff regarding bedroom need allocation for housing applicants with overnight care
- Guidance for Housing staff regarding applicants for housing who have a previously un-discharged main homelessness duty

4.9 Comments and Compliments

GovMetric, the customer satisfaction measurement tool used by the Council, specifically captures the provision of face to face and telephone service by the Customer Service Centre and over the Council's primary website. These figures are reflected in the Department of the Chief Executive analysis. Compliments are most frequently received in relation to face to face or telephone contact, with the helpful or pleasant nature of the member of staff often being cited as the reason for the compliment.

It is anticipated that as we move more towards increased use of on-line channels with less personal interaction between the Council and its customers, so the opportunities to receive compliments will decrease.

Of the 1,301 comments and compliments recorded by the Department of the Chief Executive, 487 were categorised as compliments, which compares to 814 recorded last year.

When comments are received they are responded to by the service concerned and the person making the comment is acknowledged and where appropriate advised if their suggestion is to be taken up. Compliments are acknowledged and shared with the appropriate line management to inform the service or member of staff. This may then inform the staff member's performance review discussion.

The table below shows a 3 year comparison of the total number of comments and compliments received by each Department.

Department	Total 2014/2015	Total 2015/2016	Total 2016/2017
Department of the Chief Executive	1326	1673	1301
Department for People (excluding statutory complaints)	7	2	19
Department for Place	222	337	838
Public Health			21
Grand Total	2022	2426	2462

4.10 Minor Revisions to the Procedure

The Corporate Comments, Complaints and Compliments procedure is having minor revision to reflect the revised senior management structures; a requirement that the Deputy Leader acts in the absence of the Leader and that LGO best practice is incorporated. The revised procedure for customers is attached at [Appendix 1](#).

5. Local Government and Social Care Ombudsman (LGO)

The Local Government and Social Care Ombudsman (LGO) has provided an annual summary of statistics for the year ended 31 March 2017. This relates to cases upon which they have made a decision in that year.

The LGO's annual review letter, including the breakdown of the results is attached at [Appendix 5](#).

58 decisions relating to the Council were made by the Ombudsman. This compared to 56 for 2015/16.

24 cases were referred back for local resolution, 9 directly to the Council. This is most commonly because the complainant has approached the LGO without first going through the Council's complaints procedure.

14 cases were closed after the LGO had made initial enquiries, 13 of these involved SBC providing supporting information.

2 cases were incomplete or invalid, and for 3 more, advice to the complainant from the LGO was considered sufficient action.

In 15 cases the LGO decided to conduct a detailed investigation. In 8 of these the LGO upheld the complaint, in 7 cases they did not, an uphold rate for detailed investigations of 53% (the average LGO uphold rate being 54% in a range of 64% to 44%).

Of the 8 detailed investigations where the complaint was upheld, 5 were in relation to Adult Care Services, 1 was in relation to Housing and 2 to Education and Children's services.

A breakdown of approaches to the LGO is attached at [Appendix 6](#) and a summary of findings for those cases where the LGO found fault is included at [Appendix 7](#).

Alongside statistical information, the LGO also publishes a yearly report on local government complaint handling. The report includes a summary of complaint statistics for every local authority in England which provides an opportunity for the Council to compare its performance against other Councils. The table below shows comparisons with a small number of similar authorities.

Local authority	Complaints/ enquiries made 15/16	Complaints upheld 14/15	Complaints/ enquiries made 16/17	Complaints investigated & upheld 16/17	Uphold rate
Southend on Sea	54	7	54	8	53%
Blackpool	47	7	45	8	53%
Medway	97	19	87	13	50%
Plymouth	102	19	98	15	56%
Thurrock	82	9	65	10	59%
Isle of Wight	60	14	43	13	68%
Central Bedfordshire	65	10	54	8	53%

6 MONITORING AND REPORTING

Regular reporting continues within Departmental Management Teams to coincide with their monthly report on performance.

7 CONCLUSIONS

The process continues to deliver a professional response to individual complaints, a robust system of complaint monitoring and real service improvements. Minor updating of the procedure is underway as outlined in 4.10 above.

8 Corporate Implications

8.1 Contribution to Council's Vision & Corporate Priorities

Customer feedback and complaints management is directly relevant to the Council's Corporate priorities.

8.2 Financial Implications

Service improvements continue to result in meaningful outcomes for customers. A robust complaint process with thorough investigation and a positive approach reduces the likelihood of financial penalties from the LGO.

8.3 Legal Implications

This process is overseen by the Local Government and Social Care Ombudsman

8.4 People Implications

Effective complaint handling is resource intensive but benefits the organisation by identifying service improvements and managing the process for customers who are dissatisfied.

8.5 Property Implications

None

8.6 Consultation

None

8.7 Equalities and Diversity Implications

The complaints process is open to all and has multiple methods of access for customers. Equality and diversity implications are a routine part of the process in recording customer details and are considered as part of any response.

Although most commonly the process is accessed through e-mail and on-line forms, traditional methods such as post are available and where necessary a complaint can be transcribed over the telephone or be made in person.

This supports persons who might otherwise be inhibited from using the process, perhaps through vulnerability.

8.8 Risk Assessment

Personal data regarding complaints are recorded in an approved centralised system which can only be accessed by nominated officers.

8.9 Value for Money

Resolving a complaint as early as possible in the process reduces officer time spent dealing with concerns as well as providing the opportunity to improve service delivery.

8.10 Community Safety Implications - None

8.11 Environmental Impact - None

9 Background Papers – None

10 Appendices

- Appendix 1 Summary of the Council's Comments, Complaints and Compliments Procedure
- Appendix 2 Nature of Complaints
- Appendix 3 How Stage 1 Complaints Were Received
- Appendix 4 Complaint Resolution
- Appendix 5 Local Government Ombudsman Annual Review Letter 2017
- Appendix 6 Breakdown of approaches to the LGO by Service
- Appendix 7 Summary of complaints upheld by the LGO

Appendix 1 – Complaints Leaflet

www.southend.gov.uk/complaints



Safe • Clean • Healthy • Prosperous • Excellent

Comments, Complaints and Compliments Procedure

'Creating a better Southend'

- | | |
|---|---|
|  Braille |  Audio |
|  Large print |  EasyRead |
|  Disk or email |  BSL & subtitles |



B20 Comment Complaint or Compliment – October 2017

A summary of this booklet can be provided in alternative formats such as Braille, audio-tape or in large print. Translations of this document in alternative languages are also available

Albanian: Nëse dëshironi një kopje të kësaj fletushke në gjuhën tuaj amtare, ose nëse doni të në kontaktoni, ju lutemi telefononi në numrin e poshtë-shënuar. Ne do të përdorim një përkthyes për mes telefonit të ndihmojmë me kërkesën tuaj.

Czech: Zkrácená verze této publikace je k dostání i v alternativních formátech, konkrétně v Braillu, na audiokazetě a tištěná ve klíčovém typu písma, které je snadno čitelné. Tento dokument byl přeložen i do dalších jazyků a tyto překlady jsou vám také k dispozici.

Ndebele: Lolugwalo luyatholakala njalo lunciphisiwe ngalezi indlela; ngombhalo weziphofu (Braille), kasethi (audio tape), loba lulotshwe ngamabala amakhulu. Luyatholakala njalo lolugwalo lulotshwe ngezihlobo ezitshiyeneyo.

Polish: Streszczenie tej publikacji jest dostępne w innych formach, takich jak pismo Braille'a, taśmy audio lub w dużym druku. Dostępne są także przekłady tego dokumentu na inne języki.

Portuguese: Um resumo desta publicação pode ser fornecida em formatos alternativos tais como Braille, cassete áudio ou em impressão de letras grandes. Também temos disponíveis traduções deste documento em outros idiomas.

Punjabi

ਦਿਸ ਪੁਸਤਕ ਦਾ ਸਾਰ ਸ਼੍ਰੇਣੀ, ਆਂਡੀਓ-ਟੇਪ ਵਰਗੇ ਬਦਲਵੇਂ ਰੂਪਾਂ ਜਾਂ ਵੱਡੇ ਪਿੰਟ ਵਿੱਚ ਉਪਲਬਧ ਕਰਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ। ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਬਦਲਵੀਆਂ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਅਨੁਵਾਦ ਵੀ ਉਪਲਬਧ ਹੈ।

Pfupikiso yegwaro iri inowanika zvakare seBraille (bhuku rinoverengwa nemapofu), tepi yekuteerera nezvakanyorwa nerunyororwo runooneka. Gwaro iri rakaturikirwa mune imwe mitauro zvakare, uye magwaro acho aripo

Chinese

如欲索取本雜誌的其他語文或格式版本、或希望訂閱更多份雜誌，請致電下列號碼

Urdu

اس رسالے کی کاپی کسی بھی دیگر زبان یا شکل میں حاصل کرنے یا اس کی مزید کاپیاں آرڈر کرنے کے لیے برائے مہربانی درج ذیل نمبر ڈائل کریں۔

Bengali

অন্য কোন ভাষা, আকারে এই ম্যাগাজিনের কপির জন্যে, অথবা অতিরিক্ত কপি অর্ডার করার জন্যে অনুগ্রহ করে যে নম্বরে ফোন করবেন সে নম্বর নিচে উল্লেখ করা হলো

1. OUR COMMITMENT TO YOU

Every day we make thousands of decisions and try hard to give the best possible service. If you are unhappy about the standard of service you receive, our actions or lack of action, please tell us. Your comments – good or bad – help us plan for the future.

- We aim to provide a full and clear response to your comment or complaint within 10 working days.
- We will look into your comment or complaint fully and fairly. If your comment is not to be progressed we will explain why.
- We will be honest and polite.
- We will preserve the confidentiality of information supplied as far as possible.
- We will apologise if we have made a mistake.
- We will tell you what we are doing to put things right.
- We are totally opposed to all forms of unfair discrimination. We are committed to conducting Council business in a way that is fair and appropriate to all sections of the community.
- We recognise the need to deliver services in ways that are appropriate to everyone and whenever possible removing barriers that will limit access.
- We will tell staff when a compliment is received about them.

2. MAKING COMMENTS AND COMPLIMENTS

If you have made a comment on how to improve our services we will respond to you within 10 working days.

To make a comment or compliment you can complete our online form at www.southend.gov.uk/complaints or alternatively you can [download a form to complete](#). Details on how to contact us are published on page 9. If you make a comment that is not to be progressed then we will explain why.

3. COMPLAINTS

3.1 What is a complaint?

We want our services to be excellent but we know things can go wrong. A complaint is:

“an expression of dissatisfaction about a Council service (whether that service is provided directly by the Council or by a contractor or partner) that requires a response.”

A complaint can highlight any of following:

- A failure to provide a Council service at an appropriate level or standard.
- A slow response in dealing with a matter raised with us, such as a query or request for a service.
- Unsatisfactory behaviour by a member of staff, for example rudeness, unfair discrimination, malice or bias.

- Failure to follow agreed policies or procedures, or to take relevant factors into account.
- Failure to inform you of your rights, relative to a matter raised with the Council.

3.2 Are there matters outside this Complaints Procedure?

This Complaints Procedure can be used for most complaints. However, there are some exceptions, there are certain complaints which have their own special procedures which are listed in section 4, which also deals with:

- Anonymous complaints
- Unreasonably persistent complainants
- Unreasonable behaviour

3.3 How to make a complaint

1 Stage

You can contact us by:

- By email council@southend.gov.uk
- Via our website www.southend.gov.uk/complaints
- Phone 01702 215 000
- In person Customer Services in the reception area at the Civic Centre, Victoria Avenue, Southend-on-Sea, Essex, SS2 6ER
- By filling a form. You can [download a form](#) from our website.
- In writing Southend-on-Sea Borough Council Customer Services, PO Box 6, Civic Centre, Victoria Avenue, Southend -on-Sea, Essex, SS2 6ER

A response will be sent to you within 10 working days. In the event that this is not possible an interim response will be provided with confirmation of when the final response can be expected.

You can also ask your local Councillor to take up your complaint on your behalf.

2 Stage

We hope that we can resolve your complaint at Stage 1. However if you are not satisfied with our response, please contact us (see section 6), and the Group

Manager or Director of the service you are complaining about will investigate the matter.

Our aim is for you to receive a written response within 10 working days. In the event that this is not possible, we will advise you when a final response can be expected.

Stage **3**

If you are still dissatisfied, you have the right to have your complaint reviewed by one of the Council's most senior managers, the Chief Executive or Deputy Chief Executive, and the Leader of the Council by writing to us at the address shown in section 6 of this booklet.


They will consider your request and will let you know their decision in writing within 35 working days of your request. In the event that this is not possible, we will advise you when a final response can be expected.

Still Unhappy

Local Government Ombudsman and the Council's External Auditors



If you feel that we have not given you a satisfactory explanation you can contact the Local Government and Social Care Ombudsman. The Ombudsman will investigate complaints about how the Council has done something or failed to do something, providing a poor service or failure to provide a service, or administrative failure. You can contact the Local Government Ombudsman at:


 www.lgo.org.uk
 0300 061 0614

 Please telephone the LGO for details

The Ombudsman has adopted a "Council First" procedure and would usually expect you to go through the Council's Complaints Procedure first before contacting the Ombudsman. More details can be found on the Ombudsman's website.



If your complaint is in respect of financial matters you can complain to the Council's external auditors, BDO at:


 www.bdo.co.uk/
 01473 320700

 16 The Havens
Ransomes Europark
Ipswich
Suffolk IP3 9SJ

Data Protection Act & Freedom of Information Act issues

If a complaint relating to either of these matters cannot be resolved by the Council, then you can complain to the Information Commissioner's Office at:

 www.ico.org.uk
 0303 123 113 or 01625 545745 or fax: 01625 524510

 Information Commissioner's Office
Wycliffe House, Water Lane
Wilmslow
Cheshire SK9 5AF

4. MATTERS OUTSIDE THIS COMPLAINTS PROCEDURE


4.1 There are certain matters for which you cannot use this Complaints Procedure. These are:

- The merits of a national policy, local policy or a formal decision taken by Councillors at Cabinet, Committee or by the Full Council.
- A decision taken by the Council or Council officers, where a formal appeal procedure exists, e.g. refusal of a housing benefit application.
- An objection to a planning application that has not yet been determined or a comment in response to a consultation exercise.
- A matter where legal action is in progress and/or there is a potential insurance claim. In such circumstances it will be passed to the Council's insurers to deal with. After insurance issues are resolved, the matter may then be dealt with under this procedure.
- A personnel issue, if you are a member of staff or ex-member of staff.
- Initial submission of a service request e.g. reporting a faulty street light. If such a service request is not dealt within the prescribed service standard then a complaint can be made under this Complaints Procedure.
- The following special types of complaint which have their own individual complaints procedure:

a) Complaints about Councillors

Councillors are subject to a Code of Conduct. A complaint that a Councillor has breached this Code will be dealt with by the Council's Standards Committee. You can make your complaint at:


 www.southend.gov.uk/complaints

 The Monitoring Officer
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

b) Complaints about the Council's Social Care provided to Adults

These complaints are dealt with under a statutory complaints procedure. The system is administered by the Customer Services Manager in Adult & Community Services at:


 www.southend.gov.uk/complaints

 Customer Service & Complaints Manager
Department for People
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue Southend-on-Sea, Essex SS2 6ER

c) Complaints about the Council's Social Care provided to Children

Such complaints are dealt with under a statutory complaints procedure. The system is administered by the Childrens Services Complaints Manager in Department for People at:

 www.southend.gov.uk/complaints

 Childrens Services Complaints Manager
Department for People
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER


d) Complaints against Schools

There is a separate procedure for handling complaints against schools. The process is administered by the school. In the first instance a complaint should be directed to the Head Teacher and if this does not resolve the matter, then to the School's Governing Body.


e) Complaints against the issuing of Parking (Penalty Charges) Notices

If you wish to challenge a Penalty Charge Notice (PCN) you should submit your appeal in one of the following ways:


 www.southend.gov.uk/pcn

 The Parking Management Team
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

If you are not happy with the response from the Parking Management Team you can refer an appeal to the National Parking Adjudication Service at:

 www.trafficpenaltytribunal.gov.uk




 info@trafficpenaltytribunal.gov.uk

 01625 44 55 55 Fax: 01625 44 55 60

✉ Traffic Penalty Tribunal,
Springfield House,
Water Lane,
Wilmslow,
Cheshire SK9 5BG

f) Complaints about the management, maintenance and administration of Council houses and flats

These complaints are dealt with by South Essex Homes (the Council's Arms Length Management Organisation). For further information please contact:

 www.southessexhomes.co.uk/
 complaints@seh.southend.gov.uk
 0800 833160 or 0800 833161

✉ The Service Improvement Team
South Essex Homes Ltd,
Civic Centre, Victoria Avenue,
Southend-on-Sea, Essex SS2 6FY

4.2 Anonymous Complaints

Anonymous complaints will be investigated where they raise serious concerns and it is possible to do so. But it would help us if you were able to supply us with your contact details in case we need to ask additional questions.

4.3 Unreasonably Persistent Complainants

There are a small number of complainants who, because of the frequency of their contact with the Council, hinder consideration of their, or other people's complaints. In exceptional circumstances, action will be taken to limit the contact of such unreasonably persistent complainants with the Council. The decision to do so and the form of such limitations will be taken by the Council's Chief Executive & Town Clerk or a Deputy Chief Executive.

4.4 Unreasonable Behaviour


The Council does not expect its staff to tolerate behaviour by complainants which is unreasonable, for example, which is abusive, offensive or threatening. The Council will take action to protect staff from such behaviour. In appropriate circumstances action will be taken to limit the contact of such complainants with the Council. The decision to do so and the form of such limitations will be taken by the Council's Chief Executive & Town Clerk or a Deputy Chief Executive.


5. MONITORING OUR PERFORMANCE

We are keen to improve not only our services but also the way we deal with your complaints and feedback. We will carry out satisfaction surveys to assess whether you were satisfied with this feedback process. If you are asked to participate we hope that you will respond.

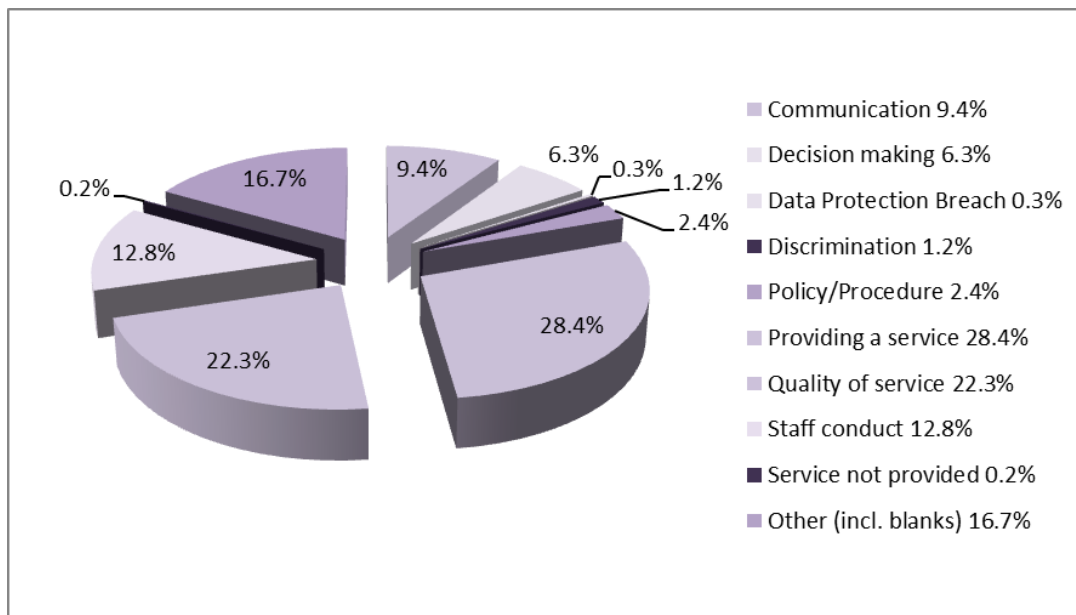
6. HOW TO CONTACT US

 www.southend.gov.uk/complaints

 01702 215000

 Performance Adviser, Compliments & Complaints
Policy, Engagement and Communication
Department of the Chief Executive
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

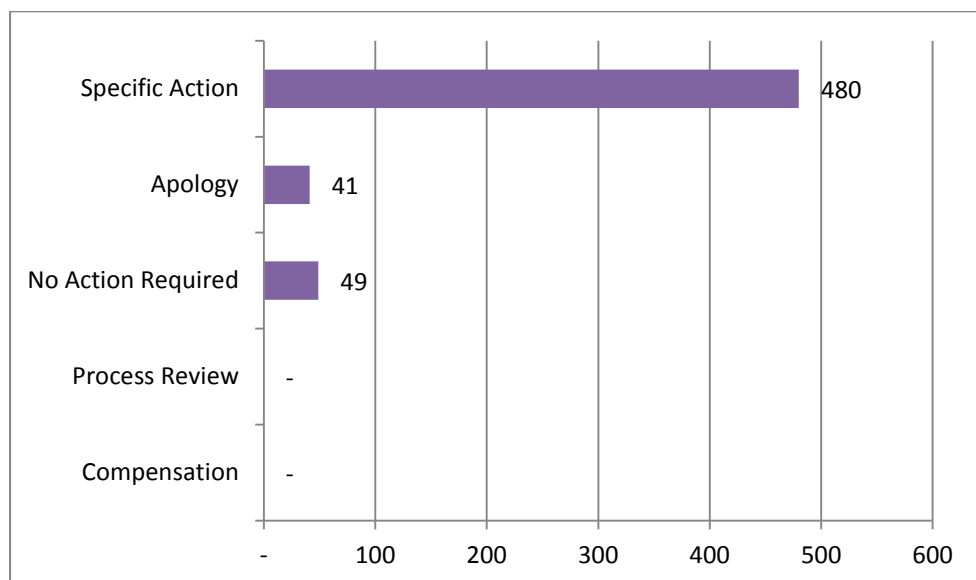
Appendix 2 – Nature of Complaints – April 2016 to 2017



Appendix 3 – 3 Year Comparison of How Stage 1 Complaints Were Received

	2013/2014	2014/2015	2015/2016	2016/2017
Email/Internet	47%	62%	65%	93%
Telephone	37%	31%	25.0%	2%
Other	1%	1%	0.5%	0.4%
Letter / post	10%	6%	9%	4%
In person	5%	1%	1%	0%

Appendix 4 - Complaint Resolution April 2016 to 2017



Appendix 5 - Local Government Ombudsman Annual Review Letter 2017

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

I would like to record that in one complaint about your Council concerning friends and family carers, the Council was very open to accepting the fault and the proposed remedy, despite the size of the payment. I commend your Council for its constructive approach in settling this complaint.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.

- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely



Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

Local Authority Report: Southend-on-Sea Borough Council
 For the Period Ending: 31/03/2017

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
11	2	0	14	2	7	12	4	2	54

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
2	3	24	14	7	8	53%	58

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
7	1

Appendix 6 Breakdown of approaches to the LGO by Service

Adult Care Services	
12	Decisions of the LGO
3	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation – not upheld
5	Detailed investigation - upheld

Benefits and Council Tax	
2	Decisions of the LGO
2	Referred for local resolution

Education and Children's Services	
14	Decisions of the LGO
4	Referred for local resolution
3	Closed after initial enquiries
5	Detailed investigation – not upheld
2	Detailed investigation - upheld

Environmental Services and Public Protection and Regulation	
2	Decisions of the LGO
2	Referred for local resolution

Highways and Transport	
8	Decisions of the LGO
1	Incomplete or Invalid
3	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation – not upheld

Housing	
14	Decisions of the LGO
2	Advice given by LGO
8	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation - upheld

Planning and Development	
4	Decisions of the LGO
2	Referred for local resolution
2	Closed after initial enquiries

Other (not specified by LGO)	
2	Decisions of the LGO
1	Advice given by LGO
1	Incomplete or Invalid

Appendix 7 Summary of complaints upheld by the LGO

Service	Maladministration/Fault	Agreed Remedy
Adult Social Care	Care provider did not retain records for an appropriate time resulting in safeguarding investigation being unable to be provided with some information. No fault found with safeguarding investigation.	Letter of apology to customer £250 remedial payment in recognition of uncertainty caused All care providers to be reminded of necessity for document retention Monitoring of document retention compliance as part of contract management
Adult Social Care	Their liability to pay care home fees was not made sufficiently clear to complainant	Disputed fees to be written off Advisory letters to be amended to be clear and unambiguous
Adult Social Care	No fault found with safeguarding investigation but a conference was not organised at the end of the process as policy dictated and the family requested	Letter of apology
Adult Social Care	Investigation delayed because the views of the alleged perpetrator, a medical professional, were not sought which would have provided greater clarity at an earlier stage	Written apology £150 remedial payment in recognition of avoidable time, trouble and frustration New protocol developed and amended guidelines introduced between (SBC/NHS Southend CCG/NHS England)
Adult Social Care	Their liability to pay a top up fee for temporary residential care was not made sufficiently clear to complainant	Written apology SBC to pay the top-up fee Advisory leaflets to be amended to cover temporary care scenario Staff to be advised to be aware of the need to advise clients clearly of their liabilities in such circumstances
Education and Children's Services	A complaint from a birth parent about the failure to trace them regarding an adoption some years previously was refused as out of time. As the complainant had only recently discovered the adoption, the	Agreed to put the complaint through the Corporate process

	LGO decided the complaint should have been accepted	
Education and Children's Services	A classification of family foster carers should have been given in specified circumstances.	After considerable legal discussions with the LGO, SBC decided to accept their judgement and pay a sum of arrears to the complainant. In their annual letter the LGO has commended the Council for its constructive approach in settling the complaint.
Housing	An application based on homelessness was wrongly removed from the housing register when a short term leased property was found. This disadvantaged the customer when they once again became under threat of homelessness.	The LGO concluded that the fault had already been recognised and sufficiently remedied by the Council in its complaints process

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CABINET

Tuesday, 7th November 2017

COUNCIL PROCEDURE RULE 46

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Executive Councillor(s):-

1. The Deputy Chief Executive (Place) authorised:

1.1 Better Queensway Housing Infrastructure Bid

The signing and submission of the funding agreement and all relevant submissions up to full delivery stage to the funder in line with the Department for Communities and Local Government (DCLG) and Homes and Communities Agency (HCA) guidelines before the required deadline of 11:59pm on Thursday 28th September 2017.

2. The Director of Finance and Resources authorised:

2.1 New Lease at Southend Marine Activities Centre, Eastern Esplanade

The finalisation of the detailed terms through exclusive negotiations (including dealing with any amendments necessary) and the granting of the new lease on the terms set out in the confidential sheet.

2.2 Marriott's Fish Restaurant and Store rear of the Esplanade Pub, Western Esplanade

The sale of the fire-damaged restaurant offers a more comprehensive development opportunity for the Esplanade Pub and enables the Council to optimise its value from this asset. Terms for a sale conditional on planning have been agreed and are set out in the SO.46.

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of Conservation Working Party

Date: Tuesday, 26th September, 2017

Place: Committee Room 5 - Civic Suite

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Present: Councillor M Flewitt (Chair)
Councillors B Arscott, B Ayling, R Hadley, J Ware-Lane,
F Waterworth and Atkinson

*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors C Mulroney
K Waters, Ms A Greenwood and R Harris

Start/End Time: 6.00 - 7.30 pm

1 Apologies for Absence

Apologies for absence were received from Councillors Davies, Habermel and Nevin (no substitutes). Apologies were also received from Ms S Hawkins (substitute: Mr P Hawkins), Ms R Arscott, Mrs J Lambert, Mr M Dedman and Mr G Littler.

2 Declarations of Interest

The following Member declared interests:-

- (a) Councillor Arscott – All agenda items – non-pecuniary interest – member of archaeological society;
- (b) Councillor Mulroney – All agenda items – non-pecuniary interest – member of Southend and Leigh Society Groups and Trustee;
- (c) Councillor Ware-Lane – All agenda items – non-pecuniary interest – member of Southend and Leigh Society Groups.

3 Minutes of the Meeting held on Monday 19th June 2017

Resolved:-

That the Minutes of the Meeting held on Monday 19th June 2017 be confirmed as a correct record.

4 Article 4 Directions

The Working Party was advised that the Council would be undertaking a review of Article 4 Directions as part of the Local Development Plan process. Officers emphasised that the review would be a significant piece of work and will include a geographical review.

In response to questions and concerns expressed regarding Article 4 Directions the Chairman gave an undertaking to discuss the matter with officers and provide a more detailed report to the next meeting of the Working Party.

Resolved:

That a detailed report covering Article 4 Directions be provided to the next meeting of the Working Party.

5 Hamlet Court Road Potential Designation as Conservation Area

The Working Party received a PowerPoint presentation from Mr Atkinson on a proposal to consider the designation of the Hamlet Court Road area (and associated streets) as a Conservation Area. The presentation covered various aspects of the historical and architectural significant of the area.

The Working Party discussed the merits of the Hamlet Court Road area for designation and there was a general consensus to support the proposal. The Working Party noted that the newly established Hamlet Court Road Conservation Area Forum offered to prepare the appraisal which would need to be fully assessed / analysed by officers.

Resolved:

That the apparent architectural and historical significance of the Hamlet Court Road area be recognised and that Cabinet be recommended to consider further detailed works towards the possible Conservation Area designation of Hamlet Court Road.

6 Local List Inspector Proposals

The Working Party was advised that officers were not in a position to provide a report in response to the Society Groups' proposals presented at the last meeting in respect to the proposals concerning a Local List Inspector post/role.

The Society Group representatives provided clarification that their proposals were not necessarily aimed at the Council putting in place a 'local list' inspector (in-house or otherwise) as they were aware of the resource implications and budgetary constraints on the Council.

The Society Groups' representatives at the meeting offered their support and expertise and to work with the Council to carry out inspections/reviews of locally listed buildings. The Chairman and officers welcomed the support from the Society Groups.

Resolved:

That the officers provide a report back to the next meeting in response to the proposal for a 'Local List Inspector', taking into consideration the offer of support from the Society Group representatives to carry out inspections/reviews of locally listed buildings.

7 Crowstone Conservation Area - 31 and 32 Western Esplanade

This item was requested by the CAWS Group to request an update on the current position regarding 31 and 32 Western Esplanade which were buildings within the Crowstone Conservation Area.

The officers reported that a planning application for these buildings was made and was refused by the Council's Development Control Committee. The refusal of planning permission was upheld by a Planning Inspector on appeal. The Working Party noted that the buildings had been left to fall into a state of significant disrepair and the officers were investigating the potential use of a Section 215 Notice.

Resolved:

That the update on 31 and 32 Western Esplanade, be noted.

8 Prittlewell Camp

The Working Party noted an item which had not been allocated to the agenda and had been tabled at the meeting concerning Prittlewell Camp. Officers would investigate and liaise with the Council's parks and property services teams.

Resolved:

That this item be noted.

Chairman: _____

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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