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SOUTHEND-ON-SEA BOROUGH COUNCIL

Policy and Resources Scrutiny Committee

Date: Thursday, 13th July, 2017 @ 6.30 pm

Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott – Principal Democratic Services Officer

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**AGENDA**

\*\*\*\* **Part 1**

- 1 **Apologies for Absence**
- 2 **Declarations of Interest**
- 3 **Questions from Members of the Public**
- 4 **Minutes of the Meeting held on Wednesday, 12th April, 2017 (Pages 1 - 6)**

\*\*\*\* **ITEMS CALLED IN / REFERRED DIRECT FROM CABINET - Tuesday 20th June 2017**

- 5 **Monthly Performance Report (Pages 7 - 112)**  
**Minute 66 (Cabinet Book 1 – Agenda Item 7 refers)**  
Referred direct to Scrutiny & Called in by Councillors Nevin, Robinson, Terry and Woodley

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

- 6 **In-depth Scrutiny Final Report - To investigate the case for additional enforcement resources for Southend (Pages 113 - 166)**  
**Minute 65 (Cabinet Book 1, Agenda Item No. 6 refers)**  
Called in by Councillors Terry and Woodley
- 7 **Corporate Plan & Annual Report: 2017 (Pages 167 - 200)**  
**Minute 67 (Cabinet Book 1 – Agenda item 8 refers)**  
Called in by Councillors Nevin & Robinson
- 8 **Annual Treasury Management Report - 2016/17 (Pages 201 - 218)**  
**Minute 70 (Cabinet Book 1 - Agenda Item 11 Refers)**  
Called in by Councillors Terry and Woodley
- 9 **Capital Outturn Report 2016/17 (Pages 219 - 262)**  
**Minute 71 (Cabinet Book 1 – Agenda Item 12 refers)**  
Called in by Councillors Nevin and Robinson

- 10 **Revenue Outturn Report 2016/17** (Pages 263 - 270)  
**Minute 72 (Cabinet Book 1 – Agenda Item 13 refers)**  
Called in by Councillors Nevin and Robinson
- 11 **Housing Investment Company** (Pages 271 - 296)  
**Minute 74 (Cabinet Book 1 – Agenda Item 15 refers)**  
Called in by Councillors Nevin, Robinson, Terry and Woodley
- 12 **Standing Order 46** (Pages 297 - 298)  
**Minute 86 (Cabinet Book 2 – Agenda Item 27 refers)**  
Called in by Councillors Nevin and Robinson
- \*\*\*\* **PRE CABINET SCRUTINY ITEMS - NONE**
- \*\*\*\* **ITEMS CALLED IN FROM THE FORWARD PLAN - NONE**
- \*\*\*\* **OTHER SCRUTINY MATTERS**
- 13 **Minutes of the Meeting of Chairmen's Scrutiny Forum held on Tuesday, 20th June 2017** (Pages 299 - 300)  
Minutes attached
- 14 **In depth Scrutiny projects - 2017/ 18** (Pages 301 - 312)  
Report of Chief Executive

**Members:**

Councillor B Ayling (Chair), Councillor D Kenyon (Vice Chair)  
Councillors B Arscott, D Burzotta, M Davidson, N Folkard, D Garston, I Gilbert, R Hadley, D McGlone, J McMahon, D Norman MBE, G Phillips, M Stafford, C Walker, P Wexham and C Willis

# SOUTHEND-ON-SEA BOROUGH COUNCIL

## Meeting of Policy and Resources Scrutiny Committee

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

# 4

**Present:** Councillor B Ayling (Chair)  
Councillors B Arscott, D Burzotta, N Folkard, D Garston, J Garston\*,  
I Gilbert, R Hadley, D McGlone, D Norman MBE, G Phillips,  
M Stafford, J Ware-Lane, P Wexham and R Woodley\*  
\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors M Flewitt and A Moring (Executive Councillors)  
J K Williams, S Leftley, F Abbott, S Houlden, J Ruffle, J Chesterton  
and A Fiske

**Start/End Time:** 6.30 - 8.20 pm

### 970 Apologies for Absence

Apologies for absence were received from Councillor Kenyon (substitute Cllr Woodley), Councillor Butler (substitute Cllr J Garston) and Councillor Walker (no substitute).

### 971 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Flewitt and Moring (Executive Councillors) - interests in all the called-in/referred items/consultation; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Buzotta – agenda item relating to HRA - Disclosable non-pecuniary interest: Non-Executive Director of South Essex Homes – attended pursuant to the dispensation agreed by the Standards Committee on 28th February 2017, under S.33 of the Localism Act 2011 to participate in the debate and vote;
- (c) Councillor D Norman MBE - Disclosable non-pecuniary interest: Non-Executive Director of South Essex Homes – attended pursuant to the dispensation agreed by the Standards Committee on 28th February 2017, under S.33 of the Localism Act 2011 to participate in the debate and vote;
- (d) Councillor Flewitt - agenda item relating to HRA - non-pecuniary interest: friends and family are tenants of South Essex Homes Ltd;
- (e) Councillor Ware Lane - agenda item relating to HRA – non-pecuniary interest: daughter works for SEH;
- (f) Councillor McGlone - agenda item relating to HRA – non-pecuniary interest: Ward Councillor for St Laurence Ward;
- (g) Councillor Wexham – agenda item relating to PCC Consultation – non-pecuniary interest: son is a fireman;
- (h) Councillor Woodley – agenda item relating to PCC Consultation: Disqualifying non pecuniary interest: withdrew;

- (i) Councillor Ware-Lane - agenda item relating to PCC Consultation: Disqualifying non pecuniary interest: withdrew;
- (j) Councillor Ayling - agenda item relating to PCC Consultation – non-pecuniary interest: son is a Police Special.

**972 Questions from Members of the Public**

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

**973 Consultation - Police and Fire & Rescue Collaboration Local Business Case**

The Chairman welcomed Mr Roger Hirst the Essex Police & Crime Commissioner and Mr Adam Kendall, Assistant Director of Performance to the meeting for this agenda item. Mr Hirst provided a brief outline of the Police and Crime Commissioner (PCC) consultation and the Local Business case and answered questions on the options and the preferred option for greater collaboration between Police and Fire & Rescue Services in Essex. The PCC launched a 12 week consultation with the public, local authorities, police and fire staff which closes on 10<sup>th</sup> May 2017.

The Committee then considered a report by the Chief Executive which provided further details on the consultation and sought the views/comments from Members of the Committee on a proposed Council response. The Committee noted that an all Member Briefing session had been held on 28th March 2017.

Resolved:-

1. That the Council's formal response to the PCC consultation document should be to support the option for greater collaboration between the Police and Fire & Rescue Service in Essex through the Governance Model.
2. That, in accordance with Council Procedure Rule 39, the matter be referred to full Council. ||

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

**974 Minutes of the Meeting held on Wednesday, 25th January, 2017**

Resolved:-

That the Minutes of the Meeting held on Wednesday, 25<sup>th</sup> January 2017 be confirmed as a correct record and signed.

**975 Monthly Performance Report**

The Committee considered Minute 852 of Cabinet held on 14<sup>th</sup> March 2017 together with the Monthly Performance Report (MPR) covering the period to end February 2017, which had been circulated recently.

In response to questions on CP 1.1 (crime figures), the Executive Councillor for Housing, Planning & Public Protection confirmed that work on the amended statistics is being progressed and he will advise Members when the changes will be reported.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

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

The Committee considered Minute 855 of the meeting of Cabinet held on 14<sup>th</sup> March 2017, which had been called in to Scrutiny, together with a report of the Deputy Chief Executive (People). This provided an overview of the future phases of the HRA Land Review Project and sought agreement to progress with the second phase of the project.

In response to questions, the Executive Councillor for Housing, Planning and Public protection confirmed that a meeting of the Housing Working Party would be arranged in the near future to consider the Council's response to the White Paper.

Resolved:-

That the following recommendations of Cabinet be noted:-

- “1. That the following sites within Phase 2 of the HRA Land Review Project be brought forward for development:-
  - Rochford Road – 15 units
  - Audleys Close – 1 unit
2. That resident consultation be undertaken and that following completion of such exercise the Deputy Chief Executive (People), in consultation with the Portfolio Holder for Housing, Planning and Public Protection Services, be authorised to finalise the plans and submit a detailed planning application.
3. That the proposed method of funding for the project from the 2017/18 capital programme to be met from the HRA Capital Investment Reserve, be approved.
4. That further feasibility work be undertaken in respect of a number of sites that would form future phases of the HRA Land Review Project.”

Note:- This is a Council Function.

Executive Councillor :- Flewitt

**977 Decant Policy**

The Committee considered Minute 890 of the meeting of Cabinet held on 28<sup>th</sup> March 2017, which had been referred direct to Scrutiny by Cabinet, together with a report of the Deputy Chief Executive (People). This set out the proposal for the adoption of a borough-wide Decant Policy that would apply to any Council tenants who may have to move either on a permanent or temporary basis as a result of a regeneration project.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the terms of the Decant Policy be approved.

2. That there is an allowance made in the capital programme on a scheme by scheme basis for any costs that are incurred in respect of the Policy.”

Note: This is an Executive function  
Executive Councillor:- Flewitt

**978 Local Lettings Policy - Better Queensway**

The Committee considered Minute 891 of the meeting of Cabinet held on 28<sup>th</sup> March 2017, which had been referred direct to Scrutiny by Cabinet, together with a report of the Deputy Chief Executive (People). This set out the proposal for the adoption of a Local Lettings Policy for Council Tenants on the Queensway Estate which would give them additional priority to move from the Estate, in advance of redevelopment/regeneration, to alternative Council housing provision if they choose to do so.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the terms of the Local Lettings Policy for Queensway tenants be approved.

2. That the Deputy Chief Executive (People) and the Deputy Chief Executive (Place) each be individually authorised, in consultation with the Executive Councillor for Housing, Planning and Public Protection Services, to determine the timing of the implementation of the Policy.

3. That the proposals be publicised on the Council’s On the Move website.”

Note: This is an Executive function  
Executive Councillor:- Flewitt

**979 Joint In-depth Scrutiny Report – “To investigate the case for additional enforcement resources for Southend”**

The Committee considered a report by the Chief Executive which sought formal approval to the draft final report and recommendations from the joint in-depth

scrutiny project with the Place Scrutiny Committee for 2016/17 entitled 'To investigate the case for additional enforcement resources for Southend'.

The Committee also had before it Minute 953 from the Place Scrutiny Committee held on 10<sup>th</sup> April 2017.

Resolved:-

1. That the draft report and the recommendations from the in-depth scrutiny project be endorsed for submission to Cabinet, with the amendment to recommendation 1.2 to include the words "with the support of the Police & Crime Commissioner for Essex" to the end of the recommendation.
2. That the Chairman of the Policy & Resources Scrutiny Committee, in consultation with the Chairman of the Place Scrutiny Committee, be authorised to agree any final minor amendments to the draft report.
3. That in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), to agree that the Chairman of the Project Team present the final report to a future Cabinet meeting.
4. That the Members and Officers involved with the study be thanked for their hard work.

Note: This is a Scrutiny Function.

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

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# MONTHLY PERFORMANCE REPORT

April 2017

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Performance detail for indicators rated Red or Amber
- Section 3**            **Partnership Indicators**  
  
Health Wellbeing Indicators  
Local Economy Indicators  
Community Safety Indicators







Please note there are no finance reports for the April MPR.

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 <b>better</b> than the same month last year</p> <p> = Latest Month's performance is <b>worse</b> than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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# Section 1: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 14 June 2017 10:42



**Performance Data Expected Outcome: At risk of missing target 10 On course to achieve target 19 Some slippage against target 3 No Value 2**

**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	April 2017	54.9	55.7	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	April 2017	75	66	66			John O'Loughlin	People Scrutiny
CP 1.3	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	Aim to Minimise	April 2017	673	-	TBC			Carl Robinson	Policy & Resources 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. [Cumulative]	Aim to Maximise	April 2017	58.9%	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. [Cumulative]	Aim to Maximise	April 2017	83.7%	90%	90%			John O'Loughlin	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 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	April 2017	369.3	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	April 2017	81.6%	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	April 2017	44	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	April 2017	93%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	April 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]	Aim to Maximise	April 2017	-	-	TBC	-		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	April 2017	73.1%	88.6%	88.6%			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 3.3	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	April 2017	2.14	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) [Year to date Snapshot]	Aim to Maximise	April 2017	29.6%	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	April 2017	10.4%	10%	10%			Sharon Houlden	People Scrutiny
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	April 2017	414,496	362,500	4,350,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	April 2017	5	3	40			Marion Gibbon	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	April 2017	24	70	1,100			Liesel Park	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	April 2017	379	414	5,740			Margaret Gray	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	Aim to Maximise	April 2017	27.3%	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	April 2017	83%	-	TBC	-		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 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	April 2017	10.00%	10.00%	97.30%	✓	↓	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	April 2017	10.80%	10.80%	97.90%	✓	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	April 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	April 2017	100.00%	84.00%	84.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	April 2017	98.33%	90.00%	90.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	April 2017	1.38%	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	April 2017	85.6%	80%	80%	✓	↓	Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	April 2017	96	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	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative]	Aim to Maximise	April 2017	4,499	1,583	19,000	✓	↑	Scott Dolling	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 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	April 2017	84.71%	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	April 2017	0.51	0.51	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	April 2017	26,583	21,250	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]	Aim to Maximise	April 2017	6.3%	56%	56%			Brin Martin	People Scrutiny

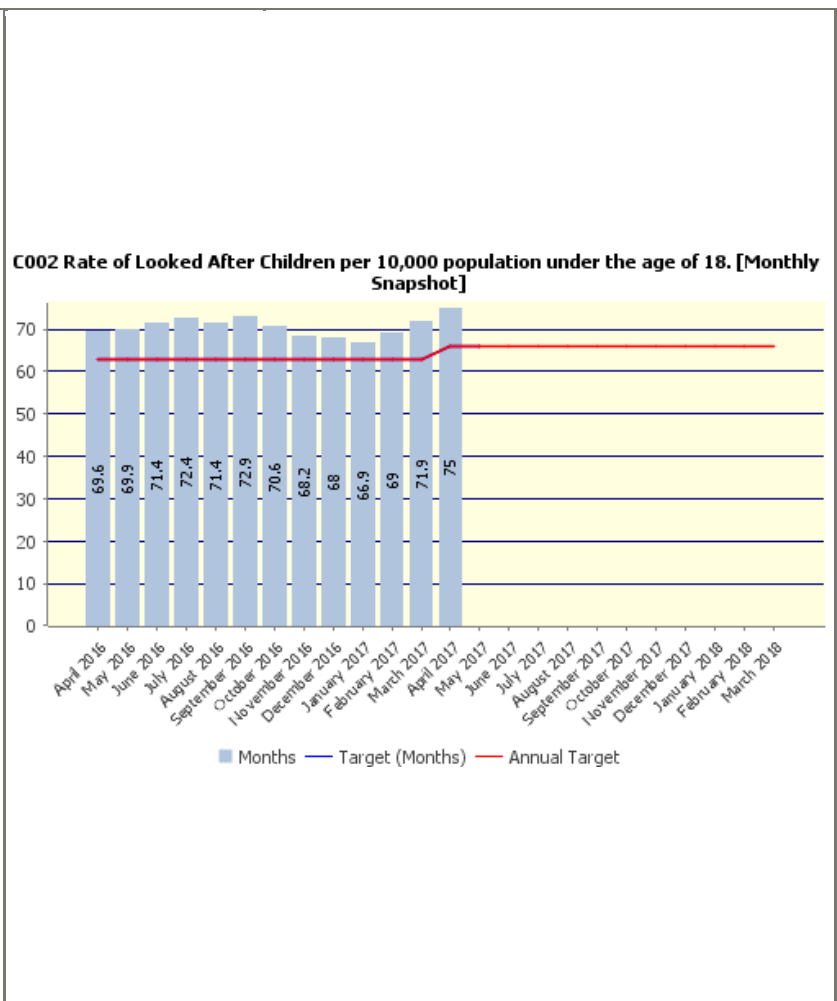
### Section 3: Detail of indicators rated Red or Amber

**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 5


CP 1.2	<b>Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]</b>			<p>April 2017 result</p> <p>66 69.3</p> <p>0 75 120</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	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		66
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

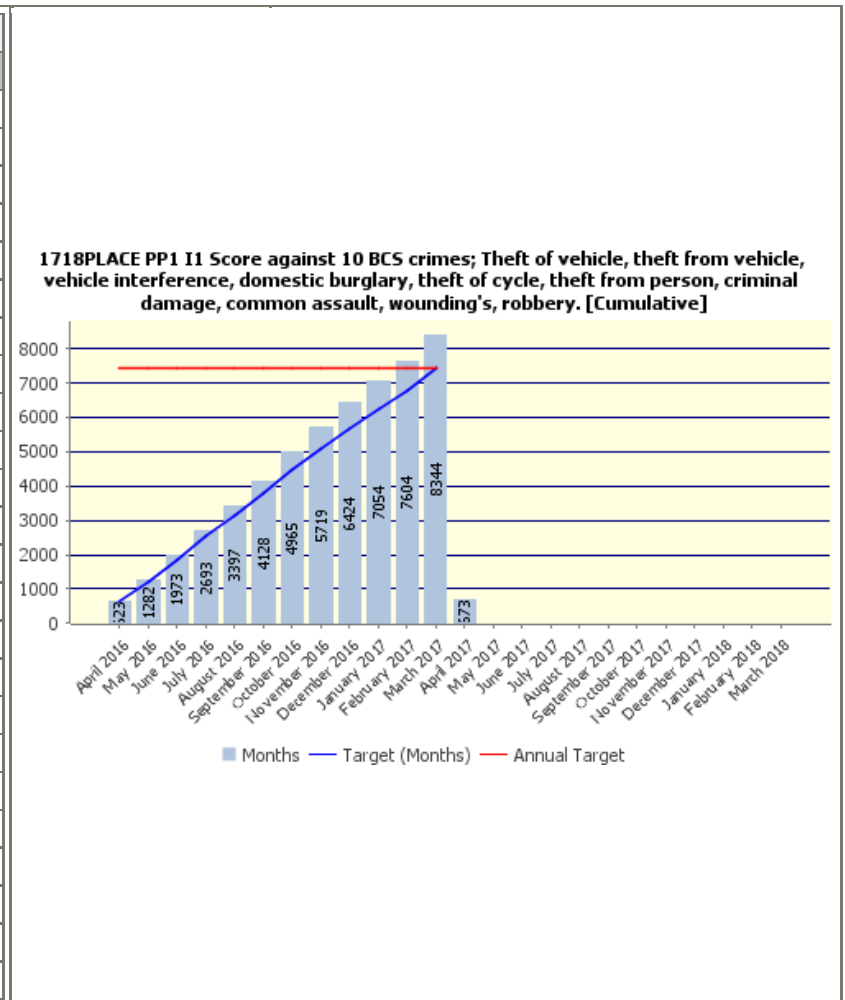


Over the last 6 months the work of the Edge of Care team and the Placement Panel has focused on supporting children to remain living with their families where appropriate. However, this has not yet shown an impact on this performance measure. Performance has also been impacted by large sibling groups who have become looked after. Due to the nature of funding the stated figure excludes 10 unaccompanied asylum seeking children.



CP 1.3	<b>Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]</b>			<b>April 2017 result</b> N/A
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>Carl Robinson</b>			
<b>Year Introduced</b>	2007			

Date Range 1		
	Value	Target
April 2016	623	626
May 2016	1282	1231
June 2016	1973	1857
July 2016	2693	2532
August 2016	3397	3102
September 2016	4128	3773
October 2016	4965	4478
November 2016	5719	5078
December 2016	6424	5665
January 2017	7054	6235
February 2017	7604	6754
March 2017	8344	7389
April 2017	673	
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September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

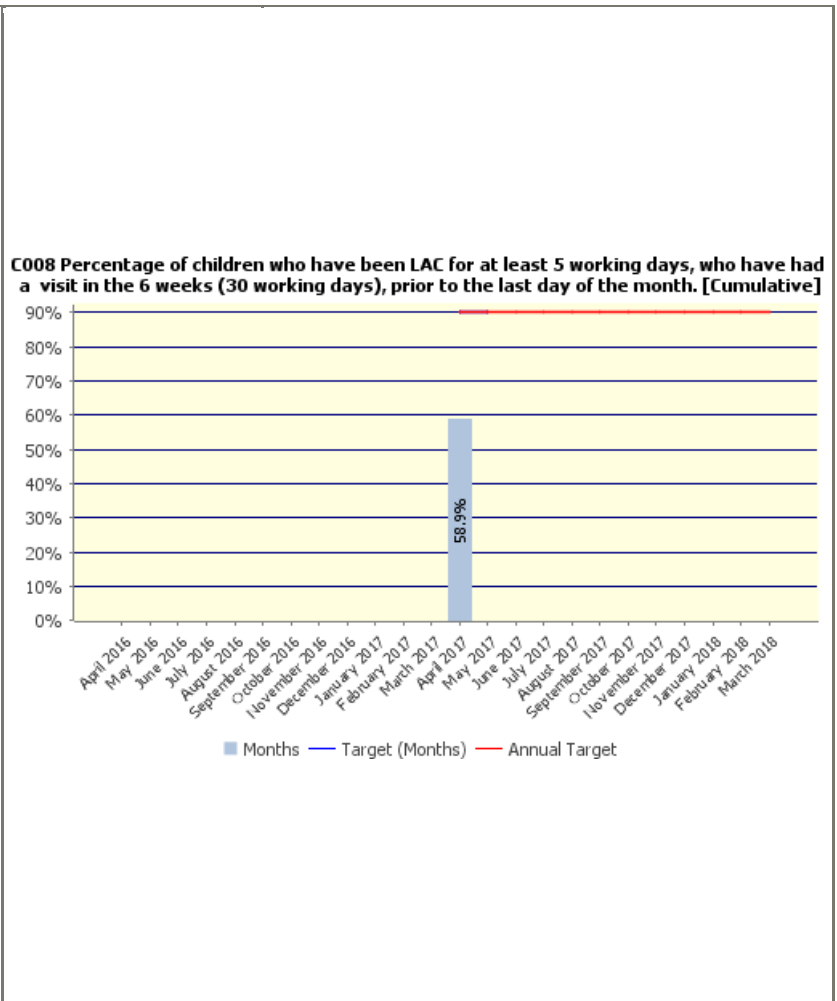


Southend Community Safety partners continues to work together and progressing well with recommendations from the 2016/17 Strategic Intelligence Assessment. Partners are proactively working together to engage with the vulnerable and address community concerns within the High Street. Additionally, prolific offenders of both dwelling burglary and vehicle theft have been apprehended; a significant decrease in both offences has been recorded. Summer plans have been submitted in preparation for potential increase in seasonal crime and disorder. It is to be noted the CSP is undergoing a review, the indicators and targets are also currently being reviewed.

The BCS Crime breakdown for March 2017:  
 Theft of a vehicle - **4%**; Theft from a vehicle - **10%**; Vehicle interference - **2%**; Burglary in a dwelling - **8%**; Bicycle theft - **5%**; Theft from the person - **3%**; Criminal Damage - **19%**; HMIC Violence Without Injury - **30%**; Wounding (Serious and Other) - **17%**; Robbery (Personal Property) - **2%**.

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. [Cumulative]			<p style="text-align: center;"><b>April 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	2017			

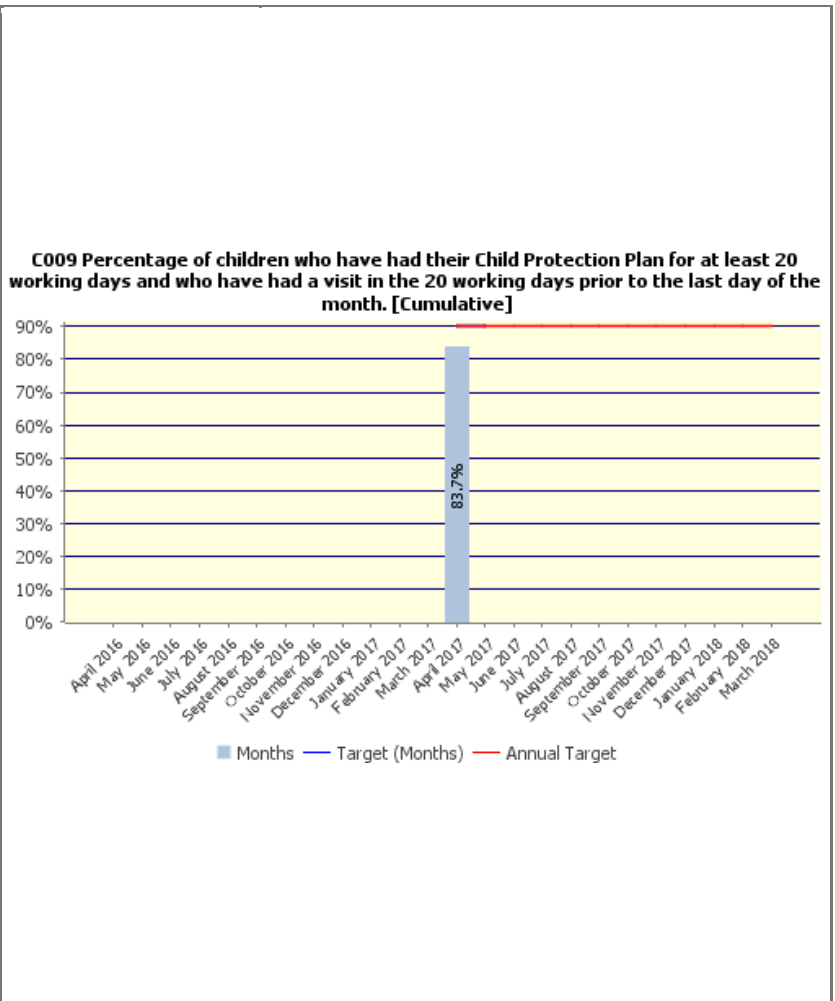
Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	58.9%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		




Changes in the team structures within Fieldwork Services during April 2017 have had a negative impact on performance in this area. This has been compounded by a number of unplanned vacancies within the service caused by the implementation of tax changes under IR35. Action has been taken and it is anticipated that performance will be significantly improved in May and onwards.

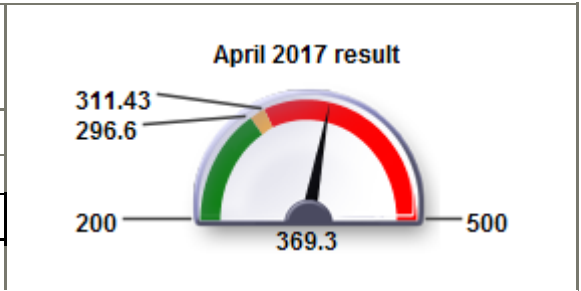
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month. [Cumulative]			<p style="text-align: center;"><b>April 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Aim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

Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	83.7%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

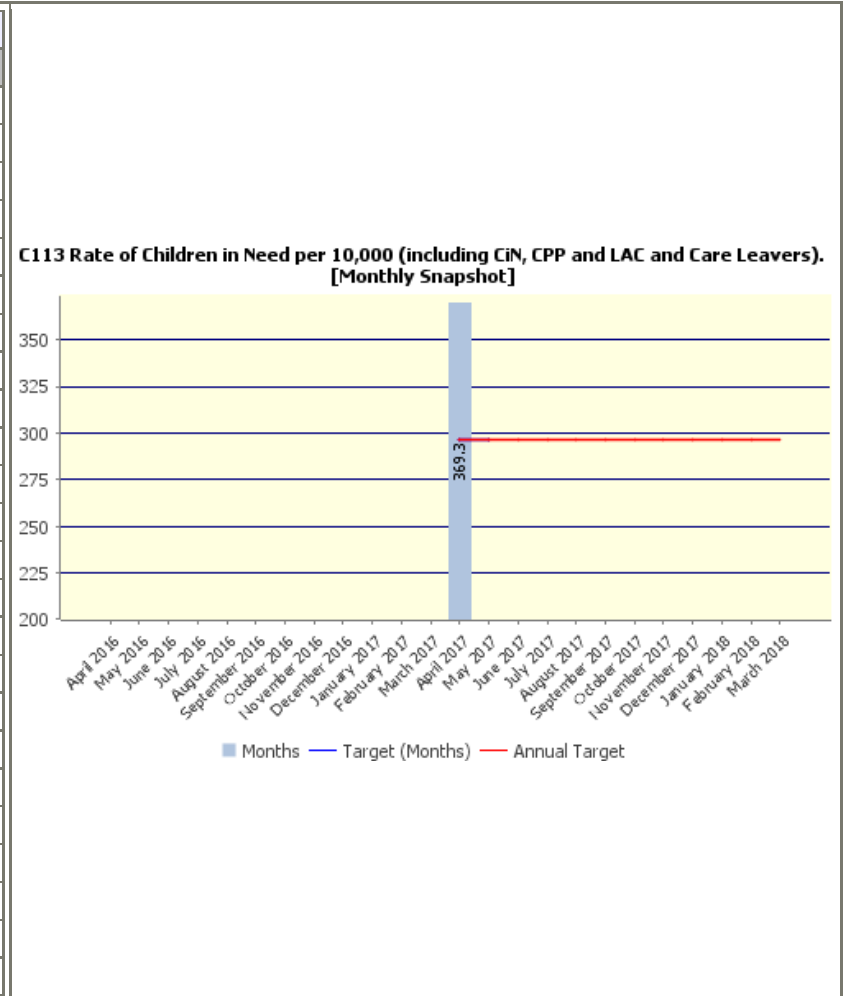


Although we are below target, performance of 83.7% is strong in comparison to historical performance over a prolonged period. Focus remains strong on this priority area of work and it is anticipated that further improvements will be seen throughout the year.

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



Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	369.3	296.6
May 2017		296.6
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



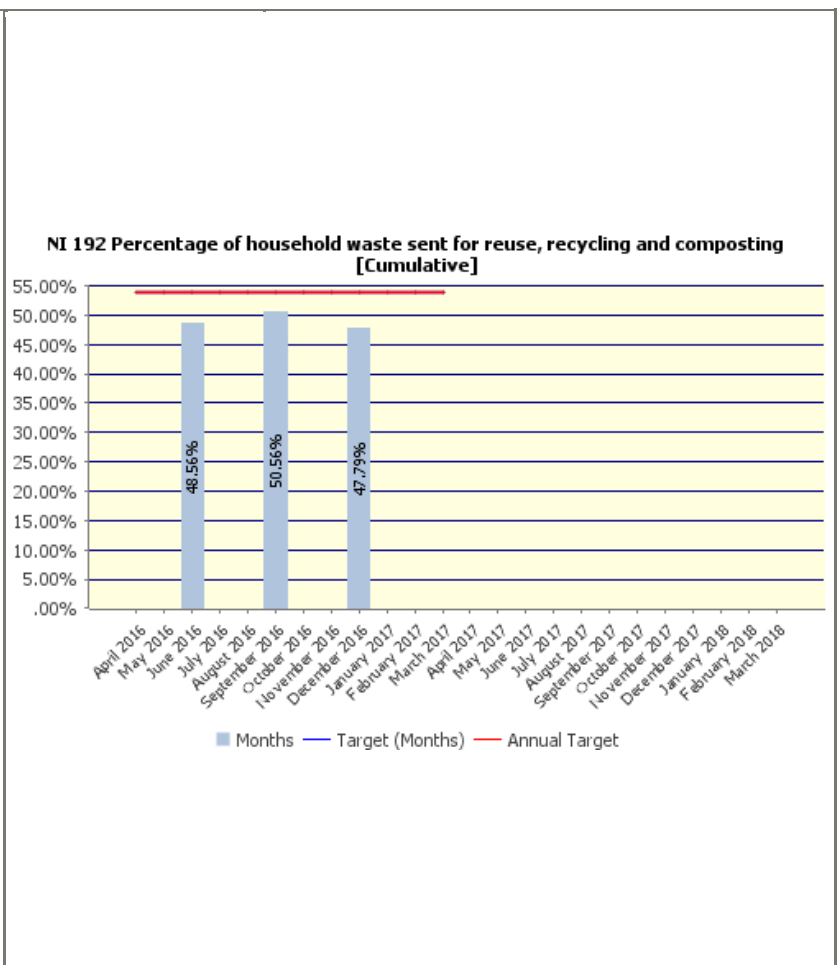
We are above target however we have moved to be closer aligned to the performance of our statistical neighbours. We are currently undertaking a review of how we deliver services to children in need, alternative approaches to Child Protection investigations and alternative approaches to connected persons (LAC). Once complete changes to our service delivery may reduce demand on statutory intervention services which will then result in a reduction in the rate over the medium to longer term

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

Expected Outcome: At risk of missing target 1

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

Date Range 1		
	Value	Target
April 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	-
May 2017		
June 2017		
Q1 2017/18		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



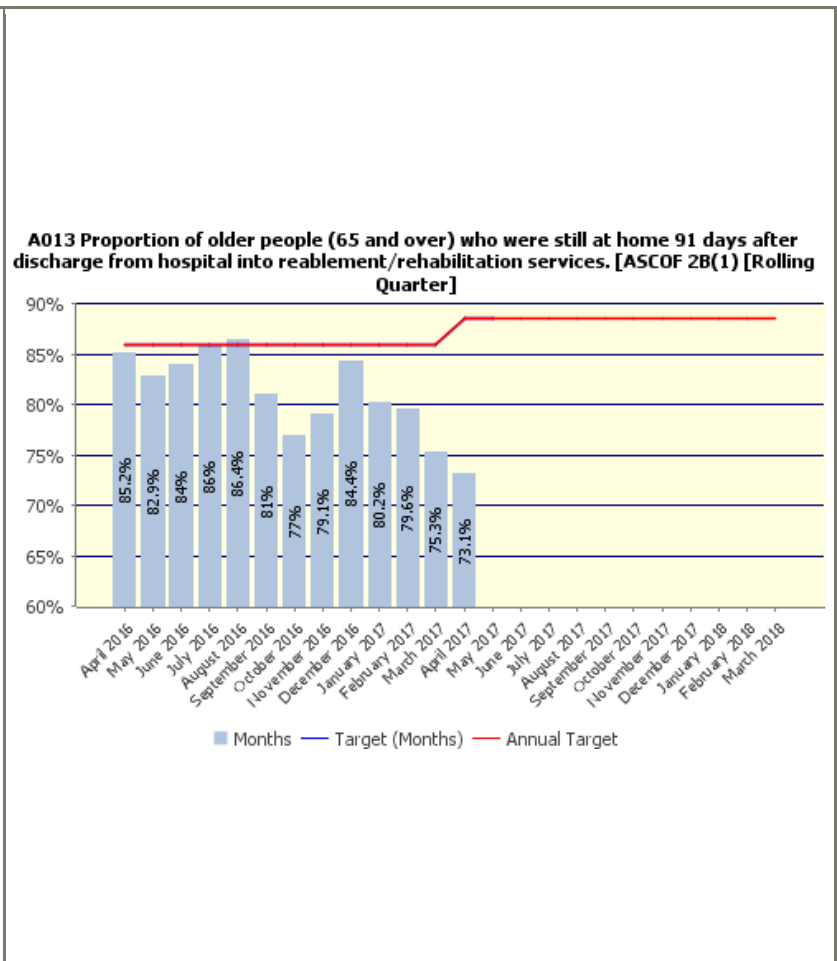
There has been a delay in receiving MBT data from ECC to validate our waste figures – Our end of year DEFRA data return will be submitted on time which will be by mid June.

**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 3 Some slippage against target 3

CP 3.2	<b>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]</b>		<p>April 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b> Aim to Maximise	
<b>Managed By</b>	<b>Sharon Houlden</b>		
<b>Year Introduced</b>	2012		

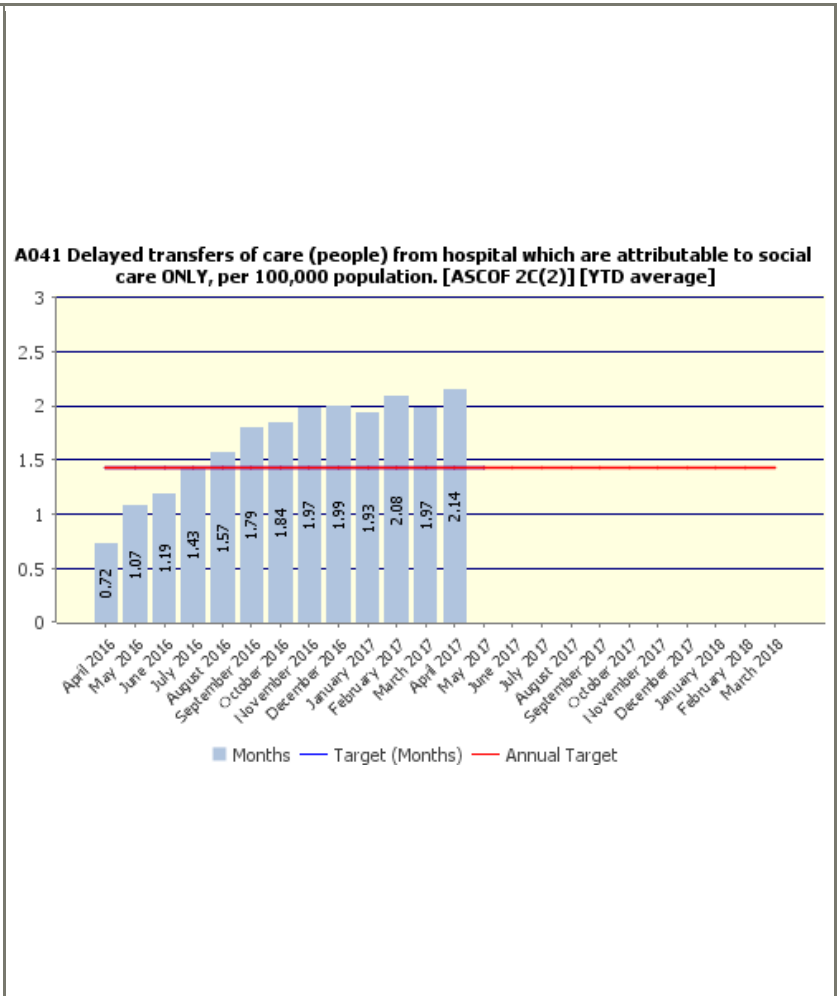
Date Range 1		
	Value	Target
April 2016	85.2%	86%
May 2016	82.9%	86%
June 2016	84%	86%
Q1 2016/17		
July 2016	86%	86%
August 2016	86.4%	86%
September 2016	81%	86%
Q2 2016/17		
October 2016	77%	86%
November 2016	79.1%	86%
December 2016	84.4%	86%
Q3 2016/17		
January 2017	80.2%	86%
February 2017	79.6%	86%
March 2017	75.3%	86%
Q4 2016/17		
April 2017	73.1%	88.6%
May 2017		88.6%
June 2017		
Q1 2017/18		
July 2017		
August 2017		
September 2017		




This reporting period shows 93 Adults used the reablement service, 68 were still at home 91 days later, with a continued downward trend since December 2016. The impact of the new domiciliary care contract is yet to be evidenced but is anticipated to show in May 2017 data. In line with the new contract, the method of collecting the data is being scrutinised to ensure that it is as robust as possible.

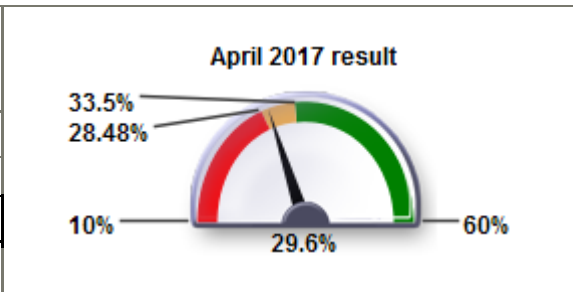
CP 3.3	<b>Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]</b>			<p>April 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>Sharon Houlden</b>			
<b>Year Introduced</b>	2015			

Date Range 1		
	Value	Target
April 2016	0.72	1.43
May 2016	1.07	1.43
June 2016	1.19	1.43
July 2016	1.43	1.43
August 2016	1.57	1.43
September 2016	1.79	1.43
October 2016	1.84	1.43
November 2016	1.97	1.43
December 2016	1.99	1.43
January 2017	1.93	1.43
February 2017	2.08	1.43
March 2017	1.97	1.43
April 2017	2.14	1.43
May 2017		1.43
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

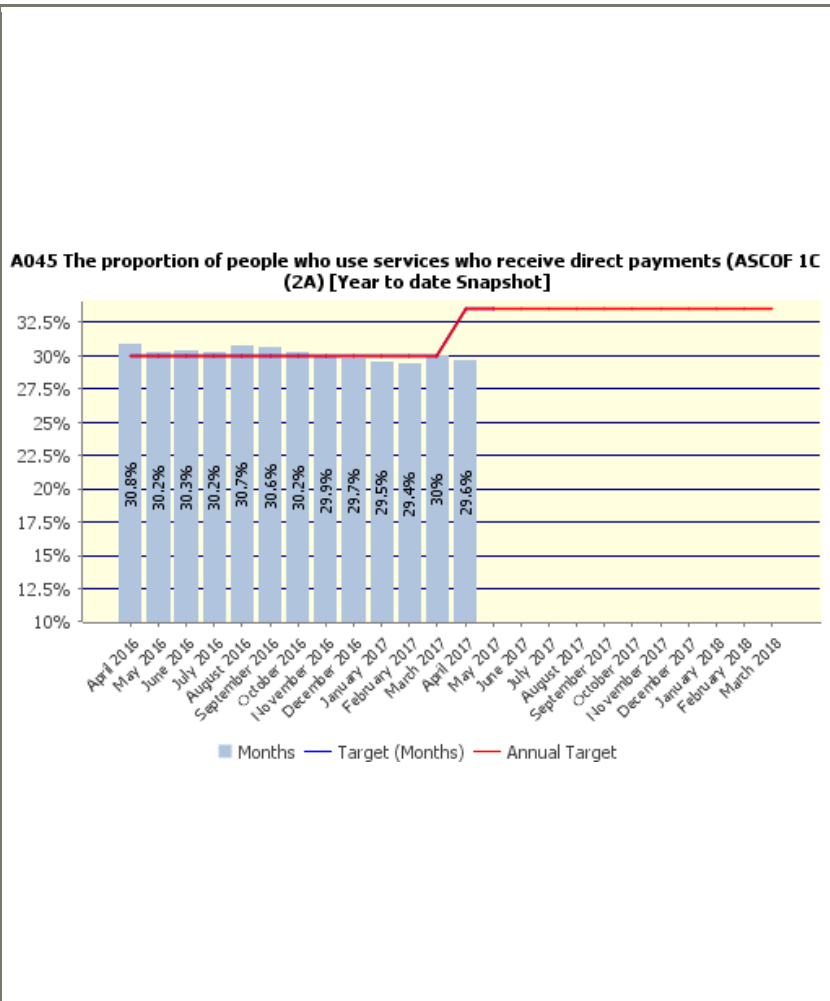


Delays have been stable for the last three weeks. Management structure within the Hospital Team is starting to be embedded, with a focus on supporting adults with two key Service Transformation initiatives. The team have started to refer to the Complex Care Service and the Over Night Support Service, these have enabled adults to leave hospital in a timely supported fashion.

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




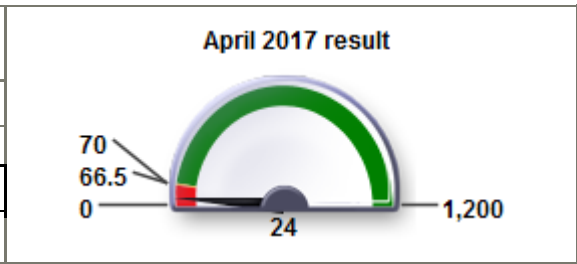
Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017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



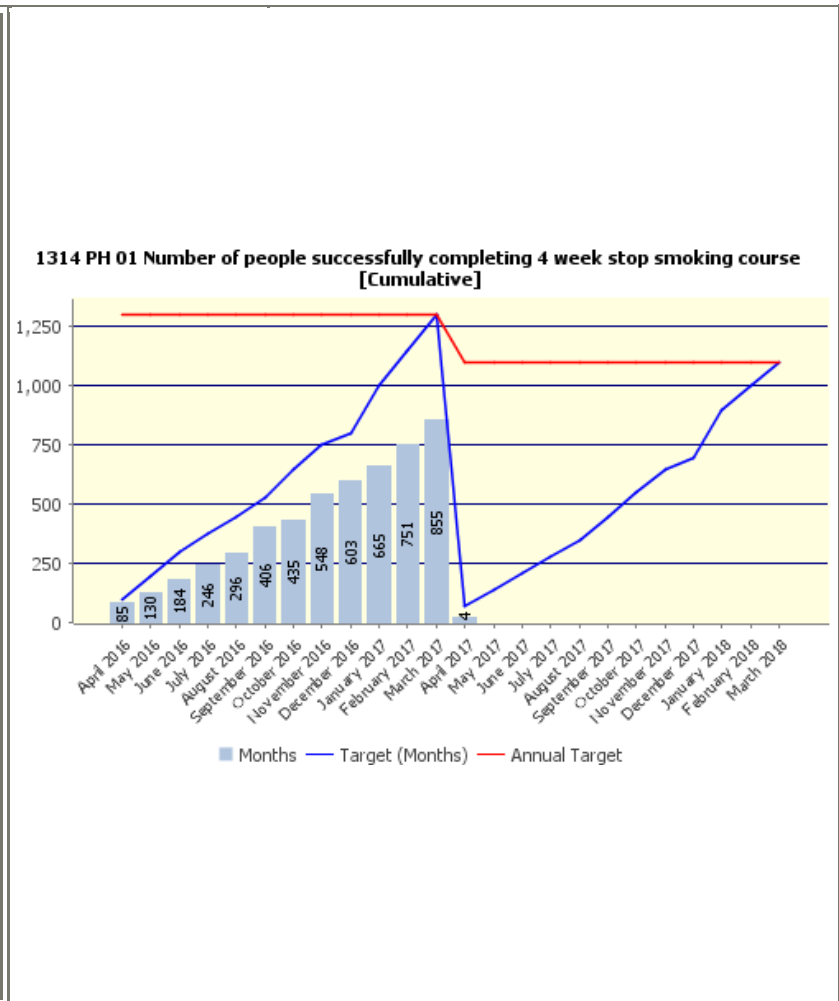
Performance in this area remains stable, the variation is marginal and remains inline with the current national benchmark.




CP 3.8	<b>Number of people successfully completing 4 week stop smoking course [Cumulative]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Liesel Park</b>		
<b>Year Introduced</b>	2013		

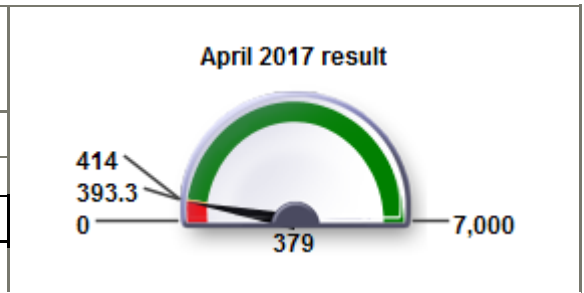


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	24	70
May 2017		140
June 2017		210
July 2017		280
August 2017		350
September 2017		450
October 2017		550
November 2017		650
December 2017		700
January 2018		900
February 2018		1,000
March 2018		1,100

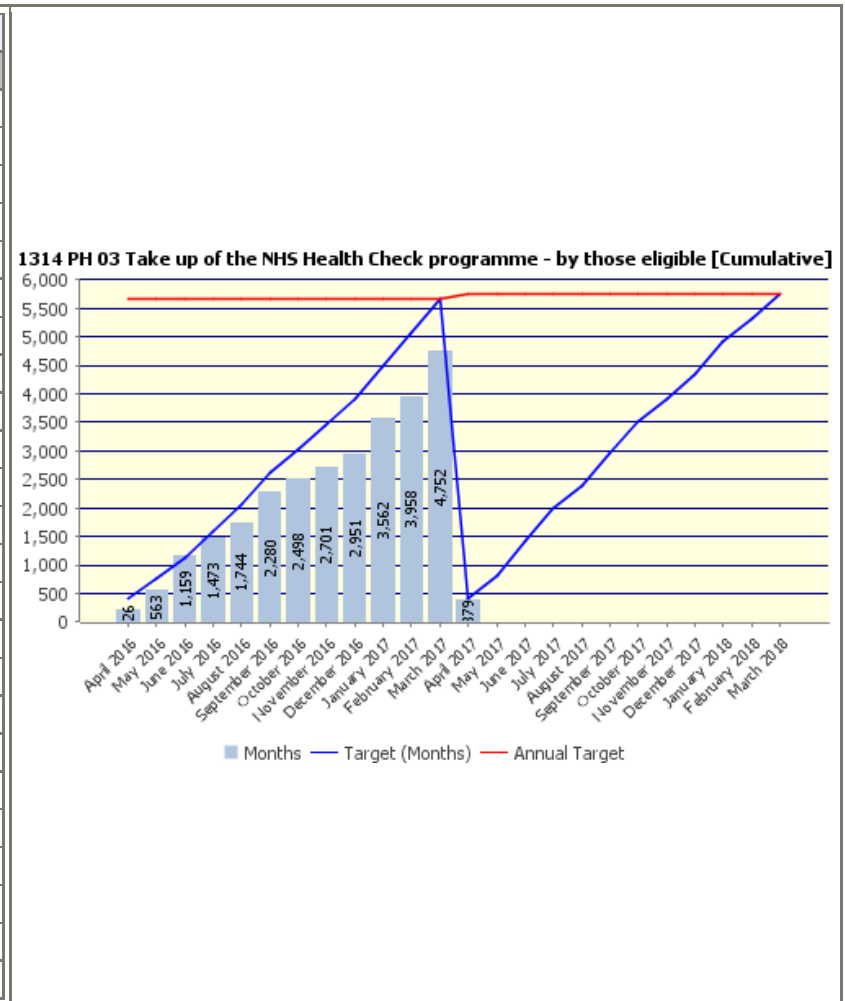


Final quit data April is unlikely to be available until the end of June 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.

CP 3.9	<b>Take up of the NHS Health Check programme - by those eligible [Cumulative]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Margaret Gray</b>		
<b>Year Introduced</b>	2013		



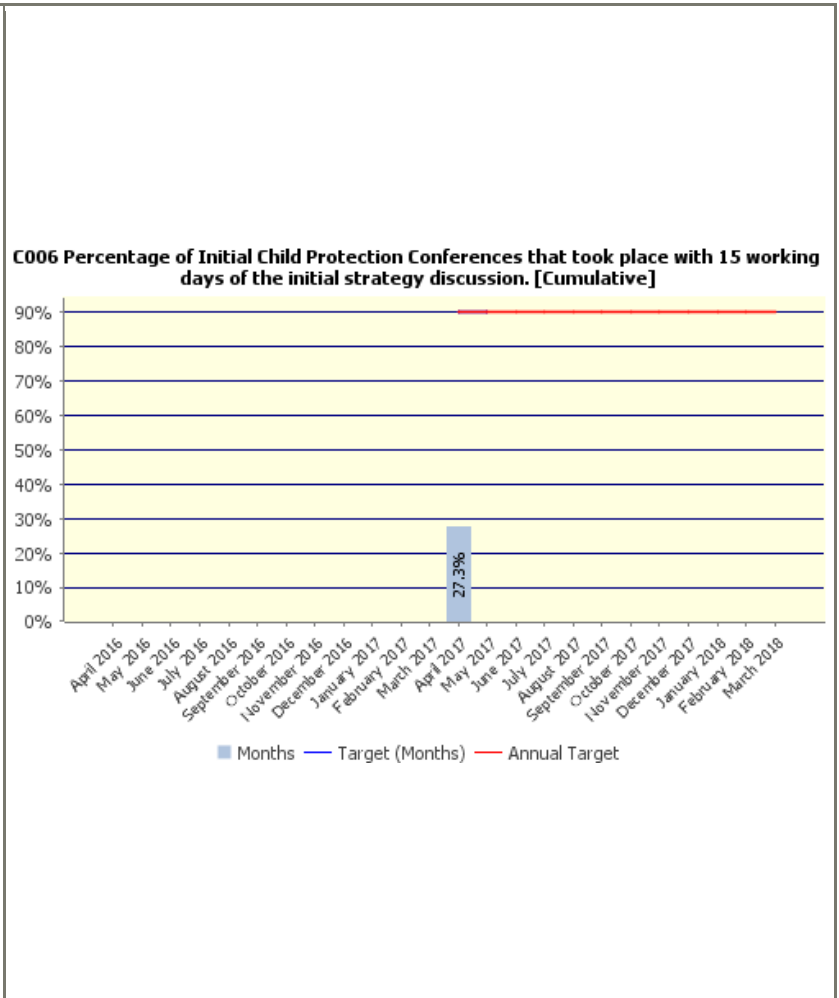
Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017		828
June 2017		1,406
July 2017		1,984
August 2017		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



Data from all practices has not been received. So data for April 2017 is incomplete.

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

Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	27.3%	90%
May 2017		90%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



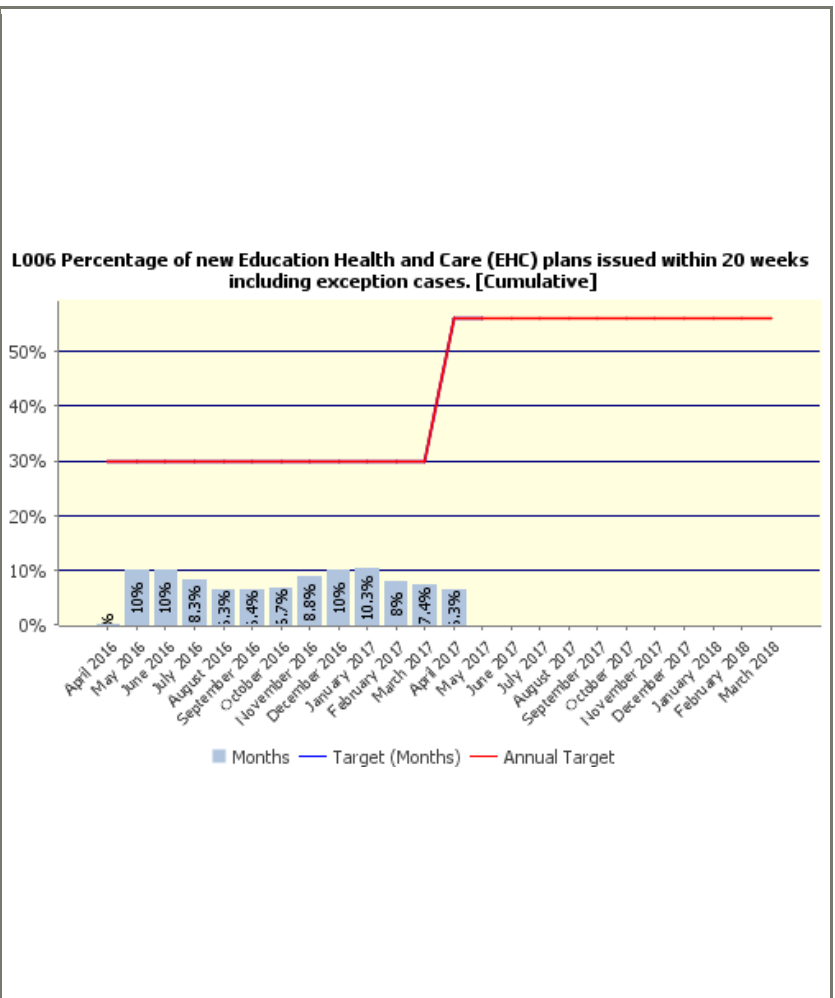
Performance is well below target. Action has been taken during April and May to ensure Section 47 processes, of which this is a measure, have been correctly recorded as being complete. This has contributed to the poor performance, as in closing off the investigations on the system, and the timescales deteriorated. It is also of note that the majority of Section 47 investigations are authorised by team managers where one post became vacant in April and the other post holder is now off sick, which impacts on timeliness. Service Managers within Fieldwork Services have taken responsibility for this area of work as an interim measure to drive forward improvement.

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

Expected Outcome: At risk of missing target 1

CP 5.6	<b>Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]</b>		<p>April 2017 result</p> <p>0% 6.3% 53.2% 56% 73%</p>
<b>Expected Outcome</b>		<b>Format</b> Aim to Maximise	
<b>Managed By</b>	<b>Brin Martin</b>		
<b>Year Introduced</b>	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	6.3%	56%
May 2017		56%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



During the month of April, 16 EHC plans were issued; 1 was within the 20 week threshold. Performance is likely to remain below target for several months due to the backlog of cases that, when completed, will not be within the 20 week timescale.

## SECTION 3 – Partnership Indicators

### 1. Health and Wellbeing Indicators

	[Potential] Performance Measures	Rationale for inclusion	Latest Performance
1.	<p><b>Referral for treatment</b> - % of patients referred from GP to hospital treatment within 18 weeks</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/">http://southendccg.nhs.uk/news-events/governing-body-papers/</a></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><b>87.35%</b> (January 2017)</p>
2.	<p><b>Cancer treatment</b> - % patients treated within 62 days of GP urgent suspected cancer referral</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1677-item-10c-acute-commissioning-headline-report-14-03-17-sl/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1677-item-10c-acute-commissioning-headline-report-14-03-17-sl/file</a></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 <b>89.2%</b></p> <p>33 out of 37 patients were treated within 62 days.</p>
3.	<p><b>A&amp;E</b> - % of patients attending Southend Hospital A&amp;E, seen and discharged in under 4 hours (95% target)</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/">http://southendccg.nhs.uk/news-events/governing-body-papers/</a></p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p>April 2016 - March 2017 <b>82.98%</b></p>
4.	<p><b>Mental health</b> - 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><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a></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><b>11.4%</b> as at the end of month 9 (against the target of <b>11.25%</b>)</p> <p>NHS England target of <b>15.8%</b></p> <p>This suggests that the increase in the numbers entering treatment since the summer is being sustained and it seems likely that this will be on target against the NHS England target.</p>
5.	<p><b>Dementia</b> - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a></p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p><b>71.4%</b> achieved in February 2017, this is against the <b>66.7%</b> diagnosis ambition target.</p> <p>For people aged 65+ the prevalence for Dementia in Southend is 1684, and has slightly increased the</p>

			diagnosis rate from <b>71.3%</b> in January 2017. Southend continue to have the highest diagnosis rate in the East area.
6.	<p><b>Primary Care</b> – GP Patient Survey: - Percentage of patients whose overall experience of the GP surgery was (very/fairly good; fairly/very poor; neither good nor poor)</p> <p><a href="http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file">http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file</a></p>	Provides patients views on the quality of GP service in the borough. Survey is now produced annually.	<p><b>Overall experience of GP surgery – July 2016</b></p> <p>Very good – <b>41%</b> Fairly good – <b>41%</b> Neither good nor poor – <b>12%</b> Fairly poor – <b>5%</b> Very poor – <b>1%</b></p>
7.	<p><b>End of life care</b> - 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>	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><b>Southend: 88%</b></p> <p>The PPoD achievement for Southend in April 2017 is 43 out of 49 patients.</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.

## 2. Local Economy Indicators

	Performance Measures	Latest Performance									
1.	Average House Prices	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <thead> <tr> <th></th> <th>Feb 2017</th> <th>Feb 2016</th> </tr> </thead> <tbody> <tr> <td><b>Average Price</b></td> <td>£260,686</td> <td>£236,911</td> </tr> <tr> <td><b>% Change</b></td> <td>12.24% (Feb 16-17)</td> <td>13.59% (Feb 15-16)</td> </tr> </tbody> </table>		Feb 2017	Feb 2016	<b>Average Price</b>	£260,686	£236,911	<b>% Change</b>	12.24% (Feb 16-17)	13.59% (Feb 15-16)
	Feb 2017	Feb 2016									
<b>Average Price</b>	£260,686	£236,911									
<b>% Change</b>	12.24% (Feb 16-17)	13.59% (Feb 15-16)									
2.	Planning Applications	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <tbody> <tr> <td>April 2016 - March 2017</td> <td>1913</td> </tr> <tr> <td>April 2015 - March 2016</td> <td>1624</td> </tr> </tbody> </table>	April 2016 - March 2017	1913	April 2015 - March 2016	1624					
April 2016 - March 2017	1913										
April 2015 - March 2016	1624										
3.	Job Seekers Allowance Claimants	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <thead> <tr> <th></th> <th>March 2017</th> <th>March 2016</th> </tr> </thead> <tbody> <tr> <td><b>JSA Claimants (Number)</b></td> <td>1,562</td> <td>1,702</td> </tr> <tr> <td><b>JSA Claimants %</b></td> <td>1.4%</td> <td>1.5%</td> </tr> </tbody> </table> <p>Source: Office of National Statistics</p>		March 2017	March 2016	<b>JSA Claimants (Number)</b>	1,562	1,702	<b>JSA Claimants %</b>	1.4%	1.5%
	March 2017	March 2016									
<b>JSA Claimants (Number)</b>	1,562	1,702									
<b>JSA Claimants %</b>	1.4%	1.5%									

### 3. Community Safety Indicator

The basket of community safety indicators outlined below is due to be discussed at a future meeting of the Community Safety Partnership and the content is, therefore, subject to further amendment.

		Potential Performance Measures	Rationale for inclusion	Latest Performance Available				
1	10 BCS crimes (including a % breakdown of crime that makes up the total figure).	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<b>1. Individual Components of 10 BCS Comparator Crime</b>  10 BCS Crimes - total  Theft of a Vehicle Theft from Vehicle Vehicle Interference Burglary in a dwelling Bicycle Theft Theft from the Person  Criminal Damage (exc 59)  Violence Without Injury Wounding (Serious and Other)  Robbery (Personal Property)	iQuanta (March 2017)  *  28 67 16 70 20 18  173  276 151  25	Essex Police Performance Summary Offences (Cumulative April 2016 – March 2017)  7096  361 915 184 717 467 248  1787  2755 *  189	Increase/Decrease (previous years data) %  ↓3.5  ↑8.1 ↓13.4 ↑8.2 ↓14.8 ↑26.9 ↑3.3  ↓8.2  ↑12.5 *  ↑12.5	Cumulative Solved Rates** %  *  ↑2.1 ↑2.0 ↑1.3 ↑2.2 ↓0.1 ↓0.3  ↑0.3  ↑1.6 *  ↑1.8	
				* Not recorded.				
				**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.				



	Potential Performance Measures	Rationale for inclusion	Latest Performance					
			Number (April 2016 – March 2017)	Increase/ Decrease (from April 2016 – March 2017) %				
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	<table border="1"> <tr> <td><b>Total number of Incidents</b></td> <td><b>Total number of crimes</b></td> </tr> <tr> <td>37434</td> <td>15009</td> </tr> </table>	<b>Total number of Incidents</b>	<b>Total number of crimes</b>	37434	15009	↑5.2
<b>Total number of Incidents</b>	<b>Total number of crimes</b>							
37434	15009							
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	7096	↓3.5				
4	Number of arrests, (cumulative) April – March.	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.	TBC	-				
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. ...	TBC	-				
6	Number of convictions (cumulative) April - March	Provides an indication of effectiveness of Police, CPS action/processes in securing convictions. However, while the information is available, it is very time consuming to collate.	TBC	-				
7	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	1632*	-				
8	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	1033**	-				

\*This number represents the number of Crime Domestic Abuse Incidents

\*\* This number represents the number of reports received about missing people

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# MONTHLY PERFORMANCE REPORT

## May 2017

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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 <b>better</b> than the same month last year</p> <p> = Latest Month's performance is <b>worse</b> than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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## Section 1: 2017-2018 Exceptions - Current Month Performance

Comments on Indicators rated Red or Amber





Generated on: 30 June 2017 09:56



**Expected Outcome** At risk of missing target  
**Responsible OUs** People



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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
35 CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	May 2017	77.3	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.</p> <p>The rate of looked after children remains above target. 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.</p> <p>This 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>A research project to explore demand across the children's system is being commissioned which will support us to identify the reason for the increase in LAC and identify ways of working to reduce, or manage, demand across the system to be developed and implemented.</p>	People Scrutiny

**Expected Outcome** At risk of missing target  
**Responsible OUs** Place

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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 1.3	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	Aim to Minimise	May 2017	1279	-	TBC			<p>Southend CSP has recorded some positive results in the last few weeks with marked reductions in Domestic Burglary, Criminal Damage and Vehicle Crime. Robbery and Violence continue to challenge us, but significant work through partnership is being applied to these areas. These include a number of Police led operations, the shared intelligence through daily tasking meetings and daily 'FUSION' briefings. Furthermore, Essex PCC has funded some work in Southend to tackle gangs (Gangline). Robbery and Knife crimes are often associated with gang nominals.</p> <p>Pedal Cycle theft has increased in the town centre and partners are looking at the possibility of applying to the PCC or Proceeds of Crime Act funding to purchase bicycle tagging equipment.</p> <p>A review of the Southend CSP and Southend's Community Safety Hub are shortly to take place to ensure the structures and remits of both are fit for purpose to meet current challenges.</p> <p><u>The BCS Crime breakdown for April 2017:</u>  Theft of a vehicle - <b>4%</b>; Theft from a vehicle - <b>6%</b>; Vehicle interference - <b>1%</b>; Burglary in a dwelling - <b>0%</b>; Bicycle theft - <b>5%</b>; Theft from the person - <b>2%</b>; Criminal Damage - <b>21%</b>; HMIC Violence Without Injury - <b>36%</b>; Wounding (Serious and Other) - <b>24%</b>; Robbery (Personal Property) - <b>3%</b>.</p>	Policy & Resources Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	May 2017	N/A	-	TBC			Data currently unavailable	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	May 2017	74	140	1,100			Final quit data May is unlikely to be available until the end of July 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.	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 1.4	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. [Cumulative]	Aim to Maximise	May 2017	65.4%	90%	90%			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. Performance is below target however there is a clear upward trend. There is no complacency and additional management has been put in place to both improve the performance but also ensure that any child who has not been seen within timescale is safe and supported. It should be noted that we have reduced the length of time between visits for children who are looked after and long term linked from 12 weeks to 6 weeks which has increased the visiting requirements in the service. This will improve the experience of looked after children and assist in helping us make sure that children are safe.	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who	Aim to Maximise	May 2017	79.4%	90%	90%			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.	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
	have had a visit in the 20 working days prior to the last day of the month. [Cumulative]								Whilst performance remains below target, significant action has been put in place and we will meet target by September 2017. The actions to improve performance include - 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 22nd April) 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 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	Aim to Maximise	May 2017	26.5%	90%	90%			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 following actions have taken place to improve performance on this area; 1) Additional changes to the s47 process are being implemented from 19th June to prevent unintended delay during transfer between teams. 2) Additional management oversight in First Contact Service to improve timeliness of all processes 3) Support to enable reduced caseloads which will support improved performance.  It should also be noted that whilst performance is low the additional management oversight is ensuring that the quality of the work is high.  Performance will be at target within 12 weeks.	People Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]	Aim to Maximise	May 2017	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. During April and May, 1 out of 20 EHC plans were issued within the 20 week timescale. Performance is likely to remain below target for several months due to the backlog of cases	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
									that, when completed, will not be within the 20 week timescale. Additional resources are being identified to clear the backlog. The GM for SEND is currently working with the data team to implement a robust improvement plan that will see an incremental month by month improvement in the timeliness of EHCPs. We will be meeting the target by the end of the year.	



**Expected Outcome** Some slippage against target  
**Responsible OUs** People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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
39 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	May 2017	75.3%	88.6%	88.6%			An action plan is in place for this indicator and has been presented to Executive DMT. This reporting period shows of the 85 discharges from hospital into reablement, 64 were still at home 91 days later. Of the 21 clients not at home, 12 passed away. This is 14.1% of those clients that started reablement. The impact of the new domiciliary care contract is difficult to evidence using Carefirst data as Carefirst can not distinguish between reablement and enablement. To ensure this indicator is improved in the long term, the focus is on how the new Social Care recording system (due in Jan 2018) can better support the detail required to accurately report this indicator and to ensure that reablement is measured in it intentions. An interim action plan is being developed, which will include analysis of how the service collects the data on day 91, and if there are any other avenues of reporting this data outside of Carefirst in partnership with the new domiciliary care agencies who provide a reablement service.	People Scrutiny
CP 3.3	Delayed transfers of care (people) from hospital which	Aim to Minimise	May 2017	1.78	1.43	1.43			As a result of the current performance an action plan is in place for this indicator and has	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
40	are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]								<p>been presented to Executive DMT which will be monitored on a monthly basis.</p> <p>It is believe that EPUT have submitted incorrect data to NHS England pulling the performance of this indicator down. If this is correct the indicator would actually be better than target.</p> <p>There were 0 Acute Social Care Delays and 2 Non Acute Social Care Delays in May. This is a cumulative calculation and therefore Aprils data contributes to May's rate. The 2 Social Care non acute delays have been challenged by Social Care and a complete review of the sign off process is currently being requested by Social Care. A strong validation process continues between the acute Health and Social Care partners and an increased awareness in the operational team is also providing a positive direction in this measure. It is anticipated that the non acute partnership needs to reflect the steps taken in the acute side to ensure improvement in this indicator.</p>	
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A) [Year to date Snapshot]	Aim to Maximise	May 2017	29.6%	33.5%	33.5%			<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.</p> <p>At the end of May, 523 of 1768 long term service clients were receiving a Direct Payment. Performance is currently subject to an action plan for this indicator which is being supported by the Service Transformation Team. Work will commence with our partner agency who manage a large proportion of the Direct Payments with the aim of providing robust application and monitoring of Direct Payments and an increased confidence in their delivery. A new Direct Payment policy is also being written, this is also aimed at raising awareness, increasing confidence and ensuring the operational teams are supporting Adults to access this service. The outcomes of the action plan should start to show in the performance</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
									over a 3 month period of time.	

**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	May 2017	710	828	5,740			Currently awaiting further data from some GP practices. Discussions to be held with underperforming practices on required actions and support to meet their target. Outreach programme is slightly behind trajectory and a recovery action plan is being requested.	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 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	May 2017	377.3	296.6	296.6			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. It is important to note that this indicator is driven by the performance of CP1.1 and CP1.2 and as they improve they will impact this indicator bringing it towards target.	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
									Further, we are undertaking a piece of research to support us to understand why demand has increased which will enable Children's Services to ensure our response to demand is appropriate i.e. that we are appropriately using statutory mechanisms consistently.	
CP 214.10	Total number of households in temporary accommodation.	Aim to Minimise	May 2017	102	100	100			An action plan is in place for this indicator and has been presented to Executive DMT. The demands on the housing market are recognised nationally. These national demands also apply locally and have an impact on temporary accommodation occupancy. A large local factor is the longer term regeneration of Queensway, as the agreed strategy for the programme has been to withdraw Queensway units from use as they become void in order to prepare for the decant of tenants. To ensure that we discharge our duties around temporary accommodation, we have now adopted a flexible approach to the use of Queensway units for temporary accommodation as they become available and at points when demand is particularly acute. At the point of writing, we currently have 7 units available and being prepared for letting, meaning that we will better the performance target for this period. In addition to this the local private housing market is also difficult due to a combination of rents that exceed Local Housing Allowance levels and landlord's reluctance to accept benefit dependent tenants. We are planning to use Chaucer House for additional Temporary Accommodation in the near future, which will provide us with increased capacity of an additional 20 units.	People Scrutiny

## Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 30 June 2017 09:56



**Performance Data Expected Outcome: At risk of missing target 8 On course to achieve target 19 Some slippage against target 6 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 43	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	May 2017	52.3	45.7 - 55.7	45.7 - 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	May 2017	77.3	66	66			John O'Loughlin	People Scrutiny
CP 1.3	Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	Aim to Minimise	May 2017	1279	-	TBC			Carl Robinson	Policy & Resources 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. [Cumulative]	Aim to Maximise	May 2017	65.4%	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. [Cumulative]	Aim to Maximise	May 2017	79.4%	90%	90%			John O'Loughlin	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 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	May 2017	377.3	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	May 2017	88.8%	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	May 2017	48	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	May 2017	95%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	May 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]	Aim to Maximise	May 2017	80.2%	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	Aim to Maximise	May 2017	75.3%	88.6%	88.6%			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
	into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]									
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	May 2017	1.78	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) [Year to date Snapshot]	Aim to Maximise	May 2017	29.6%	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	May 2017	10.6%	10%	10%			Sharon Houlden	People Scrutiny
CP 3.6 45	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	May 2017	803,606	725,000	4,350,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	May 2017	7	6	40			Marion Gibbon	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	May 2017	74	140	1,100			Liesel Park	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	May 2017	710	828	5,740			Margaret Gray	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	Aim to Maximise	May 2017	26.5%	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	May 2017	-	-	65%			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	May 2017	18.60%	18.40%	97.30%	✓	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	May 2017	18.80%	17.80%	97.90%	✓	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	May 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	May 2017	92.53%	84.00%	84.00%	✓	↓	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	May 2017	94.16%	90.00%	90.00%	✓	↓	Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	May 2017	1.3%	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	May 2017	85.6%	80%	80%	✓	↓	Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	May 2017	102	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	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative]	Aim to Maximise	May 2017	5,764	3,167	19,000	✓	↑	Scott Dolling	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 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	May 2017	84.05%	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	May 2017	1.10	1.10	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	May 2017	27,918	22,500	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]	Aim to Maximise	May 2017	5%	56%	56%			Brin Martin	People Scrutiny

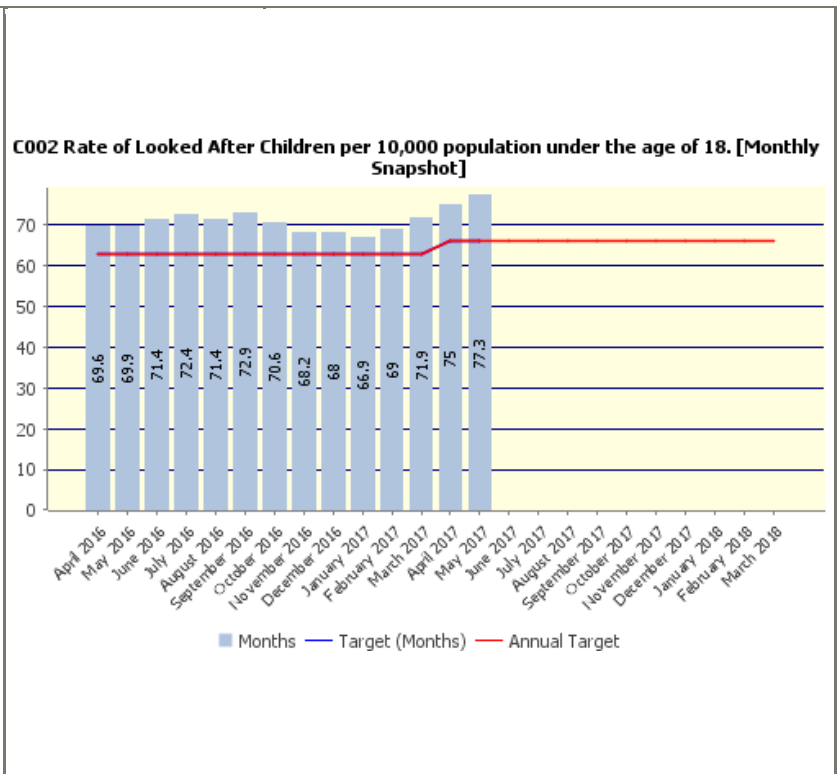
### Section 3: Detail of indicators rated Red or Amber

**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 1.2	<b>Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]</b>			<p>May 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	2014			

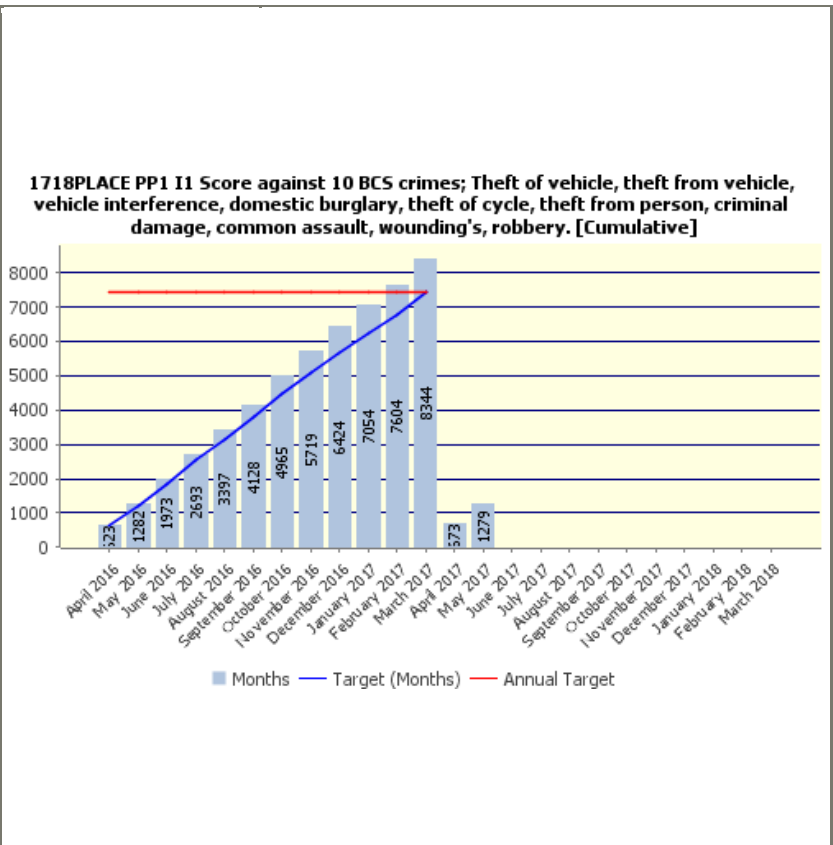
Date Range 1		
	Value	Target
April 2016	69.6	63
May 2016	69.9	63
June 2016	71.4	63
July 2016	72.4	63
August 2016	71.4	63
September 2016	72.9	63
October 2016	70.6	63
November 2016	68.2	63
December 2016	68	63
January 2017	66.9	63
February 2017	69	63
March 2017	71.9	63
April 2017	75	66
May 2017	77.3	66
June 2017		
July 2017		
August 2017		
September 2017		



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. 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. This 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. A research project to explore demand across the children's system is being commissioned which will support us to identify the reason for the increase in LAC and identify ways of working to reduce, or manage, demand across the system to be developed and implemented.

CP 1.3	<b>Score against 10 BCS crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]</b>		May 2017 N/A
<b>Expected Outcome</b>	●	<b>Format</b> Aim to Minimise	
<b>Managed By</b>	<b>Carl Robinson</b>		
<b>Year Introduced</b>	2007		

Date Range 1		
	Value	Target
April 2016	623	626
May 2016	1282	1231
June 2016	1973	1857
July 2016	2693	2532
August 2016	3397	3102
September 2016	4128	3773
October 2016	4965	4478
November 2016	5719	5078
December 2016	6424	5665
January 2017	7054	6235
February 2017	7604	6754
March 2017	8344	7389
April 2017	673	TBC
May 2017	1279	TBC
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		



Southend CSP has recorded some positive results in the last few weeks with marked reductions in Domestic Burglary, Criminal Damage and Vehicle Crime. Robbery and Violence continue to challenge us, but significant work through partnership is being applied to these areas. These include a number of Police led operations, the shared intelligence through daily tasking meetings and daily 'FUSION' briefings. Furthermore, Essex PCC has funded some work in Southend to tackle gangs (Gangline). Robbery and Knife crimes are often associated with gang nominals. Pedal Cycle theft has increased in the town centre and partners are looking at the possibility of applying to the PCC or Proceeds of Crime Act funding to purchase bicycle tagging equipment. A review of the Southend CSP and Southend's Community Safety Hub are shortly to take place to ensure the structures and remits of both are fit for purpose to meet current challenges.

**The BCS Crime breakdown for April 2017:**  
 Theft of a vehicle - **4%**; Theft from a vehicle - **6%**; Vehicle interference - **1%**; Burglary in a dwelling - **0%**; Bicycle theft - **5%**; Theft from the person - **2%**; Criminal Damage - **21%**; HMIC Violence Without Injury - **36%**; Wounding (Serious and Other) - **24%**; Robbery (Personal Property) - **3%**.

CP 1.4	<b>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. [Cumulative]</b>			<p style="text-align: center;"><b>May 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	2017			

Date Range 1			C008 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. [Cumulative]
	Value	Target	
April 2017	58.9%	90%	
May 2017	65.4%	90%	
June 2017			
July 2017			
August 2017			
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.

Performance is below target however there is a clear upward trend. There is no complacency and additional management has been put in place to both improve the performance but also ensure that any child who has not been seen within timescale is safe and supported.

It should be noted that we have reduced the length of time between visits for children who are looked after and long term linked from 12 weeks to 6 weeks which has increased the visiting requirements in the service. This will improve the experience of looked after children and assist in helping us make sure that children are safe.

CP 1.5	<b>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. [Cumulative]</b>		<p>May 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b> Aim to Maximise	
<b>Managed By</b>	<b>John O'Loughlin</b>		
<b>Year Introduced</b>	2017		

Date Range 1		
	Value	Target
April 2017	83.7%	90%
May 2017	79.4%	90%
June 2017		
July 2017		
August 2017		
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. Whilst performance remains below target, significant action has been put in place and we will meet target by September 2017. The actions to improve performance include - 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 22nd April) 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	<b>Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]</b>			
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	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	377.3	296.6	
June 2017			
July 2017			
August 2017			
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.

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. It is important to note that this indicator is driven by the performance of CP1.1 and CP1.2 and as they improve they will impact this indicator bringing it towards target.

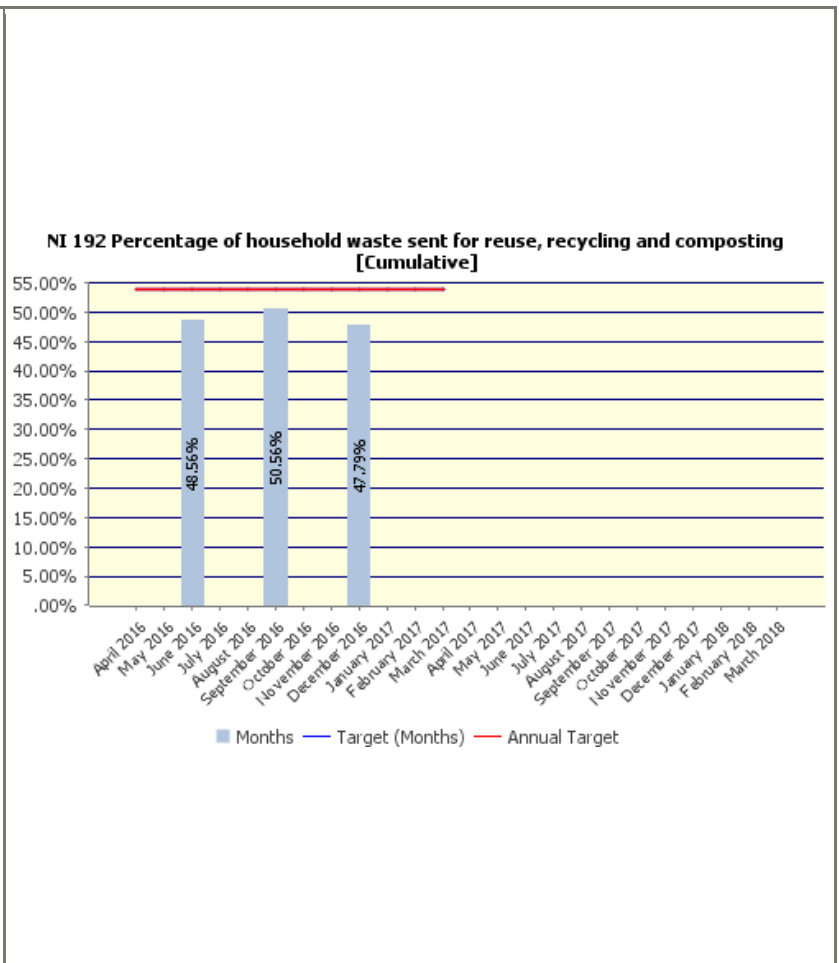
Further, we are undertaking a piece of research to support us to understand why demand has increased which will enable Children's Services to ensure our response to demand is appropriate i.e. that we are appropriately using statutory mechanisms consistently.

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

Expected Outcome: At risk of missing target 1

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

Date Range 1		
	Value	Target
April 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		
Q1 2017/18		
July 2017		
August 2017		
September 2017		



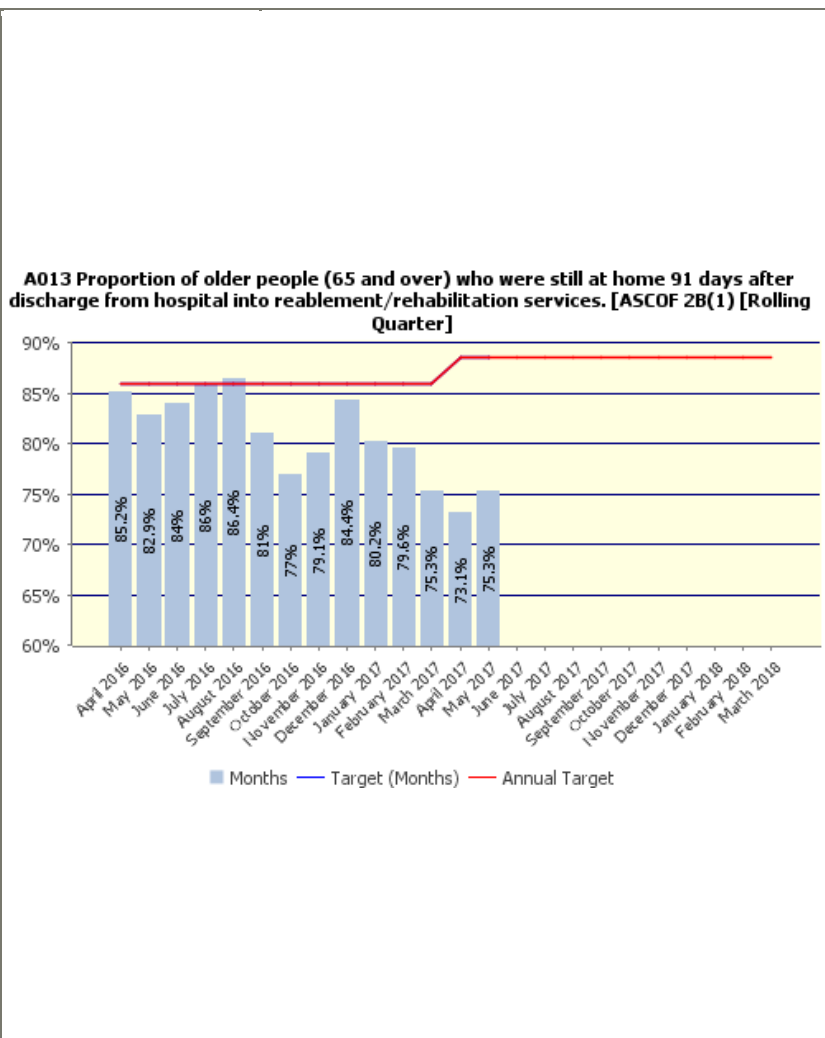
Data currently unavailable.

**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 4

CP 3.2	<b>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]</b>			<p>May 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>Sharon Houlden</b>			
<b>Year Introduced</b>	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		
Q1 2017/18		
July 2017		
August 2017		
September 2017		
Q2 2017/18		
Q4 2017/18		



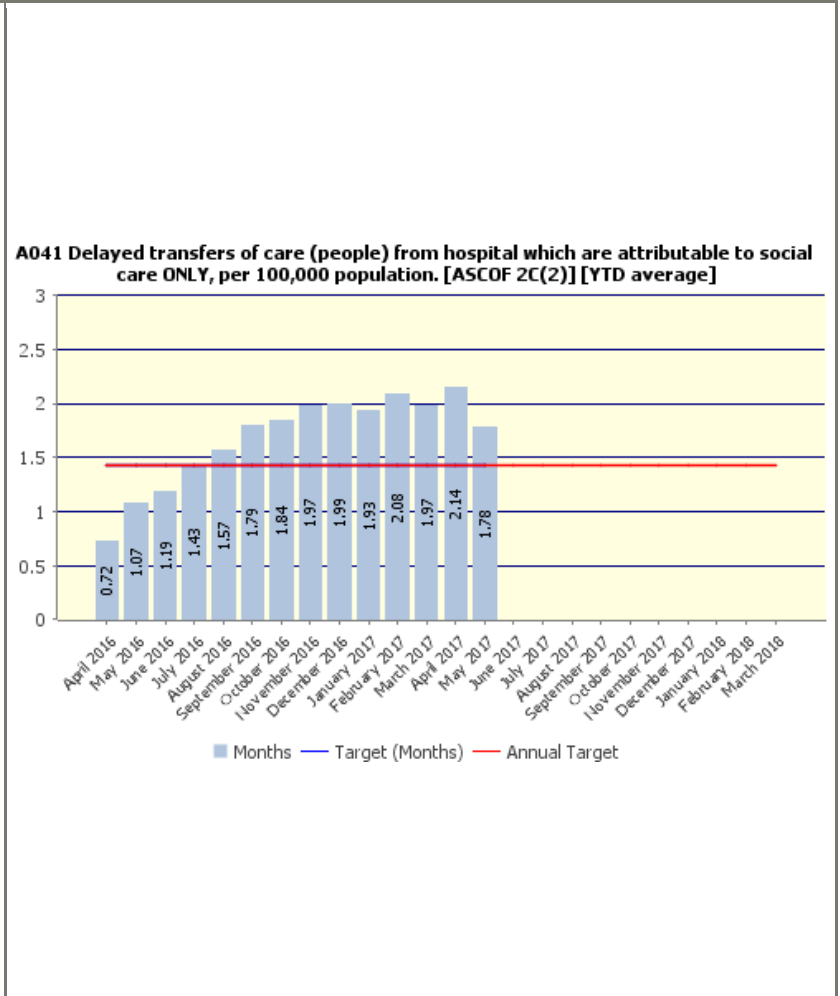
An action plan is in place for this indicator and has been presented to Executive DMT. This reporting period shows of the 85 discharges from hospital into reablement, 64 were still at home 91 days later. Of the 21 clients not at home, 12 passed away. This is 14.1% of those clients that started reablement. The impact of the new domiciliary care contract is difficult to evidence using Carefirst data as Carefirst can not distinguish between reablement and enablement. To



ensure this indicator is improved in the long term, the focus is on how the new Social Care recording system (due in Jan 2018) can better support the detail required to accurately report this indicator and to ensure that reablement is measured in its intentions. An interim action plan is being developed, which will include analysis of how the service collects the data on day 91, and if there are any other avenues of reporting this data outside of Carefirst in partnership with the new domiciliary care agencies who provide a reablement service.

CP 3.3	<b>Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD average]</b>			
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise	
<b>Managed By</b>	<b>Sharon Houlden</b>			
<b>Year Introduced</b>	2015			

Date Range 1		
	Value	Target
April 2016	0.72	1.43
May 2016	1.07	1.43
June 2016	1.19	1.43
July 2016	1.43	1.43
August 2016	1.57	1.43
September 2016	1.79	1.43
October 2016	1.84	1.43
November 2016	1.97	1.43
December 2016	1.99	1.43
January 2017	1.93	1.43
February 2017	2.08	1.43
March 2017	1.97	1.43
April 2017	2.14	1.43
May 2017	1.78	1.43
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



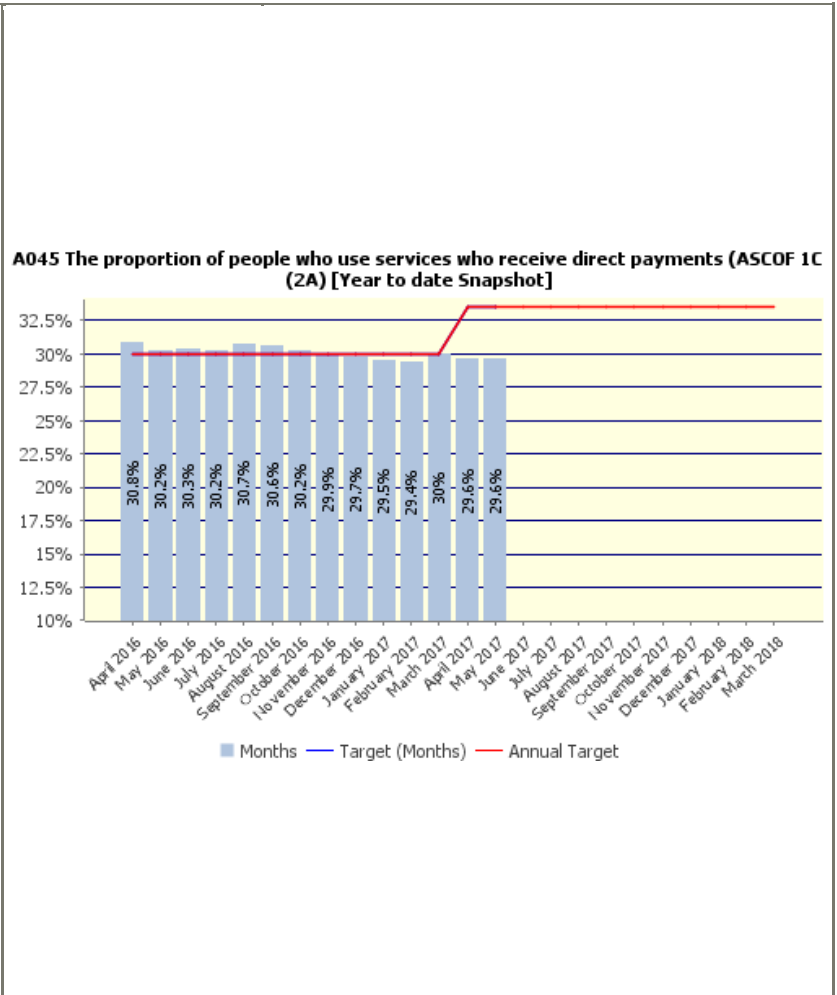
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

It is believe that EPUT have submitted incorrect data to NHS England pulling the performance of this indicator down. If this is correct the indicator would actually be better than target.

There were 0 Acute Social Care Delays and 2 Non Acute Social Care Delays in May. This is a cumulative calculation and therefore April's data contributes to May's rate. The 2 Social Care non acute delays have been challenged by Social Care and a complete review of the sign off process is currently being requested by Social Care. A strong validation process continues between the acute Health and Social Care partners and an increased awareness in the operational team is also providing a positive direction in this measure. It is anticipated that the non acute partnership needs to reflect the steps taken in the acute side to ensure improvement in this indicator.

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

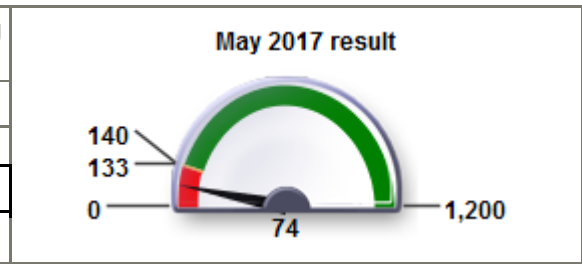
Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017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



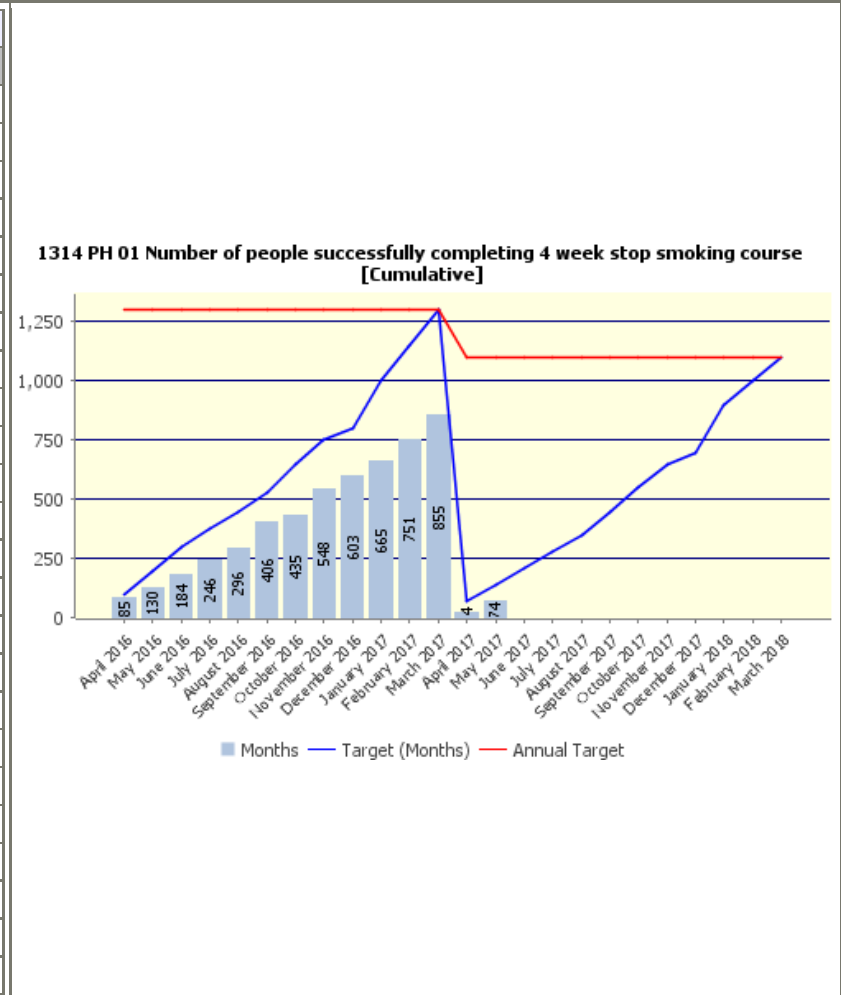
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

At the end of May, 523 of 1768 long term service clients were receiving a Direct Payment. Performance is currently subject to an action plan for this indicator which is being supported by the Service Transformation Team. Work will commence with our partner agency who manage a large proportion of the Direct Payments with the aim of providing robust application and monitoring of Direct Payments and an increased confidence in their delivery. A new Direct Payment policy is also being written, this is also aimed at raising awareness, increasing confidence and ensuring the operational teams are supporting Adults to access this service. The outcomes of the action plan should start to show in the performance over a 3 month period of time.


CP 3.8	<b>Number of people successfully completing 4 week stop smoking course [Cumulative]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Liesel Park</b>		
<b>Year Introduced</b>	2013		

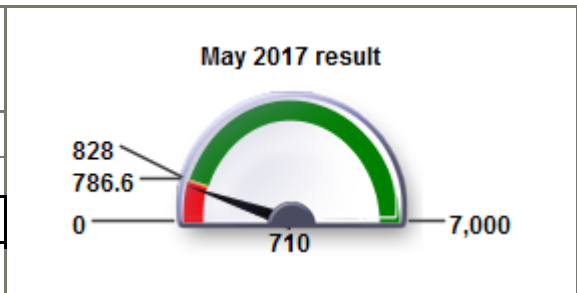


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	24	70
May 2017	74	140
June 2017		210
July 2017		280
August 2017		350
September 2017		450
October 2017		550
November 2017		650
December 2017		700
January 2018		900
February 2018		1,000
March 2018		1,100

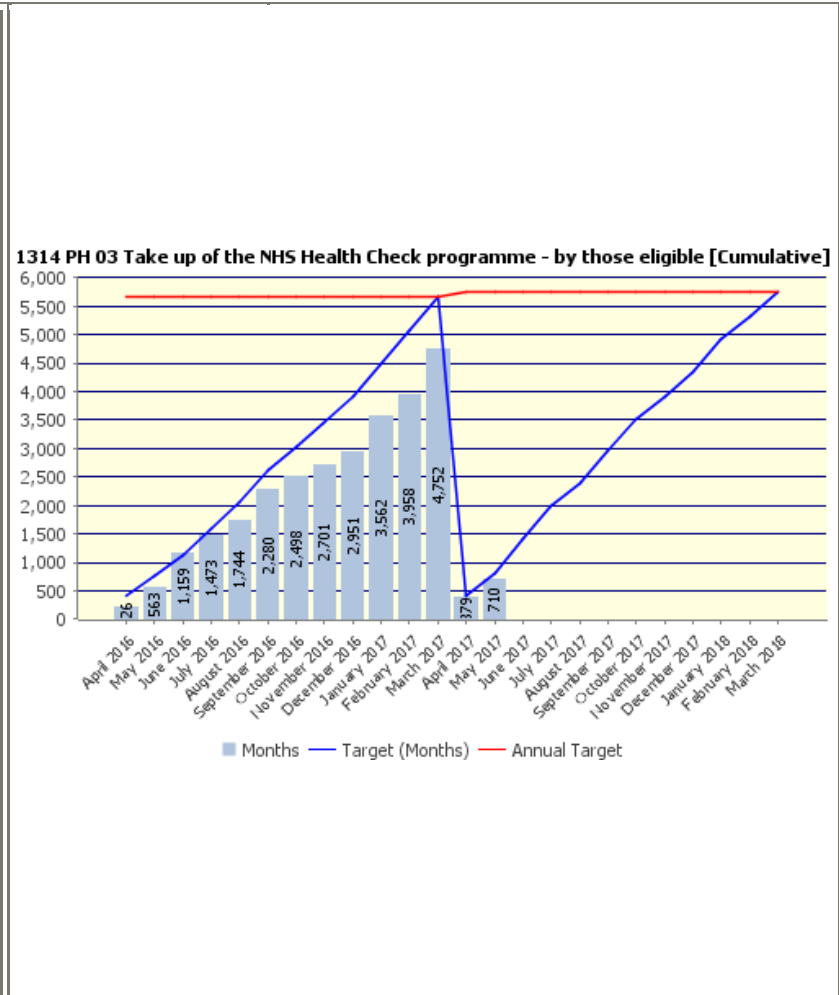


Final quit data May is unlikely to be available until the end of July 2017. Department of Health guidelines state that successful quits can be registered up to 42 days after a quit date is set.

CP 3.9	<b>Take up of the NHS Health Check programme - by those eligible [Cumulative]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Margaret Gray</b>		
<b>Year Introduced</b>	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		1,406
July 2017		1,984
August 2017		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 awaiting further data from some GP practices. Discussions to be held with underperforming practices on required actions and support to meet their target. Outreach programme is slightly behind trajectory and a recovery action plan is being requested.

CP 3.10	<b>Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]</b>			<p>May 2017 result</p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	2017			

Date Range 1			C006 Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]
	Value	Target	
April 2017	27.3%	90%	
May 2017	26.5%	90%	
June 2017			
July 2017			
August 2017			
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 following actions have taken place to improve performance on this area;

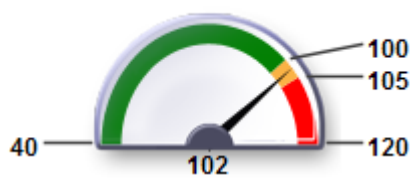

- 1) Additional changes to the s47 process are being implemented from 19th June to prevent unintended delay during transfer between teams.
- 2) Additional management oversight in First Contact Service to improve timeliness of all processes
- 3) Support to enable reduced caseloads which will support improved performance.

It should also be noted that whilst performance is low the additional management oversight is ensuring that the quality of the work is high.

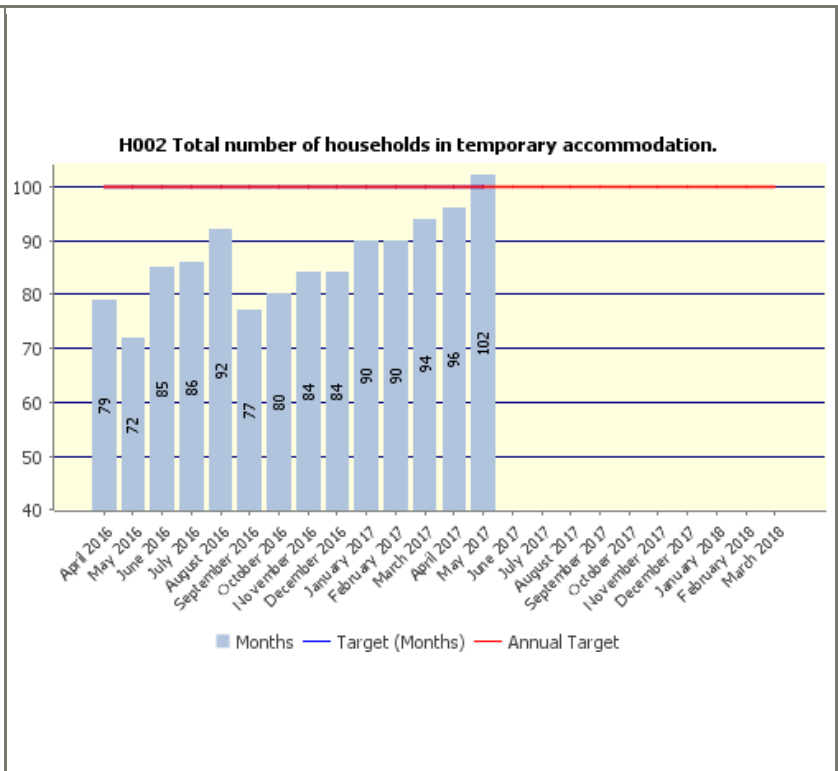
Performance will be at target within 12 weeks.

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

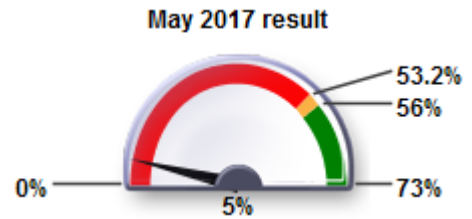
Date Range 1		
	Value	Target
April 2016	79	100
May 2016	72	100
June 2016	85	100
July 2016	86	100
August 2016	92	100
September 2016	77	100
October 2016	80	100
November 2016	84	100
December 2016	84	100
January 2017	90	100
February 2017	90	100
March 2017	94	100
April 2017	96	100
May 2017	102	100
June 2017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



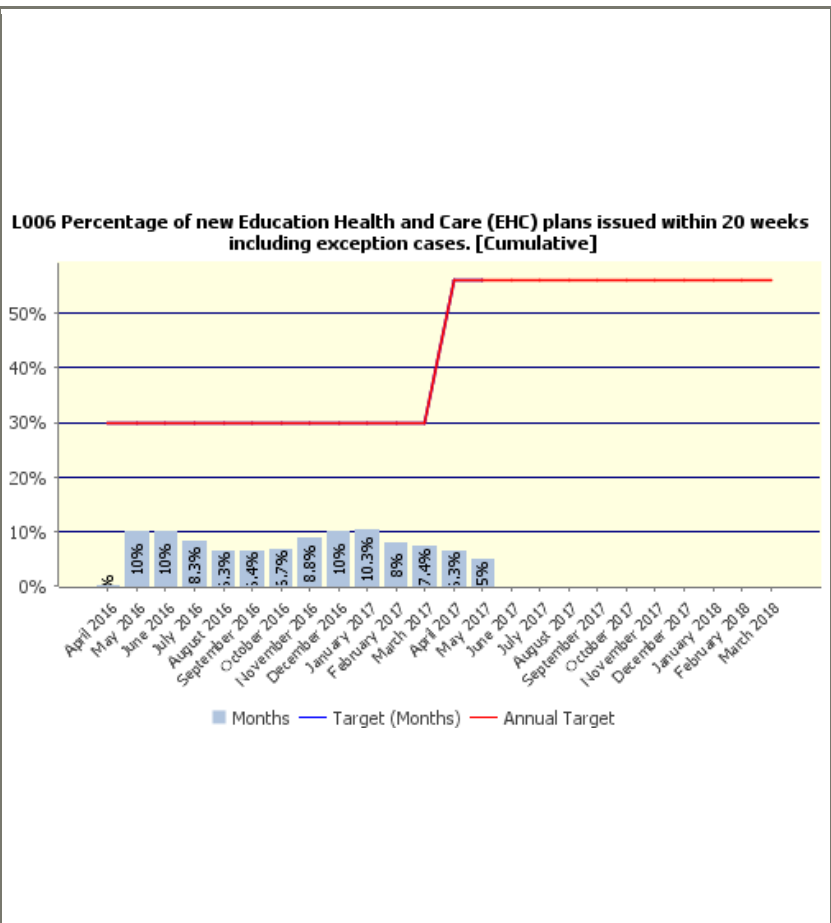
An action plan is in place for this indicator and has been presented to Executive DMT. The demands on the housing market are recognised nationally. These national demands also apply locally and have an impact on temporary accommodation occupancy. A large local factor is the longer term regeneration of Queensway, as the agreed strategy for the programme has been to withdraw Queensway units from use as they become void in order to prepare for the decant of tenants. To ensure that we discharge our duties around temporary accommodation, we have now adopted a flexible approach to the use of Queensway units for temporary accommodation as they become available and at points when demand is particularly acute. At the point of writing, we currently have 7 units available and being prepared for letting, meaning that we will better the performance target for this period. In addition to this the local private housing market is also difficult due to a combination of rents that exceed Local Housing Allowance levels and landlord's reluctance to accept benefit dependent tenants. We are planning to use Chaucer House for additional Temporary Accommodation in the near future, which will provide us with increased capacity of an additional 20 units.

**Aim: EXCELLENT: Priorities** • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.  
 Expected Outcome: At risk of missing target 1

CP 5.6	<b>Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Brin Martin</b>		
<b>Year Introduced</b>	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	6.3%	56%
May 2017	5%	56%
June 2017		
July 2017		
August 2017		
September 2017		
October 2017		
November 2017		
December 2017		
January 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.  
 During April and May, 1 out of 20 EHC plans were issued within the 20 week timescale. Performance is likely to remain below target for several months due to the backlog of cases that, when completed, will not be within the 20 week timescale. Additional resources are being identified to clear the backlog.  
 The GM for SEND is currently working with the data team to implement a robust improvement plan that will see an incremental month by month improvement in the timeliness of EHCPs. We will be meeting the target by the end of the year.



## SECTION 3 – Partnership Indicators

### 1. Health and Wellbeing Indicators

	[Potential] Performance Measures	Rationale for inclusion	Latest Performance
1.	<p><b>Referral for treatment</b> - % of patients referred from GP to hospital treatment within 18 weeks</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file">http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</a></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><b>87.67%</b> (March 2017)</p> <p>Against target of 85%</p>
2.	<p><b>Cancer treatment</b> - % patients treated within 62 days of GP urgent suspected cancer referral</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file">http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1752-item-10b-acute-commissioning-and-performance-report-010617/file</a></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 <b>72%</b> (March 2017)</p> <p>31 out of 43 patients were treated within 62 days.</p>
3.	<p><b>A&amp;E</b> - % of patients attending Southend Hospital A&amp;E, seen and discharged in under 4 hours (95% target)</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/">http://southendccg.nhs.uk/news-events/governing-body-papers/</a></p>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<p>April 2017 <b>95.30%</b></p> <p>First time this standard has been achieved in 22 months.</p>
4.	<p><b>Mental health</b> - 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><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a></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><b>15.0%</b> as at 31st March (against the target of <b>15.54%</b>)</p> <p>Based on performance over the rest of the year to date, it seems likely that the target will be close to the NHS England target of <b>15.8%</b>.</p>
5.	<p><b>Dementia</b> - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition).</p> <p><a href="http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file">http://southendccg.nhs.uk/news-events/governing-body-papers/march-2017/1678-item-10d-integrated-performance-report-march-2017/file</a></p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p><b>72%</b> achieved in March 2017, this is against the <b>66.7%</b> diagnosis ambition target. 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><b>Primary Care – GP Patient Survey:</b> - Percentage of patients whose overall experience of the GP surgery was (very/fairly good; fairly/very poor; neither good nor poor)</p> <p><a href="http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file">http://southendccg.nhs.uk/about-us/key-documents/gp-patient-survey-2016/1490-gp-patient-survey-july-2016/file</a></p>	Provides patients views on the quality of GP service in the borough. Survey is now produced annually.	<p><b>Overall experience of GP surgery – July 2016</b></p> <p>Very good – <b>41%</b> Fairly good – <b>41%</b> Neither good nor poor – <b>12%</b> Fairly poor – <b>5%</b> Very poor – <b>1%</b></p>
7.	<p><b>End of life care - Preferred Place of Death (PPoD) –</b> 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>	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><b>Southend: 79.5%</b></p> <p>The PPoD achievement for Southend in May 2017 is 39 out of 49 patients.</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.

## 2. Local Economy Indicators

	Performance Measures	Latest Performance									
1.	Average House Prices	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <thead> <tr> <th></th> <th>Feb 2017</th> <th>Feb 2016</th> </tr> </thead> <tbody> <tr> <td><b>Average Price</b></td> <td>£260,686</td> <td>£236,911</td> </tr> <tr> <td><b>% Change</b></td> <td>12.24% (Feb 16-17)</td> <td>13.59% (Feb 15-16)</td> </tr> </tbody> </table>		Feb 2017	Feb 2016	<b>Average Price</b>	£260,686	£236,911	<b>% Change</b>	12.24% (Feb 16-17)	13.59% (Feb 15-16)
	Feb 2017	Feb 2016									
<b>Average Price</b>	£260,686	£236,911									
<b>% Change</b>	12.24% (Feb 16-17)	13.59% (Feb 15-16)									
2.	Planning Applications	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <tbody> <tr> <td>April 2016 - March 2017</td> <td>1913</td> </tr> <tr> <td>April 2015 - March 2016</td> <td>1624</td> </tr> </tbody> </table>	April 2016 - March 2017	1913	April 2015 - March 2016	1624					
April 2016 - March 2017	1913										
April 2015 - March 2016	1624										
3.	Job Seekers Allowance Claimants	<p><b>Economic Scorecard Reported Quarterly</b></p> <table border="1"> <thead> <tr> <th></th> <th>March 2017</th> <th>March 2016</th> </tr> </thead> <tbody> <tr> <td><b>JSA Claimants (Number)</b></td> <td>1,562</td> <td>1,702</td> </tr> <tr> <td><b>JSA Claimants %</b></td> <td>1.4%</td> <td>1.5%</td> </tr> </tbody> </table> <p>Source: Office of National Statistics</p>		March 2017	March 2016	<b>JSA Claimants (Number)</b>	1,562	1,702	<b>JSA Claimants %</b>	1.4%	1.5%
	March 2017	March 2016									
<b>JSA Claimants (Number)</b>	1,562	1,702									
<b>JSA Claimants %</b>	1.4%	1.5%									

### 3. Community Safety Indicator

The basket of community safety indicators outlined below is due to be discussed at a future meeting of the Community Safety Partnership and the content is, therefore, subject to further amendment.

Potential Performance Measures		Rationale for inclusion	Latest Performance Available				
1	10 BCS crimes (including a % breakdown of crime that makes up the total figure).	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<b>1. Individual Components of 10 BCS Comparator Crime</b>	<b>iQuanta (April 2017)</b>	<b>Essex Police Performance Summary Offences (Rolling 12 months to April 2017)</b>	<b>Increase/Decrease (previous years data) %</b>	<b>Cumulative Solved Rates** %</b>
			10 BCS Crimes - total	*	7120	↓0.8	*
			Theft of a Vehicle	29	367	↑9.19	↑2.2
			Theft from Vehicle	56	930	↓7.8	↑2.1
			Vehicle Interference	5	178	↑1.1	↑2.8
			Burglary in a dwelling	0	712	↓15.0	↑2.2
			Bicycle Theft	45	487	↑30.6	↑0.2
			Theft from the Person	13	230	↑13.2	↓1.3
			Criminal Damage (exc 59)	159	1819	↓6.4	↑0.7
			Violence Without Injury	249	2792	↑10.9	↑1.4
			Wounding (Serious and Other)	174	*	*	*
			Robbery (Personal Property)	27	200	↑16.3	↑0.5
			* Not recorded.				
**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.							

	Potential Performance Measures	Rationale for inclusion	Latest Performance					
			Number (April 2016 – March 2017)	Increase/ Decrease (from April 2016 – March 2017) %				
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	<table border="1"> <tr> <td><b>Total number of Incidents</b></td> <td><b>Total number of crimes</b></td> </tr> <tr> <td>42347</td> <td>15159</td> </tr> </table>	<b>Total number of Incidents</b>	<b>Total number of crimes</b>	42347	15159	↑4.4
<b>Total number of Incidents</b>	<b>Total number of crimes</b>							
42347	15159							
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	7120	↓0.8				
4	Number of arrests, (cumulative) April – March 2017.	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.	366	-				
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. ...	67	-				
6	Number of convictions (cumulative) April – March 2017	Provides an indication of effectiveness of Police, CPS action/processes in securing convictions. However, while the information is available, it is very time consuming to collate.	TBC	-				
7	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	1954*	-				
8	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	1619**	-				

\*This number represents the number of Crime Domestic Abuse Incidents

\*\* This number represents the number of reports received about missing people





# **Revenue Budget Monitoring 2017/18**

## **Period 2**

**as at 31 May 2017  
Portfolio Summary**

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## 1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2017/18, based on the views of the Directors and their Management Teams, in light of expenditure and income to 31 May 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 May, an overspend to the overall Council budget of £1,026,000 is currently being forecast for the year-end. This position reflects a projected overspend of £1,216,000 in Council departmental spending offset by a £190,000 underspend on financing costs. The budget pressures which services are reporting are detailed in section 3. The forecast net overspend of £1,026,000 is currently expected to be met from earmarked reserves.

### General Fund Portfolio Forecast Comparison 2017/18 at 31 May 2017 - Period 2

Portfolio	Latest Budget 2017/18 £000	Projected Outturn 2017/18 £000	May Forecast Variance £000
Leader	2,382	2,382	0
Culture, Tourism & the Economy	12,598	12,598	0
Corporate and Community Support Services	12,056	12,166	110
Housing, Planning & Sustainability	5,122	5,122	0
Children & Learning	26,237	26,994	757
Health & Adult Social Care	38,948	39,197	249
Transport, Waste & Regulatory Services	22,394	22,494	100
Technology	4,383	4,383	0
<b>Total Portfolio</b>	<b>124,120</b>	<b>125,336</b>	<b>1,216</b>
Non-Service Areas	11,315	11,125	(190)
Earmarked Reserves	(12,282)	(13,308)	(1,026)
<b>Net Expenditure / (Income)</b>	<b>123,153</b>	<b>123,153</b>	<b>0</b>

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

### 3. Service Variances - £1,216,000 forecast overspend

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

Portfolio	Unfavourable £'000	Favourable £'000	Net £'000	Previous period £'000
<b><u>Leader</u></b>				
	0	0	0	0
<b><u>Culture, Tourism &amp; the Economy</u></b>				
	0	0	0	0
<b><u>Corporate and Community Support</u></b>				
Benefits Admin Team Staffing	60			0
Legal Services Court Costs and Barristers' Fees	50			0
	110	0	110	0
<b><u>Housing, Planning &amp; Sustainability</u></b>				
	0	0	0	0
<b><u>Children and Learning</u></b>				
Children with disabilities and associated cost of direct payments	7			0
Children's Placements - forecast for current cohort of PVI looked after children	11			0
Unaccompanied asylum younger people - legacy scheme	49			0
Unaccompanied asylum younger people - 16/17 National transfer scheme	110			0
Leaving Care accommodation costs	133			0
Staffing pressure costs in children services	351			0
Support costs for Children under Sect 17 and Sect 20		(82)		0
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	95			0
Legal charges for children in care - high case load	60			0
Forecast on current in-house fostering placements and impact of adoption referral income	23			0
	839	(82)	757	0

<b>...Continued</b>			
<b>Health and Adult Social Care</b>			
People with a Learning Disability - Lower than estimated residential care placements and direct payments		(130)	0
People with Mental Health Needs - Higher than estimated residential care placements, direct payments and supported living	108		0
Older People - residential care packages and complex packages	258		0
Physical and Sensory Impairment - Higher than estimated residential care placements	13		0
	<b>379</b>	<b>(130)</b>	<b>249</b>
<b>Transport, Waste &amp; Regulatory Services</b>			
Flood Defences pump station servicing	60		0
Flood Defences land licence	40		0
	<b>100</b>	<b>0</b>	<b>100</b>
<b>Technology</b>			
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>1,428</b>	<b>(212)</b>	<b>1,216</b>

#### **Non Service Variances (£190,000 forecast underspend)**

##### Financing Costs – (£190K)

This provision is forecast to be underspent against budget at the year-end as; PWLB interest (£230K) due to reduced borrowing; HRA interest (£4K); interest on short term borrowing £44K.

#### **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.

#### **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.

#### **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
<b>Department</b>						
Chief Executive	0	785	205	990	990	0
People	171	751	3,119	4,541	3,328	(1,213)
Place	20	247	1,654	1,971	1,956	(15)
<b>Total</b>	<b>191</b>	<b>1,783</b>	<b>4,978</b>	<b>7,502</b>	<b>6,274</b>	<b>(1,228)</b>

Although the current forecast is showing a shortfall of £1,228,000 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 23<sup>rd</sup> February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

The closing HRA balance as at 31<sup>st</sup> March 2017 was £3,502,000

## 8. Budget Virements

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

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

	DR £	CR £
Virements over £50,000 in reported period	214	(214)
Virements over £50,000 previously reported	-	-
Virements approved under delegated authority	55	(55)
<b>Total virements</b>	<b>269</b>	<b>(269)</b>

The virements for Cabinet approval this period are:

- £213,816 Transfer of staff and associated budgets from the Environmental Care Team to the Highways Inspection Team

**£213,816 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 May 2017 - Period 2**  
**Portfolio Holder Summary**

<b>Portfolio</b>	<b>Gross Expend £'000</b>	<b>Gross Income £'000</b>	<b>Original Budget £'000</b>	<b>Virement £'000</b>	<b>Latest Budget £'000</b>	<b>Expected Outturn £'000</b>	<b>Forecast Variance £'000</b>	<b>Budget to Date £'000</b>	<b>Spend to Date £'000</b>	<b>To Date Variance £'000</b>
Leader	2,567	(180)	2,387	(5)	2,382	2,382	0	1,729	1,711	(18)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	5	12,598	12,598	0	2,578	2,616	38
Corporate and Community Support Services	121,679	(109,623)	12,056	0	12,056	12,166	110	653	469	(184)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,122	0	1,038	1,087	49
Children & Learning	105,228	(78,991)	26,237	0	26,237	26,994	757	5,162	5,512	350
Health & Adult Social Care	67,470	(28,522)	38,948	0	38,948	39,197	249	6,077	6,175	98
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	0	22,394	22,494	100	4,020	4,184	164
Technology	5,354	(971)	4,383	0	4,383	4,383	0	(1)	67	68
<b>Portfolio Net Expenditure</b>	<b>360,369</b>	<b>(236,249)</b>	<b>124,120</b>	<b>0</b>	<b>124,120</b>	<b>125,336</b>	<b>1,216</b>	<b>21,256</b>	<b>21,821</b>	<b>565</b>
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(3,139)	(1,570)	1,569
Levies	590	0	590	0	590	590	0	94	94	0
Financing Costs	16,594	0	16,594	0	16,594	16,404	(190)	793	342	(451)
Contingency	5,228	0	5,228	0	5,228	5,228	0	621	0	(621)
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	63	63
<b>Sub Total</b>	<b>6,419</b>	<b>4,629</b>	<b>11,048</b>	<b>0</b>	<b>11,048</b>	<b>10,858</b>	<b>(190)</b>	<b>(1,631)</b>	<b>(1,071)</b>	<b>560</b>
<b>Net Operating Expenditure</b>	<b>366,788</b>	<b>(231,620)</b>	<b>135,168</b>	<b>0</b>	<b>135,168</b>	<b>136,194</b>	<b>1,026</b>	<b>19,625</b>	<b>20,750</b>	<b>1,125</b>
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(337)	(719)	(382)
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	0	3,804	3,804	0	634	0	(634)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	0	(12,282)	(13,308)	(1,026)	(2,677)	(16,063)	(13,386)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
<b>Net Expenditure / (Income)</b>	<b>358,310</b>	<b>(235,157)</b>	<b>123,153</b>	<b>0</b>	<b>123,153</b>	<b>123,153</b>	<b>0</b>	<b>17,245</b>	<b>3,968</b>	<b>(13,277)</b>

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

**General Fund Forecast 2017/18**  
**at 31 May 2017 - Period 2**  
**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	12	9	(3)
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(5)	1,579	1,579	0	1,700	1,671	(29)
c Emergency Planning	85	0	85	0	85	85	0	17	14	(3)
d Strategy & Performance	645	0	645	0	645	645	0	0	17	17
<b>Total Net Budget for Portfolio</b>	<b>2,567</b>	<b>(180)</b>	<b>2,387</b>	<b>(5)</b>	<b>2,382</b>	<b>2,382</b>	<b>0</b>	<b>1,729</b>	<b>1,711</b>	<b>(18)</b>

**Virements**

**£000**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

0  
0  
(5)  
(5)

76

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Leader  
Portfolio Holder - Cllr J Lamb**

Forecast Outturn Variance	Year to Date Variance
a.	
b.	Budgets for Chief Executive Salary, Corporate Initiatives, Pension and Audit Costs are all currently underspent but this is being partially offset by Treasury costs relating to the MRP review. Due to the ad-hoc and high value nature of some corporate costs it is not possible to profile the budgets more accurately.
c.	
d.	Salary mismatch with the Partnership team which will be resolved in Period 3.

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**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
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	103	103	0
b Amenity Services Organisation	3,615	(670)	2,945	0	2,945	2,945	0	668	784	116
c Culture Management	67	(6)	61	0	61	61	0	20	99	79
d Library Service	3,394	(394)	3,000	0	3,000	3,000	0	587	553	(34)
e Museums and Art Gallery	1,135	(68)	1,067	0	1,067	1,067	0	195	193	(2)
f Parks And Amenities Management	1,693	(665)	1,028	0	1,028	1,028	0	207	110	(97)
g Sports Development	53	0	53	0	53	53	0	16	16	0
h Sport and Leisure Facilities	615	(304)	311	0	311	311	0	34	30	(4)
i Southend Theatres	849	(27)	822	0	822	822	0	146	173	27
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	2,689	(884)	1,805	0	1,805	1,805	0	249	236	(13)
k Tourism	136	(18)	118	0	118	118	0	31	17	(14)
l Economic Development	571	(250)	321	0	321	321	0	61	15	(46)
m Town Centre	210	(59)	151	0	151	151	0	34	23	(11)
n Better Queensway	0	0	0	0	0	0	0	0	7	7
o Climate Change	106	(43)	63	0	63	63	0	108	135	27
p Closed Circuit Television	450	(32)	418	0	418	418	0	86	100	14
q Community Safety	213	(32)	181	0	181	181	0	33	22	(11)
<b>Total Net Budget for Portfolio</b>	<b>16,350</b>	<b>(3,757)</b>	<b>12,593</b>	<b>5</b>	<b>12,598</b>	<b>12,598</b>	<b>0</b>	<b>2,578</b>	<b>2,616</b>	<b>38</b>

**Virements**

**£000**

Transfer from earmarked reserves	0
Allocation from Contingency	0
In year virements	5
	<u>5</u>



**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Culture, Tourism & the Economy  
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a.	
b.	Bulk of supplies purchased at the start of the year. Income generation expected to increase during the summer months.
c.	Funding due to cover Poppies exhibition expenditure.
d.	
e.	
f.	A post in the team remains vacant and annual income charges have been received at the beginning of the year.
g.	
h.	
i.	
j.	
k.	
l.	Grant income received in advance of project commencement.
m.	
n.	
o.	
p.	
q.	

67

**General Fund Forecast 2017/18**  
**at 31 May 2017 - Period 2**  
**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	771	0	(28)	(48)	(20)
b Accountancy	2,071	(352)	1,719	0	1,719	1,719	0	19	(5)	(24)
c Accounts Payable	126	(5)	121	0	121	121	0	1	(3)	(4)
d Accounts Receivable	185	(75)	110	0	110	110	0	0	(2)	(2)
e Insurance	155	(245)	(90)	0	(90)	(90)	0	36	37	1
f Asset Management	383	(5)	378	0	378	378	0	(1)	(17)	(16)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	16	16	0
h Corporate and Industrial Estates	430	(2,611)	(2,181)	0	(2,181)	(2,181)	0	(246)	(262)	(16)
i Council Tax Admin	854	(595)	259	0	259	259	0	155	97	(58)
j Non Domestic Rates Collection	165	(305)	(140)	0	(140)	(140)	0	31	21	(10)
Housing Benefit and Council Tax Benefit	1,990	(1,195)	795	0	795	855	60	301	290	(11)
k Admin										
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	(68)	(67)	1
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	0	(43)	(43)
n Buildings Management	2,645	(113)	2,532	28	2,560	2,560	0	(53)	(56)	(3)
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	0	(1,262)	(1,262)	0	(215)	(165)	50
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,695	0	7	(13)	(20)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	21	18	(3)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(42)	0	0	0	0
s Transport Management	160	0	160	0	160	160	0	0	1	1
t Vehicle Fleet	527	(344)	183	(12)	171	171	0	(3)	11	14
u Partnership Team	277	0	277	0	277	277	0	53	29	(24)
v Support To Voluntary Sector	779	0	779	0	779	779	0	135	133	(2)
w Human Resources	1,745	(497)	1,248	0	1,248	1,248	0	(1)	(15)	(14)
x People & Organisational Development	406	(91)	315	0	315	315	0	0	(7)	(7)
y Tickfield Training Centre	290	(97)	193	0	193	193	0	(5)	(16)	(11)
z Democratic Services Support	354	0	354	0	354	354	0	81	80	(1)
aa Mayoralty	185	0	185	0	185	185	0	46	55	9
ab Member Support	705	0	705	0	705	705	0	114	113	(1)
ac Elections and Electoral Registration	352	0	352	0	352	352	0	89	62	(27)

ad Local Land Charges	192	(297)	(105)	0	(105)	(105)	0
ae Legal Services	1,170	(243)	927	0	927	977	50
af Corporate Procurement	610	0	610	0	610	610	0
ag Property Management and Maintenance	567	(109)	458	0	458	458	0
<b>Total Net Budget for Portfolio</b>	<b>121,679</b>	<b>(109,623)</b>	<b>12,056</b>	<b>0</b>	<b>12,056</b>	<b>12,166</b>	<b>110</b>

40	31	(9)
(1)	23	24
0	0	0
129	171	42
<b>653</b>	<b>469</b>	<b>(184)</b>

**Virements**

**£000**

Transfer from earmarked reserves	0
Allocation from Contingency	0
In year virements	0
	<u>0</u>
	<u><b>0</b></u>

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Corporate and Community Support  
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a.	Vacant posts
b.	Vacant posts
c.	
d.	
e.	
f.	Staff vacancies, professional fees lower than profiled.
g.	
h.	Rental Income higher than forecast.
i.	Income relating to court proceedings is currently higher than the profiled budget.
j.	
k.	Overtime and agency costs have been incurred so that the Authority can avoid being charged financial penalties for Administration delay
l.	The pressure on agency costs and overtime is being offset by an underspend on the Social Fund budget.
m.	Vacant posts
n.	
o.	Income is below the profiled budget in line with previous years although it is expected to increase during the winter period.
p.	Vacant posts in the Customer Services team.
q.	
r.	
s.	
t.	Unbudgeted costs for the annual subscription to a Tracking System is creating a pressure on the budget. Income is below forecast.

Forecast Outturn Variance	Year to Date Variance
u.	Salary mismatch with the Partnership team which will be resolved in Period 3.
v.	
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. Based on last year and costs to date there is pressure in Court Costs and Fees budget.	Court costs and fees are higher than the profiled budget and income raised is lower than expected by the end of May.
af.	
ag.	Current shortfall in income on the Property Trading Account, this will be resolved as work is undertaken throughout the year.

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
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
<b>Housing</b>										
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	312	304	(8)
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	112	132	20
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	440	440	0
<b>Planning</b>										
e Building Control	602	(410)	192	0	192	192	0	74	85	11
f Development Control	660	(603)	57	0	57	57	0	51	76	25
g Regional and Local Town Plan	235	0	235	0	235	235	0	49	50	1
<b>Total Net Budget for Portfolio</b>	<b>7,725</b>	<b>(2,603)</b>	<b>5,122</b>	<b>0</b>	<b>5,122</b>	<b>5,122</b>	<b>0</b>	<b>1,038</b>	<b>1,087</b>	<b>49</b>

**Virements**

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

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Housing, Planning & Sustainability  
Portfolio Holder - Cllr M Flewitt**

<b>Forecast Outturn Variance</b>	<b>Year to date Variance</b>
a.	
b.	
c.	
d.	
e.	
f.	
g.	

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
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
<b><u>Retained</u></b>										
a Childrens Commissioning	935	(316)	619	0	619	619	0	61	69	8
b Children with Special Needs	1,149	(169)	980	0	980	987	7	188	189	1
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	231	238	7
d Children Fieldwork Services	5,562	(140)	5,422	0	5,422	5,953	531	1,171	1,303	132
e Children Fostering and Adoption	4,546	(186)	4,360	0	4,360	4,383	23	803	841	38
f Youth Service	2,602	(1,483)	1,119	65	1,184	1,184	0	320	345	25
g Other Education	940	(754)	186	0	186	186	0	60	55	(5)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,366	11	560	670	110
i Children Specialist Commissioning	1,751	(60)	1,691	0	1,691	1,876	185	204	223	19
j School Support and Preventative Services	28,371	(22,347)	6,024	0	6,024	6,024	0	1,246	1,260	14
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	318	319	1
<b><u>Delegated</u></b>										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
<b>Total Net Budget for Portfolio</b>	<b>105,228</b>	<b>(78,991)</b>	<b>26,237</b>	<b>0</b>	<b>26,237</b>	<b>26,994</b>	<b>757</b>	<b>5,162</b>	<b>5,512</b>	<b>350</b>

**Virements**

**£000**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

0

0

0

0



**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
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. Early Overspend pressures forecast on unaccompanied asylum children placements, leaving care accommodation costs, Marigold Assessment centre in relation to transport costs and Social Work staffing pressures as teams are running at full establishment including agency cover. These are early forecasts for the financial year and do also anticipate PE3 2017/18 savings delivery of £150k in relation to Contract Rationalisation and transformation. Fieldworks services will continue to be closely monitored and forecast costs reviewed in relation to leaving care and unaccompanied asylum children.	
e. Slight overspend pressure in relation to inter agency for Adoption services. However, there is potential risk that Adoption forecasts have been under reported as and this is higher potential overspend in relation to the Inter Agency Adoption budget. This will be closely monitored and reviewed over the next reporting periods.	
f.	
g.	
h. PVI is forecasting a marginal overspend of £11,000. This does assume 2017/18 savings delivery in relation to PE8 £250k Family Matters (Edge of Care team), PE7 – 50% of the £500k Residential care costs, and £150k PE3 Contract rationalisation and Transformation.	Year to date overspend on PVI, this is expected to reduce as we forecast during the year as savings are delivered.
i. Staffing pressures costs in specialist commissioning	
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 urgent work is currently underway to agree the allocation of funding for 2017/18 whilst requiring savings delivery. Significant financial pressure will remain in 2017/18, but steps are being taken by Officers to alleviate as much of that financial pressure in 2017/18	

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as possible. The Education Board is meeting on the 6<sup>th</sup> July to agree the high needs budget allocation 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.

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k.

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l.

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**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
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
<b>Adult Social Care</b>										
a Adult Support Services and Management	224	0	224	0	224	224	0	0	1	1
b Commissioning Team	2,120	(346)	1,774	0	1,774	1,774	0	0	10	10
c Strategy & Development	1,797	(215)	1,582	0	1,582	1,582	0	0	(14)	(14)
d People with a Learning Disability	14,383	(1,421)	12,962	0	12,962	12,832	(130)	2,326	2,267	(59)
e People with Mental Health Needs	3,350	(167)	3,183	0	3,183	3,291	108	641	703	62
f Older People	28,807	(14,592)	14,215	0	14,215	14,473	258	2,789	2,911	122
g Other Community Services	2,522	(865)	1,657	0	1,657	1,657	0	371	373	2
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	0	3,361	3,374	13	685	658	(27)
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	10	10	0
<b>Health</b>										
j Public Health	6,991	(7,141)	(150)	0	(150)	(150)	0	(573)	(573)	0
k Drug and Alcohol Action Team	2,313	(2,230)	83	0	83	83	0	(160)	(159)	1
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	(12)	(12)	0
<b>Total Net Budget for Portfolio</b>	<b>67,470</b>	<b>(28,522)</b>	<b>38,948</b>	<b>0</b>	<b>38,948</b>	<b>39,197</b>	<b>249</b>	<b>6,077</b>	<b>6,175</b>	<b>98</b>

<b>Virements</b>	<b>£000</b>
Transfer from earmarked reserves	0
Allocation from Contingency	0
In year virements	0
	<u>0</u>

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Health and Adult Social Care  
Portfolio Holder - Cllr L Salter**

Forecast Outturn Variance	Year to Date Variance
a.	
b.	
c.	
d.	Early outturn forecasts are predicting the full 2017/18 PE1 Learning Disability saving delivery of £500k. The £130k under spend is in relation to Daycare services.
e.	Early outturn forecasts are predicting opening budget pressures on Mental Health care package costs, particularly in residential care.
f.	Early outturn forecasts are predicting the full 2017/18 PE1 Older People savings delivery of £1mil. The £258k overspend is in relation to opening pressures on residential care and complex intensive homecare services, this forecast will be monitored closely during the financial year.
g.	
h.	
i.	
j.	
k.	
l.	

**General Fund Forecast 2017/18**  
**at 31 May 2017 - Period 2**  
**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
<b>Transport</b>										
a Highways Maintenance	9,830	(2,048)	7,782	143	7,925	7,925	0	1,423	1,334	(89)
b Bridges and Structural Engineering	412	0	412	0	412	412	0	70	64	(6)
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(509)	0	(63)	(59)	4
d Car Parking Management	1,031	(6,485)	(5,454)	0	(5,454)	(5,454)	0	(1,030)	(1,008)	22
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	773	780	7
f Passenger Transport	400	(64)	336	0	336	336	0	63	57	(6)
g Road Safety and School Crossing	234	0	234	0	234	234	0	52	37	(15)
h Transport Planning	599	(854)	(255)	0	(255)	(255)	0	98	237	139
i Traffic and Parking Management	503	(5)	498	0	498	498	0	102	121	19
<b>Waste and Cleansing</b>										
j Public Conveniences	550	0	550	0	550	550	0	98	84	(14)
k Waste Collection	4,393	0	4,393	(27)	4,366	4,366	0	816	894	78
l Waste Disposal	5,533	0	5,533	0	5,533	5,533	0	926	896	(30)
m Street Cleansing	1,381	(7)	1,374	0	1,374	1,374	0	225	190	(35)
n Household Recycling	486	0	486	0	486	486	0	80	80	0
o Environmental Care	386	(4)	382	(143)	239	239	0	48	42	(6)
p Waste Management	487	0	487	0	487	487	0	70	70	0
<b>Other Services</b>										
q Flood and Sea Defence	745	(11)	734	0	734	834	100	131	153	22
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	0	1,354	1,354	0	0	17	17
<b>Regulatory</b>										
s Regulatory Business	523	(11)	512	0	512	512	0	80	99	19
t Regulatory Licensing	304	(433)	(129)	27	(102)	(102)	0	(71)	(1)	70
u Regulatory Management	227	0	227	0	227	227	0	78	38	(40)
v Regulatory Protection	244	(14)	230	0	230	230	0	51	59	8
<b>Total Net Budget for Portfolio</b>	<b>33,996</b>	<b>(11,602)</b>	<b>22,394</b>	<b>0</b>	<b>22,394</b>	<b>22,494</b>	<b>100</b>	<b>4,020</b>	<b>4,184</b>	<b>164</b>

**Virements**

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

**£000**

0

0

0

**0**

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Transport, Waste & Regulatory Services  
Portfolio Holder - Cllr T Cox**

Forecast Outturn Variance	Year to date Variance
a.	Less winter grit purchased due to high stock levels from previous year.
b.	
c.	
d.	
e.	
f.	
g.	
h.	Changes in the invoicing procedure for the Common Permit Scheme will result in income being received later in the process than in previous years.
£	
j.	
k.	
l.	
m.	
n.	
o.	
p.	
q.	Costs will be incurred due to the storage of spoil in relation to the flood defence scheme and the servicing of pump stations across the Borough.
r.	
s.	
t.	Licensing income to be received shortly.
u.	
v.	

**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Technology  
Portfolio Holder - Cllr T Byford**

<b>Service</b>	<b>Gross Expend £'000</b>	<b>Gross Income £'000</b>	<b>Original Budget £'000</b>	<b>Virement £'000</b>	<b>Latest Budget £'000</b>	<b>Expected Outturn £'000</b>	<b>Forecast Variance £'000</b>	<b>Budget to Date £'000</b>	<b>Spend to Date £'000</b>	<b>To Date Variance £'000</b>
Information Communications and a Technology	5,354	(971)	4,383	0	4,383	4,383	0	(1)	67	68
<b>Total Net Budget for Portfolio</b>	<b>5,354</b>	<b>(971)</b>	<b>4,383</b>	<b>0</b>	<b>4,383</b>	<b>4,383</b>	<b>0</b>	<b>(1)</b>	<b>67</b>	<b>68</b>

**Virements**

**£000**

Transfer from/(to) earmarked reserves

0

Allocation from Contingency

0

In year virements

0

0

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**General Fund Forecast 2017/18  
at 31 May 2017 - Period 2  
Technology  
Portfolio Holder - Cllr T Byford**

<b>Forecast Outturn Variance</b>	<b>Year to date Variance</b>
a.	Agency costs to cover vacant posts are exceeding budgeted establishment costs.

**Housing Revenue Account Forecast 2017/18**  
**at 31 May 2017 - Period 2**  
**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	732	0	22	0	(22)
c Repairs	4,831	0	4,831	4,831	0	1,115	1,115	0
d Supplies & Services	68	0	68	68	0	11	0	(11)
e Management Fee	5,827	0	5,827	5,827	0	1,345	1,345	0
f MATS	1,124	0	1,124	1,124	0	187	187	0
g Provision for Bad Debts	383	0	383	383	0	64	64	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	1,894	1,894	0
<b>Expenditure</b>	<b>24,544</b>	<b>0</b>	<b>24,544</b>	<b>24,548</b>	<b>4</b>	<b>4,638</b>	<b>4,605</b>	<b>(33)</b>
i Fees & Charges	(393)	0	(393)	(393)	0	(65)	(50)	15
j Rents	(26,673)	0	(26,673)	(26,673)	0	(4,445)	(4,508)	(63)
k Other	(277)	0	(277)	(277)	0	(277)	(283)	(6)
l Interest	(135)	0	(135)	(135)	0	(23)	(23)	0
m Recharges	(459)	0	(459)	(459)	0	(77)	(60)	17
<b>Income</b>	<b>(27,936)</b>	<b>0</b>	<b>(27,936)</b>	<b>(27,936)</b>	<b>0</b>	<b>(4,887)</b>	<b>(4,924)</b>	<b>(37)</b>
n Appropriation to Earmarked reserves	3,392	0	3,392	3,388	(4)	0	0	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
<b>Net Expenditure / (Income)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(249)</b>	<b>(318)</b>	<b>(70)</b>
<b>Use of Reserves</b>								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
<b>Balance as at 31 March 2018</b>	<b>3,502</b>	<b>0</b>	<b>3,502</b>	<b>3,502</b>	<b>0</b>			

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

Forecast Outturn Variance	Year to Date Variance
a.	
b.	
c.	
d.	
e.	
f.	
g.	
h.	
i.	
j.	
k.	
l.	
m.	
n.	
o.	

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**Capital Programme Budget  
Monitoring 2017/18**

**Period 2**

**as at 31<sup>st</sup> May 2017**

**Departmental Summary**

## Capital Programme Monitoring Report – May 2017

### 1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £93.737million which includes all changes agreed at June Cabinet. Actual capital spend at 31<sup>st</sup> May is £2.990million representing approximately 3% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £1.988million 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 May 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	145	24,169	-	-
People	16,709	185	16,709	-	-
Place	40,751	1,781	40,751	-	-
Housing Revenue Account (HRA)	12,108	879	12,108	-	-
<b>Total</b>	<b>93,737</b>	<b>2,990</b>	<b>93,737</b>	-	-

The capital programme is expected to be financed as follows:

Department	External Funding			Total Budget £'000
	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	
Chief Executive	24,163	-	6	<b>24,169</b>
People	5,300	11,393	16	<b>16,709</b>
Place	27,830	10,483	2,438	<b>40,751</b>
Housing Revenue Account (HRA)	11,635	-	473	<b>12,108</b>
<b>Total</b>	<b>68,928</b>	<b>21,876</b>	<b>2,933</b>	<b>93,737</b>
As a percentage of total budget	73.5%	23.3%	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 31<sup>st</sup> May 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	3,432	7,977
Place	10,483	2,438	12,921	5,200	7,721
Housing Revenue Account (HRA)	-	473	473	473	-
<b>Total</b>	<b>21,876</b>	<b>2,933</b>	<b>24,809</b>	<b>9,105</b>	<b>15,704</b>

## 2. Department Budget Performance

### Department of the Chief Executive

The revised capital budget for the Department of the Chief Executive is £10.419million. The budget is distributed across various scheme areas as follows

Department of the Chief Executive	Revised Budget 2017/18 £'000	Outturn to 31 May 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)	23,251	33	23,251	-	-
Cemeteries & Crematorium	471	112	471	-	-
<b>Subtotal</b>	<b>23,722</b>	<b>145</b>	<b>23,722</b>	-	-
Priority Works (see table)	447	-	447	-	-
<b>Total</b>	<b>24,169</b>	<b>145</b>	<b>24,169</b>	-	-

Priority Works	£'000
Budget available	500
Less budget allocated to agreed schemes	(53)
Remaining budget	447

Actual spend at 31<sup>st</sup> May stands at £0.145million. This represents 1% of the total available budget.

#### Asset Management (Property)

Planning has been submitted for the Library Car Park reconstruction and enhancement scheme with a start date on site expected for January 2018. Accurate profiling of the budget will follow the tender returns.

The contract has now been let for the New Beach Huts phase two and works will commence at the end of June. This scheme is scheduled to be completed during the summer months.

#### Cemeteries and Crematorium

Landscaping has commenced on the plot of land identified in Sutton Road Cemetery but new legislation is currently being assessed from the Environment Agency with regards to cemetery ground water which may have an impact on the final cost.

The installation of the Pergola Walk Memorial is almost complete with the final paving works currently taking place.



## **Priority Works**

The Priority works provision budget currently has £447k remaining unallocated.

## Department for People

The revised Department for People budget totals £16.709million.

Department for People	Revised Budget 2017/18 £'000	Outturn to 31 May 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	23	1,758	-	-
General Fund Housing	3,246	74	3,246	-	-
Children & Learning Other	64	-	64	-	-
Condition Schemes	704	-	704	-	-
Devolved Formula Capital	173	71	173	-	-
Early Years	536		536	-	-
Primary and Secondary School Places	10,228	17	10,228	-	-
<b>Total</b>	<b>16,709</b>	<b>185</b>	<b>16,709</b>	<b>-</b>	<b>-</b>

Actual spend at 31<sup>st</sup> May stands at £0.185million. This represents 1% 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.

### 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 Adaptations Framework Agreement as part of the Disabled Facilities work is due to be published by the end of June.

### Children & Learning Other Schemes

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

## **Condition Schemes**

A budget of £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 £35k 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 £104k being held against six 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 approaching the tender stage. A second secondary school is completing the feasibility stage and two other secondary schools are progressing towards feasibility stage.

## Department for Place

The revised capital budget for the Department for Place is £40.751million. 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 May 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	17	5,266	-	-
ICT Programme	4,914	328	4,914	-	-
Enterprise, Tourism & Regeneration	4,848	78	4,848	-	-
Southend Pier	3,767	30	3,767	-	-
Coastal Defence & Foreshore	923	25	923	-	-
Highways and Infrastructure	6,339	734	6,339	-	-
Parking Management	612	4	612	-	-
Section 38 & 106 Agreements	2,293	8	2,293	-	-
Local Transport Plan	2,974	136	2,974	-	-
Local Growth Fund	5,477	234	5,477	-	-
Community Safety	420	-	420	-	-
Transport	540	35	540	-	-
Energy Saving Projects	2,378	152	2,378	-	-
<b>Total</b>	<b>40,751</b>	<b>1,781</b>	<b>40,751</b>	-	-

Actual spend at 31<sup>st</sup> May stands at £1.781million. This represents 4% 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.

Orders have been raised for the surveys and installation of Southchurch Park Tow Path. The contractor is expected on site during September after the school summer holidays.

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**

A Smoothwall Solution has been purchased and professional services commissioned to implement the solution for the Websense Replacement scheme. Implementation has been scheduled for September 2017.

The development of the Liquid Logic Case Management System scheme is on track to be delivered in line with the revised schedule. The phase one budget will be spent during 2017/18 with phase two taking place in 2018/19.

## **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 31<sup>st</sup> March 2017 as per the grant conditions. The remaining phase one works are continuing and are due to conclude in August. The main items in this phase include the completion of the roundabout on Cherry Orchard Way and utilities connections. Planning consent for the new club house has now been received so works will commence within the next few months with a 44 week build programme. The business case for the £19.89million LGF round three funding is nearing completion and will be submitted to the independent technical evaluator by the end of June with expectation of it going to the September Accountability Board. In anticipation of this, work is underway to scope the innovation centre so as to be in a position to submit a planning application this year and procure an operator.

Planned schemes within the Property Refurbishment Programme include the continuation of toilet block refurbishments and electrical works to various buildings.

## **Southend Pier**

Design works are in progress for the bearing refurbishments, condition works, pavilion platform, pier view gallery and the entrance enhancements on Southend Pier. Various factors such as listed building approval, English Heritage approval, the Marine Management Organisation and the Environment Agency may influence and delay the works. More information will be available later in the financial year.

## **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. Investigative works for flood risk areas is in the process of being carried out and this budget is expected to be spent in full by year end.

## **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 column and luminaire installations are now over 95% complete. Works have now completed in the Civic Centre car park and on the pier and have now commenced 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. Completion for these commissioning works is scheduled for July.

## **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.

## **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.

## **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.

Work commenced at Kent Elms on 21<sup>st</sup> November 2016 and a dedicated Public Liaison Officer is in place. A supplier has now been identified for the footbridge and utility diversion works are underway. There has been a delay to National Grid works which has had a knock on effect causing a delay to completing BT diversions. Three lanes in-bound will be in place by the end of June.

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 still to be carried out. 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 and procurement documents for feasibility are being drafted for energy works on the pier.

## 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 May 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	822	7,703	-	-
Council House Adaptations	565	47	565	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,495	10	3,495	-	-
<b>Total</b>	<b>12,108</b>	<b>879</b>	<b>12,108</b>	<b>-</b>	

The actual spend at 31<sup>st</sup> May of £0.879million represents 7% of the HRA capital budget.

### Decent Homes Programme

The 2017/18 programme for Decent Homes has been reviewed to reflect expired component replacements. The works on PVCu cladding, soffits and fascias are now on site. Fire safety works have commenced at Chiltern and phase two of the block upgrade project at Saxon Gardens completed in May. A reprofile has been agreed of £2million from the 2018/19 HRA Future Programme budget into the 2017/18 financial year to enable the on-going programme of fire safety installation works to be accelerated. All other capital schemes for 2017/18 are programmed to be completed by 31<sup>st</sup> March 2018.

### 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

Phase two of the Land Review is progressing following the report at March Cabinet. The planning applications for the scheme, which includes twelve flats, three houses and one bungalow, has now been submitted and will be determined at the Development Control Committee in August. The contractor tender is currently being finalised and it is anticipated that it will be sent out in July. A start date on site is scheduled for December.

Summary of Capital Expenditure at 31st May 2017

Appendix 1

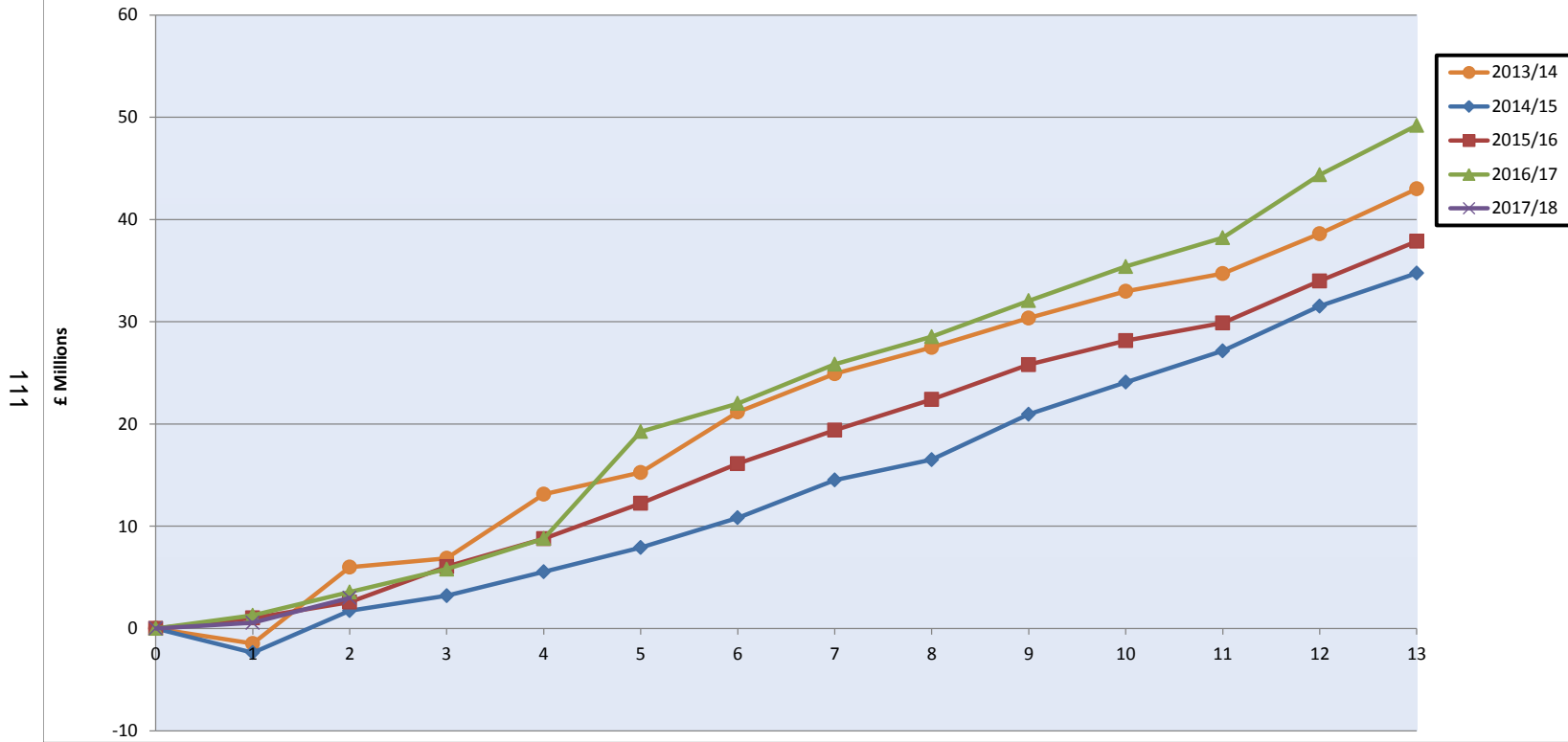
	Original Budget 2017/18 £000	Revisions £000	Revised Budget 2017/18 £000	Actual 2017/18 £000	Forecast outturn 2017/18 £000	Forecast Variance to Year End 2017/18 £000	% Variance
Chief Executive	6,400	17,789	24,189	145	24,189	-	1%
People	13,582	3,127	16,709	185	16,709	-	1%
Place	48,140	(7,409)	40,731	1,781	40,731	-	4%
Housing Revenue Account	8,610	3,498	12,108	879	12,108	-	7%
	<u>76,732</u>	<u>17,005</u>	<u>93,737</u>	<u>2,990</u>	<u>93,737</u>	<u>-</u>	<u>3%</u>
<b>Council Approved Original Budget - February 2017</b>	<b>76,732</b>						
Chief Executive amendments	17,230						
People amendments	(1,115)						
Place amendments	219						
HRA amendments	4,457						
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	2,791						
<b>Council Approved Revised Budget - June 2017</b>	<b><u>93,737</u></b>						

Actual compared to Revised Budget spent is £2.990M or 3%



Appendix 2

**Capital programme Delivery  
Cummulative 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

Report of Director of Legal & Democratic Services

to

Cabinet

On

20<sup>th</sup> June 2017

Report prepared by: Tim Row

Agenda  
Item No.

6

## Joint In-depth Scrutiny Report –

“To investigate the case for additional enforcement resources for Southend”

*A Part 1 Agenda Item*

### 1. Purpose of Report

To present the final report of the in depth scrutiny project – ‘To investigate the case for additional enforcement resources for Southend.’

### 2. Recommendations

- 2.1 That Cabinet approves the report and recommendations from the in depth scrutiny project attached at **Appendix 1**.
- 2.2 To note that approval of any recommendations with budget implications will require consideration as part of future years’ budget processes prior to implementation.
- 2.3 That following feedback from the Policy & Resources Scrutiny Committee and the Place Scrutiny Committee, the Police and Crime Commissioner for Essex be invited to lead on recommendation 1.2 under section 4.3, regarding negotiations with other Essex Authorities.

### 3. Background

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

- 3.3 The Member Project Team, which was chaired by Councillor Brian Ayling, met on 9 occasions and considered a range of evidence to inform their approach, including witness sessions and a site visit. The Project Team comprised Councillors Robinson (Vice-Chairman), Arscott, Assenheim, Bright, Burzotta, Callaghan, D Garston, J Garston and Gilbert. Officer support was provided by Lysanne Eddy (Project Manager), Tim Row (Project Support Officer), Tim MacGregor, Ade Butteriss, Kelly Clarke and Rob Walters.
- 3.4 The draft scrutiny report has been shared with the project team and agreed by the Place Scrutiny and Policy & Resources Scrutiny Committees held on 10<sup>th</sup> April and 13<sup>th</sup> April 2017.

#### **4 Recommendations**

- 4.1 In accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), the in depth scrutiny report is now attached at **Appendix 1** for approval by Cabinet. It should be noted that approval of any recommendations with budget implications will require consideration as part of future years' budget processes prior to implementation.
- 4.2 The review was set within the context of continuing budget cuts to the Council of at least £28m over the next 3 years; and continuing budget reductions to the Police which required them to prioritise and reduce services. It also came at a time where the Council was looking at the future vision of the Borough and redefining its contribution through the Our Town; Our Future programme.
- 4.3 The recommendations from the review are as follows:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 5. Other Options

Not applicable.

## 6. Corporate Implications

### 6.1 Contribution to Council's Vision and Critical Priorities –

#### (a) Excellent :

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

#### (b) Safe:

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

#### (c) Clean:

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

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

6.3 Legal Implications – none.

6.4 People Implications – as described in report.

6.5 Property Implications – none.

6.6 Consultation – as described in report.

6.7 Equalities Impact Assessment – none.

6.8 Risk Assessment – none.

**7. Background Papers –**

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

**8. Appendix**

**Appendix 1 – Joint In-depth Scrutiny Project Final Report**



# **APPENDIX 1**

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

**into**

## **Additional Enforcement for Southend-on-Sea**

v10 – 31.3.17

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**Annex 1 - Witness sessions**

**Annex 2 – Southend Borough Council’s Enforcement Activities**

**Annex 3 - Other local authorities approaches to enforcement**

## 1. Background

1.1 At their meetings on Monday, 11th July 2016 and Thursday, 14<sup>th</sup> July 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 110 and 153 refer respectively) approved the suggestion for a joint in-depth study to investigate the case for additional enforcement resources for Southend.

1.2 This followed the notice of a motion to Council at its meeting on Thursday, 10<sup>th</sup> December 2015 (Minute 495 refers), proposed and seconded by Councillors Assenheim and Ward respectively, requesting:

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

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

1.3 The Cabinet considered this motion and, at its meeting on Tuesday, 15 March 2016 (Minute 711 refers), subsequently resolved:

- i. That the Council explore, with Partner Agencies, an effective approach to ensuring the town remains a safe place to live, work and visit in the context of austerity measures on all public services within Southend.
- ii. That the Council explore the recruitment of Special Constables in helping to police communities, primarily within the town.
- iii. That the current South Essex Homes warden patrol scheme (of the Borough’s tower blocks) be reviewed to determine whether the scheme could be integrated into a combined collective approach to community safety across the Borough.

## 2. Framework for the Study

2.1 At their meetings on Monday, 10<sup>th</sup> October 2016 and Thursday, 13<sup>th</sup> October 2016, the Place Scrutiny Committee and Policy & Resources Scrutiny Committee (Minutes 340 and 372 refer respectively) both agreed that the framework for the study should be:

- i. To investigate the possibility of the Council increasing resources for enforcement activity including consideration of the Council employing its own PCSOs or financing the provision of additional “Specials” by the Police. In the context of

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

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

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

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

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

### 3. Methodology

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

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

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

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

## 4. Recommendations

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

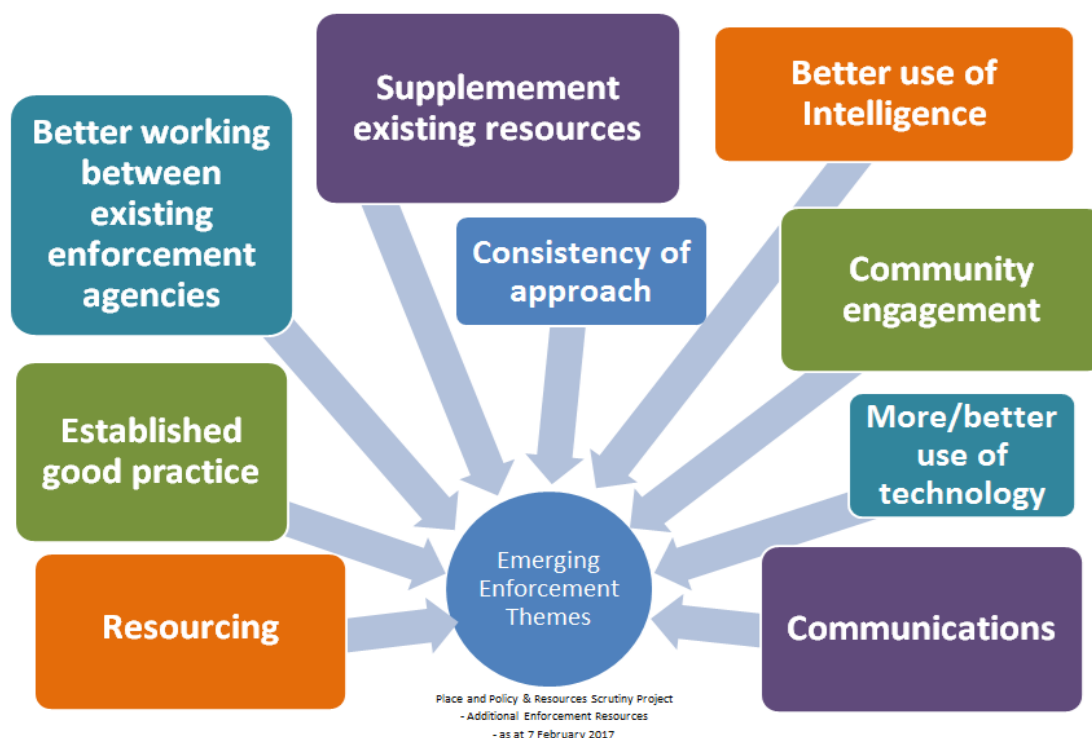
- 1. That the Council actively promotes the recruitment and retention of Special Constables within Southend as a sustainable and active part of reinforcing an enhanced uniformed presence by:**
  - 1.1. Enrolling in the 'Employer Supported Scheme' for Special Constables run by Essex Police and actively promoting it to council employees with an initial target commitment of up to five staff enlisted and trained;
  - 1.2. Investigating the appetite of Essex authorities to a County wide approach for a Council Tax incentive scheme that promotes and encourages the recruitment and retention of Special Constables.
- 2. That the Council explores the potential for a revised 'Borough Patrol' model to be reintroduced by:**
  - 2.1. Further investigating Maldon District Council's example of community enforcement as a potential updated delivery model;
  - 2.2. Aligning existing council resources for enforcement more clearly under the premise of the 'Borough Patrol';
  - 2.3. Investigating opportunities from the income generation proposals that support, fund and expand the role of the revised 'Borough Patrol'.
- 3. That the Council leads a renewed emphasis on the importance of continued strong and effective partnership working that achieves better coordinated working between existing enforcement agencies through clearly identified and articulated priorities by:**
  - 3.1. Undertaking a review of the governance, purpose and membership of the Southend Community Safety Partnership (CSP) to reinforce essential partnership relationships and ensure the inclusion of wider community and private sector partners in priority setting, information and intelligence gathering;
  - 3.2. Commissioning an evaluation of the Community Safety Hub (CSH) with particular emphasis on reducing the apparent disconnect between the priorities of the CSP and the operational response of the CSH; ensuring more effective sharing, appropriate focus and direction of the current resourcing of wider enforcement across Southend partners;
  - 3.3. Looking at how the Council currently uses the Community Safety Accreditation Scheme (CSAS), with a view to widening the scope of its use;

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

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

## 5. Key Findings

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



### 5.1 Current position and established good practice

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

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

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



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

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

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

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

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

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

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

## 5.2 Resourcing

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

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

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

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

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

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

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

### 5.3 Special Constables

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

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

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

The cited benefits of ESP include:

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

Specific benefits to the council engaging in ESP include:

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

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

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

### **Council commitment**

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

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

### **Notional costs (per person)**

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

10 days: £1,000

20 days: £2,000

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

4 hours per month: £672

8 hours per month: £1,344

16 hours per month: £2,688

**Council Tax Discount for all Specials resident in Southend**

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

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

**5.4 Borough Patrol**

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

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

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

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

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

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

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

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

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

## **5.5 Better working between existing enforcement agencies / consistency of approach**

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

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

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

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

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

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

## **5.6 Community engagement**

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

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

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

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

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

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

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

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

## **5.7 Communications**

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

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

## **5.8 Greater use of technology and intelligence**

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

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

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



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

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

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

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## Annex 1

### Witness Session 1 - Wednesday 19th October 2016

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

<b>Name:</b>	<b>Representing:</b>	<b>Table One:</b>
Cllr Bernard Arscott	Leigh Ward	<b>Support Officers: Ade Butteriss &amp; Tim Row</b>
Cllr Alex Bright	Southchurch Ward	
Simon Patterson	Seafront Traders	
Gary Turner	HARP	
Rebecca Venn	BID Ranger	

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

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

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

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

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

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

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

### **Witness Session 2 - Monday 19th December 2016**

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

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

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

- How are you resourcing this activity?

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

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

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

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

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

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

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

*“I live in the Southend Conservation area.*

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

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

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

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

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

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

### **Witness Session 3 – Tuesday 1st February 2017**

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

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

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

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

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

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

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

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

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

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

#### **Witness Session 4 – Tuesday 7<sup>th</sup> February 2017**

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

#### **Witness Session 5 – Wednesday 15<sup>th</sup> February 2017**

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

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

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

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

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

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

#### **Witness Session 6 – Wednesday 22<sup>nd</sup> February 2017**

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

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

Could this be improved and how?

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

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

Could this have been improved and how?

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

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

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

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

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

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

### **Witness Session 7 - Monday 6<sup>th</sup> March 2017**

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

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

- Mosaic profiles of current Special Constables;

- Costings for a Borough Patrol service and

- An outline of enforcement powers and costs of other enforcement agencies in the Borough



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

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

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# Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk  
To

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

On  
1 February 2017

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

### Witness session 3 - Southend Council's Enforcement Activities

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#### 1. Purpose

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

#### 2. Recommendation:

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

#### 3. Background

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

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

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

#### **4. Enforcement action and sanctions:**

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

4.2 The range of sanctions can include:

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

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

#### **5. Key Areas of Enforcement Activity – The Council**

##### **5.1 Community Safety**

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

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

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

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

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

#### **SMAART case work**

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

\* Criminal Behaviour Order

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

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

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

## 5.2 Early Help, Family Support and Youth Offending Services

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

Sanctions broadly divide between:

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

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

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

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

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

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

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

### 5.3 Regulatory Services

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

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

### 5.4 Waste & Environmental Care

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

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

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

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

### Environmental Enforcement Action (including notices served and investigations)

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

\* Overhanging vegetation

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

### 5.5 Private Sector Housing

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

A (non-exhaustive) list of sanctions include:

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

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

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

**For April to December 2016, the service dealt with:**

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

## **5.6 Social housing**

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

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

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

## **5.7 Traffic Management & Highways**

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

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



**Enforcement activity for 2015/16 included:**

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

**5.8 Planning Enforcement**

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

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

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

**5.9 Planning Enforcement Data 2015 – 2016**

<b>Enforcement Cases investigated in 2016</b>	<b>275</b>
<b>Formal Notices Issued in 2016</b>	<b>3</b>
<b>Enforcement Cases investigated in 2015</b>	<b>269</b>
<b>Formal Notices Issued in 2015</b>	<b>6</b>

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

**5.10 Parks**

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

**5.11 Pier and foreshore**

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

## 5.12 Enforcement Prosecutions 2013-16 (by calendar year)

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

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

## 6. Issues for consideration

### 6.1 Joint working

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

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

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

difficulties

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

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

## 6.2 Sharing of intelligence

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

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

## 6.3 Generic approach

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

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

#### **6.4 Resourcing and partnership working**

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

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

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

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

#### **6.5 Culture and consistency of approach**

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

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

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

#### **6.6 Public engagement**

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

## **6.7 Use and knowledge of legislation**

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

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

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

## **6.8 Use of third sector/private enforcement**

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

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## Appendix 1 to Annex 2

### Summary of service area enforcement activity and related sanctions

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

Service area	Area of enforcement	Lead officer	Sanctions
	Unsafe buildings –building control Highways obstruction Street trading Waste collection		Agreements (ABCs) - Injunctions
Highways	<ul style="list-style-type: none"> <li>- Highway inspections – safety/condition</li> <li>- Highway licensing</li> <li>- Utility works</li> <li>- Non-compliance - e.g. skips, scaffolding, hoarding, oversail etc.</li> <li>- Obstruction, unauthorised vehicle crossing etc.</li> <li>- Overgrowing trees</li> <li>- Obstruction of highway</li> <li>- Pavement crossings (pvxs)</li> <li>- Abandoned vehicles</li> <li>- Parking enforcement</li> </ul>	Zulfi Ali	Written warning Fines (mainly utilities) Penalty Charge Notice Improvement Notice
Planning	Breaches of planning control	Peter Geraghty / Dean Hermitage	<ul style="list-style-type: none"> <li>- Planning Contravention Notice</li> <li>- Temporary Stop Notice</li> <li>- Enforcement Notice</li> <li>- Stop Notice</li> <li>- Breach of Condition Notice</li> <li>- Powers of entry</li> <li>- Section 215 notices (untidy land)</li> </ul>
Private Sector Housing	HMO licencing Health and Safety assessment (physical structure/overcrowding/asbestos/water leaks etc...) Empty homes Energy certification	Andrew Fiske / Stuart Burrell	<ul style="list-style-type: none"> <li>- Improvement Notice</li> <li>- Prohibition Order (for hazards)</li> <li>- Emergency Prohibition Order</li> <li>- Slum Clearance Declaration</li> <li>- Revocation of HMO Licence</li> <li>- Management Order (to take over an HMO)</li> <li>- Overcrowding Notice</li> <li>- Nuisance Abatement Notice</li> <li>- Notice of cleansing or destruction of filthy &amp; verminous articles</li> <li>- Enforcement of minimum energy efficiency levels with private rented accommodation</li> </ul>
Social housing	Tenancy Management (eg noise nuisance and neighbour disputes). Support for SMAART Neighbourhood patrol	Andrew Fiske/Mike Gatrell	<ul style="list-style-type: none"> <li>- Warning letters</li> <li>- Application of ASB related sanctions</li> <li>- ABC's</li> <li>- Mediation</li> </ul>

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

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

Anti-social Behaviour, Crime and Policing Act 2014

Anti-social Behaviour Act 2003

Building Act 1984

Clean Neighbourhoods & Environment Act 2005

Crime and Disorder Act 1998

Data Protection Act 1998

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

Education Acts 1996, 2005, 2006

Enforcement of Waste Receptacle Offences Deregulation Act 2015

Environmental Protection Act 1990

Highways Act 1980

Housing Act 2004

Local Government Act 1972 (S222 Injunction for nuisance)

Local Government (Miscellaneous Provisions) Act 1982 (drainage)

Prevention of Damage by Pests Act 1949

Public Health Act 1961

Psychoactive Substances Act 2016

Regulation of Investigating Powers Act 2000

Town and Country Planning Act, 1990,

**Event Support Team activity since August 2016**

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

## Annex 3

### Other local authorities approach to enforcement

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

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

Adur and Worthing have the following enforcement measures in place:

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

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

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

**Street Outreach Worker** - Established to work with the street community to **reduce harm and minimise risk, with a particular focus on drug and alcohol use**. However, this officer now provides the link through to housing services as well as other services, enabling the street community to get service ready. This has recently been mainstream funded by the Council and was previously funded through a mixture of Safer Communities Funding and Supporting People Funding (Housing Grant). This post is governed through the Safer Communities Partnership.

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

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

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



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

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

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

**Street Pastors** are also in but have no enforcement powers.

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

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

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



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

Hounslow have a varied approach to enforcement.

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

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

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

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

Making Hounslow Safe:

[https://www.hounslow.gov.uk/info/20056/community\\_safety/1203/making\\_hounslow\\_safe](https://www.hounslow.gov.uk/info/20056/community_safety/1203/making_hounslow_safe)

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



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

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

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



MALDON DISTRICT COUNCIL

**Maldon District Council**

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

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

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

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

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



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

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

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

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

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

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

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

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



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

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

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

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

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



# Southend-on-Sea Borough Council

Report of Chief Executive & Town Clerk  
to

**Cabinet**

On

**20th June 2017**

# 7

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

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## **Corporate Plan & Annual Report – 2017**

**Relevant Scrutiny Committee(s): People; Place; Policy & Resources Scrutiny  
Committee. Executive Councillor: Councillor Lamb**

***A Part 1 Public Agenda Item***

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### **1. Purpose of Report**

1.1 To agree the Council's draft Corporate Plan and Annual Report, 2017.

### **2. Recommendations**

2.1 That the Council's draft Corporate Plan and Annual Report, 2017, is considered before being submitted to Cabinet on 20 June and Council on 20 July.

### **3. Background**

3.1 The Corporate Plan and Annual Report sets out the Council's vision, aims, priorities as well as the key actions and performance measures for the forthcoming year in one document. It also provides an opportunity for the Council to highlight its key achievements over the past year.

3.2 It is particularly useful in communicating the achievements, priorities, actions and performance measures to residents, staff, partners and other stakeholders.

3.3 Appendix 1 provides the draft text for the 2017 Corporate Plan and Annual Report, which will be subject to further work on design and production. The content and purpose of each section is outlined below:

<b>Section</b>	<b>Purpose</b>
Section 1 – Introduction	Provides context to the rest of the plan and a summary of some key achievements and key aims for the forthcoming year.
Section 2 - Council Governance	Outlines the Council's governance arrangements
Section 3 - Structure charts	Sets out the Council's political and officer structures
Section 4 - Council Budget	Sets out the high level Council revenue and capital budget for 2017/18.
Section 5 – Council Values	Outline the values of the Council
Section 6 – Key achievements	Sets out the key achievements of the Council over the last year.
Section 7 - Corporate Priorities, 2017/18	Sets out the Council's 15 Corporate Priorities for 2017/18.
Section 8 – Equality Objectives	2017/18 – Council's Equality Objectives
Section 9 – Corporate Priority performance measures	Sets out the key performance measures identified to help deliver the Corporate Priorities.
Section 10 - Corporate Priority actions	Sets out the key actions identified to help deliver the Corporate Priorities.

3.4 Progress against the plan will be reported regularly to Cabinet, Scrutiny Committees and the Corporate Management Team to assess whether the Council is delivering against its priorities and actions.

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

4.1 There is no requirement to have an Annual Report or Corporate Plan but it enables the Council to set out its vision, aims and priorities in one document – making it easier to communicate these to staff, residents, partners and others.

#### **5. Reasons for Recommendation**

5.1 To ensure the Corporate Plan and Annual Report reflects the needs of the organisation and the borough's communities.

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

6.1 Contribution to Council's Vision and Corporate Priorities:  
The Corporate Plan and Annual Report sets out the Council's vision, Corporate Priorities and related performance targets and actions which can then be monitored to assess whether the Corporate Priorities are being delivered.

**6.2 Financial Implications** - None specific.

**6.3 Legal Implications** - None

- 6.4 **People Implications** - None.
- 6.5 **Property Implications** - None.
- 6.6 **Consultation** – None specific
- 6.7 **Equalities and Diversity Implications** - Assessments of the impact of decisions relating to the budget on different sections of the community and staff was undertaken as part of the budget making process and helped to shape the content of the Corporate Plan and Annual Report.
- 6.8 **Risk Assessment** - Corporate Risks are identified and monitored alongside the actions and indicators in the Corporate Plan.
- 6.9 **Value for Money** - The Council benchmarks its performance and spend against comparators to ensure that it is providing value for money.
- 6.10 **Community Safety Implications** - The Council has corporate priorities to 'Create a safe environment across the town for residents, workers and visitors' and to 'Work in partnership with Essex Police and other agencies to tackle crime' and has identified appropriate performance measures and actions.
- 6.11 **Environmental Impact** - The Council has corporate priorities to 'encourage and enforce high standards of environmental stewardship' and 'continue to promote the use of green technology and initiatives to benefit the local economy and environment'
  
- 7. **Background Papers** - None.
  
- 8. **Appendices**
  - 8.1 Appendix 1: Draft Corporate Plan and Annual Report - 2017.

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Draft

# Corporate Plan and Annual Report 2017

## Draft Introduction from the Leader and Chief Executive

To follow ...

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### About Southend-on-Sea Borough Council

Southend-on-Sea Borough Council serves a population of 178,700 residents. The Council's gross expenditure is approximately £120m and employs around 1,700 staff to provide a huge range of services to meet the needs of local people. The A-Z of all our services can be found at [www.southend.gov.uk](http://www.southend.gov.uk)

The Council's vision of 'Creating a better Southend' is supported by 5 aims:

- Clean
- Safe
- Healthy
- Prosperous
- Led by an Excellent council

The Council identifies priorities, related actions and performance measures to assess how well it is doing in achieving its aims.

Consultation with residents and our key partners, including Essex Police, NHS South Essex, Essex Fire and Rescue, plus the business and voluntary and community sectors inform the Corporate Priorities.

#### Governance:

The Council has 51 Councillors representing 17 wards. Councillors serve for four years and one third of the council is elected each year for three years, followed by one year without election. The last elections took place on 5 May 2016. The current political make-up of the Council is:

- Conservative Group 27
- Independent Group 11
- Labour Group 10
- Liberal Democrat Group 2
- Non-aligned 1

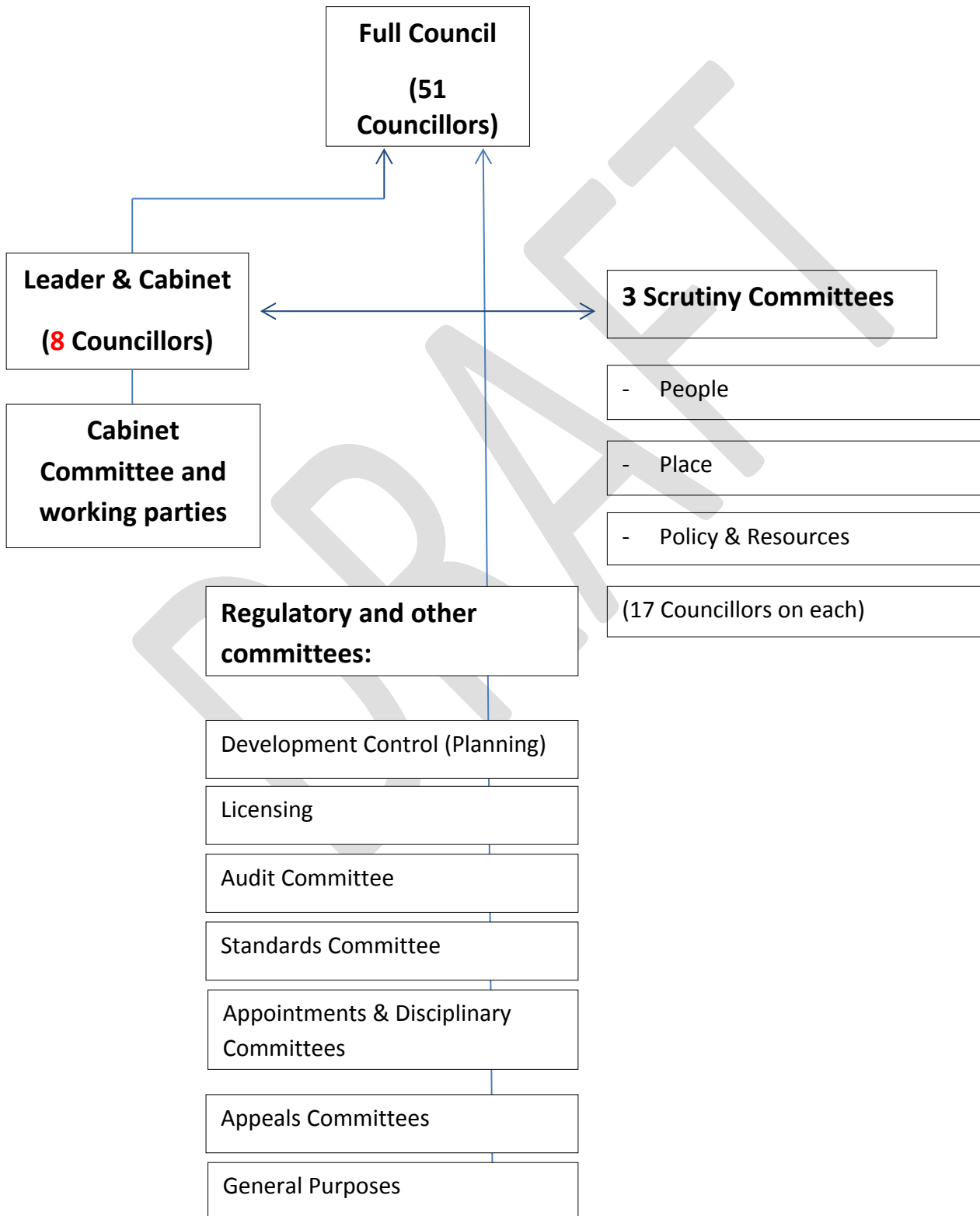
Following the local elections, the Conservative Group formed a minority administration.

The Council operates a Leader and Cabinet model. Major functions, such as agreeing the budget and policy framework are taken by the whole Council. Key executive decisions are taken by a Cabinet of eight Councillors with decisions and other issues reviewed by three scrutiny committees, made up of Councillors not in the Cabinet. Other committees undertake specific functions, for example, in relation to Planning and Licensing. Full details of the Council's decision making process are available at [www.southend.gov.uk](http://www.southend.gov.uk)

#### Officer Structure:

The Council has three departments, People, Place and the Chief Executives – with 14 separate service areas, which in turn are divided into about 70 service groups.

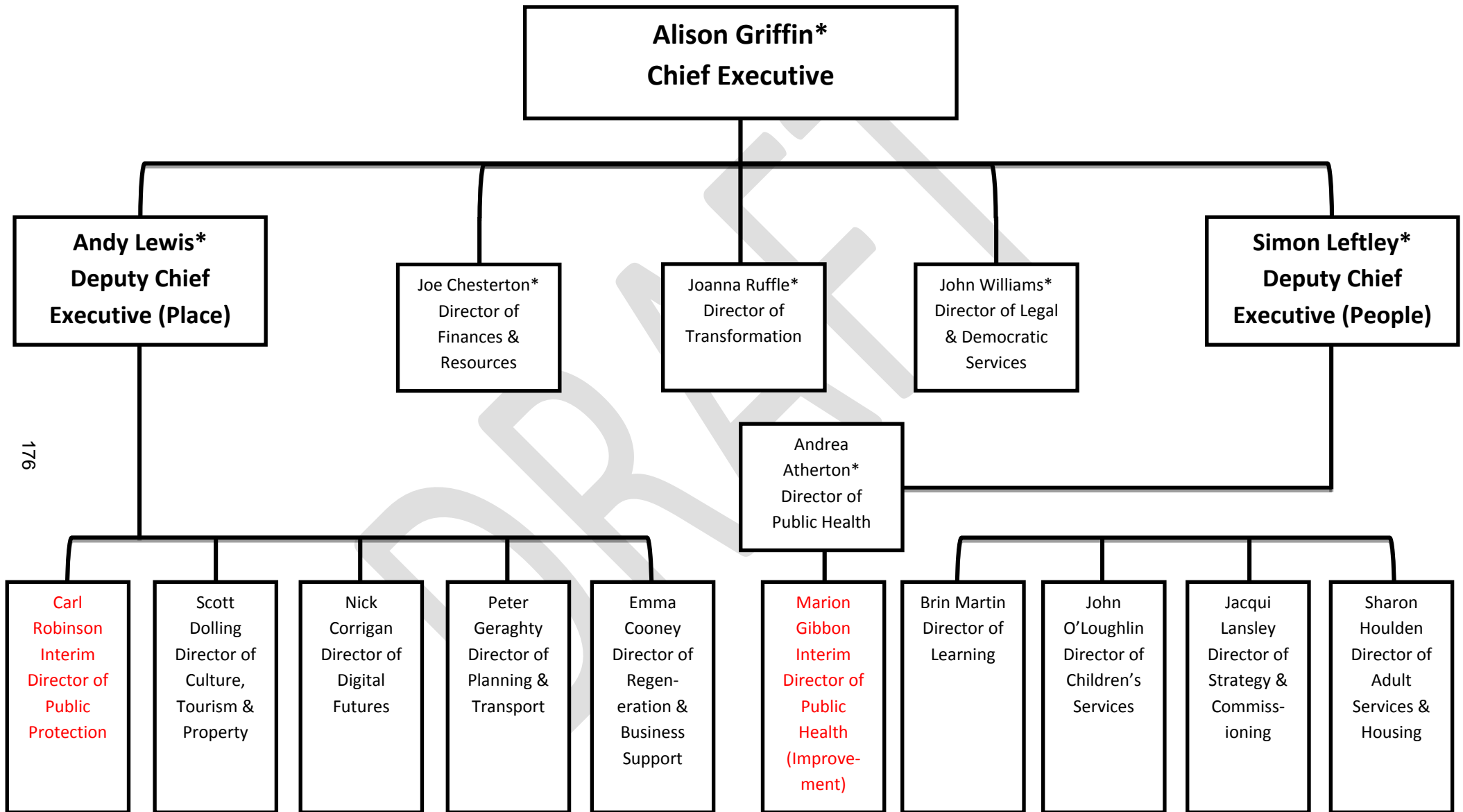
Structure Chart - Political





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# Senior Officers: Deputy Chief Executives and Directors



176

\* Members of the Corporate Management Team

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## Council Budget – to be re-worked for new portfolios

	Budget 2016/17	Budget 2017/18
	£000	£000
<b>Portfolios</b>		
Leader	2,281	2,387
Culture, Tourism & the Economy	12,334	12,593
Corporate & Community Support Services	12,285	12,192
Housing, Planning & Public Protection Services	7,589	5,122
Children & Learning	26,254	26,237
Health & Adult Social Care	38,186	38,948
Transport, Waste & Cleansing	23,342	22,258
Technology	4,025	4,383
Contingencies, Savings etc	5,616	5,228
<b>Net Cost of Services</b>	131,912	129,348
Capital financing removed	(18,642)	(18,831)
<b>Adjusted Net Cost of Services</b>	113,270	110,517
Levies	585	590
Interest Payable and Receivable	15,787	16,594
<b>Net Operating Expenditure</b>	129,642	127,701
Contribution to /(from) earmarked reserves	(8,656)	(4,815)
Revenue Contribution to Capital	6,472	3,804
General Government Grants	(4,252)	(3,537)
<b>Total to be funded from Council Tax and Government Grant</b>	<b>123,206</b>	<b>123,153</b>
<b>Funding from Council Tax and Government Grant</b>		
Revenue Support Grant	(21,412)	(14,759)
Business Rates	(33,628)	(32,060)
Council Tax	(65,875)	(68,678)
Adult Social Care Precept	(1,291)	(3,375)
Collection Fund Surplus	(1,000)	(500)
Use of Reserves	0	(3,781)
	<b>0</b>	<b>0</b>

## Capital investment in Southend

The Council has plans to spend a total of £76.7m on capital schemes for 2017/18

<b>General Fund Services</b>	<b>£m</b>
Enterprise and Regeneration	15.4
School Improvement	10.3
Transport and Parking Schemes	9.6
Energy Efficiency and Street Lighting	6.2
Improvements & Priority Works to Council Property	5.4
Leisure Facilities Improvements	5.3
Pier, Foreshore & Coastal Defence	4.2
Highways & Infrastructure Maintenance & Improvements	3.8
Investment in ICT	3.6
Disabled Facilities Grants and Private Sector Housing	1.8
Adult Social Care	1.5
Investment in Commercial Property	1.0
	<b>68.1</b>
<b>Council Housing</b>	<b>£m</b>
Decent Homes Improvements	7.8
Acquisition of Leaseholds	0.5
Sheltered Housing Remodelling	0.3
	<b>8.6</b>

# Southend on Sea Borough Council's Values

## Living Our Values

Our values guide how we go about our work. They provide a framework for everything we do from day-to-day activities to key business decisions.

<p><b>EXCELLENCE</b> We aspire for excellence in our work</p>
<p><b>AS ONE</b> We work as one organisation</p>
<p><b>RESPONSIBLE</b> We are all responsible for the performance of our organisation</p>
<p><b>OPEN &amp; HONEST</b> We are open, honest and transparent, listening to other's views</p>
<p><b>CUSTOMER CARE</b> Good customer care is at the heart of everything we do</p>
<p><b>SUPPORTIVE</b> We support, trust &amp; develop each other</p>
<p><b>VALUING ALL</b> We value the contribution of all our people</p>

# Key Achievements - 2016/17

(against the 2016/17 Aims and Corporate Priorities)

### AIM: Safe:

#### 1. Create a safe environment across the town for residents, workers and visitors

The Council's Regulatory Services Team has worked with Public Health England to reduce the sales of tobacco and alcohol to children. This included 72 test purchases across the town for cigarettes, tobacco, alcohol and vaping.

The Council continued to protect public safety by intercepting the commercial collection of large quantities of illegally harvested oysters from the foreshore.

Regulatory services achieved its target of completing 100% of due high-risk food hygiene inspections, with three non-compliant food businesses prosecuted for food hygiene offences.

3,157 environmental investigations were undertaken in relation to local environmental crime, for example fly-tipping, littering, and duty of care breaches

Southend-on-Sea retained its prestigious Purple Flag status for operating a safe evening and night-time economy for the fourth consecutive year. This was marked by the 'Purple Festival', a free music and firework display along the seafront.

Southend-on-Sea was ranked joint second in the Cities Outlook 2017 assessment of the urban environment with the lowest CO2 emission per capita, maintaining its top three status for a third year running.

#### 2. Work with Essex Police and other partners to tackle crime

'Operation Stonegate' saw a range of partners coming together on community days to support residents in York Road through a range of targeted enforcement action, providing reassurance to residents and improving the look and feel of the area.

A multi-agency response to the issues on the High Street (such as street begging, drinking, rough sleeping) started, in March 2017, with the intention of nudging people in need into support services, so they get the help needed.

The National CCTV User Group awarded Southend's CCTV service two awards for 'management and innovation' and best 'CCTV team'.

The SOS Domestic Abuse Project (SOSDAP), which provides the Council's families and children domestic abuse service, was awarded a new three-year contract. The Council has invested an extra £20,000 to allow more people access to domestic abuse support.

New CCTV cameras were installed at Balmoral tower blocks to provide greater reassurance and increased security for residents.

Young people who attend the Southend Youth Offending Service, won a Bronze Medal for a garden (called 'Youth Workx') entered into the [Hampton Court Flower Show](#).

### **3. Look after and safeguard our children and vulnerable adults**

A new care co-ordination service was launched, offering early support and co-ordination of care for people with complex needs. Led by what is now Essex Partnership University NHS Foundation Trust (EPUT), the service aims to identify and support patients to maintain personal independence, delay disease progression and improve overall outcomes.

83% of over 65s remained at home 91 days after discharge from hospital to rehabilitation

28 children found permanency through adoption during 2016/17.

The Council worked with 1,711 children to provide support so they no longer needed statutory services.

11 Care Leavers were attending University on 31st March 2017.

The Council supported over 2000 clients to stay independent and continue to live in the community. Nearly 600 of these clients were supported through a direct payment allowing them to choose how best to meet their needs.

The Council supported: 466 clients with mental health support needs; 524 clients with learning disability support needs and 141 clients with sensory and social support needs.

The Council supported 423 carers and 1747 clients with short term services intended to maximise their independence including 809 new clients.

A new model of services for carers, with a single point of contact was commissioned, with a consortium of six organisations (the Carers Hub) providing carers with advice, information, peer support, respite care, a counseling service and signposting to appropriate services.

48 clients with a learning disability were in paid employment; 417 are benefiting from other opportunities including volunteering and 401 live independently on their own or with their family.

Over 600 safeguarding investigations were concluded and over 500 new investigations started to keep people.

The Southend Therapy and Recovery Team (START), which provides short-term care to enable people to recover and/or maintain their independence, was judged as 'outstanding' by the Care Quality Commission (CQC).

The Council set up our own local care company 'Southend Care' to provide a more effective solution for local care services. This currently includes Delaware House, Priory House residential care homes



for older people and Viking Learning Disability Day Services. By September 2017 the Council will be adding further projects to this social business, including:

- Project 49 Day Opportunities
- Learning Disabilities – One to One Service
- Spencer House
- START – Southend Therapy and Recovery Team
- Shared Lives
- Employment Service

With a turnover of £7.6m and over 300 staff, the new company will help provide essential support to protect many vulnerable adults.

The Southend Multi-Agency Risk Assessment Team (MARAT) started work in the summer of 2016. The team works to ensure the Council and other agencies share information and agree a multi-agency plan to support victims and tackle high risk domestic abuse across the Borough.

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## **AIM: Clean:**

### **4. Promote the use of green technology and initiatives to benefit the local economy and environment**

The three year £13.5m project to upgrade the borough's 14,000 streetlights with new energy-efficient LED units was completed thanks to Green Investment Bank funding, enabling the programme to be extended to illuminated street furniture and replacement/refurbishment of ageing light columns, resulting in energy efficiency savings of 59%.

The Council has partnered the LoCASE (Low Carbon South East) European funded project which launched in February 2016. Twelve Southend businesses have benefitted from grants to improve their economic and environmental impact since its launch.

Southend Energy continues to grow and provide Southend-on-Sea residents with cheaper energy bills, with total savings now reaching £1.51 million and achieving a market share of 6.2% in the Borough.

Over the last 18 months, Council driven energy projects have kept the equivalent of 700 cars off the road for one year. Over 3,500 tonnes of CO2 have been saved and over £700,000.

The Council has continued to expand its solar PV programme by completing solar projects on Temple Sutton Primary School, Heycroft Primary School and Edwards Hall Primary School. Work also included deploying a solar PV system on the Borough's first venture into house building at scale since the 1980's, with a project in Shoeburyness.

The Council has deployed a new energy billing system that has resulted in one off savings of £29k and will continue to make an annual saving of £34k per annum – plus savings in terms of Council staff resources.

Southend-on-Sea was named as the second 'greenest' location in the 2017 UK Vitality Index, which takes into account a variety of green matrixes, including energy consumption and CO2 emissions of the UK's cities and towns.

The Council secured EU funding to deliver a series of climate change adaptation solutions in the Borough including SPONGE2020 which aims to reduce the impact of urban flooding.

The Council has been successful in two consortium partnerships across the East of England – South East Business Boost and LoCASE - that secures funding for local businesses to drive resource efficiency and deliver carbon savings.

The Council led a successful £3.3m bid under the Department of Transport's Access Fund to build on the success of the award winning Ideas in Motion project and continue to develop their work in sustainable transport.

## **5. Encourage and enforce high standards of environmental stewardship**

The Council undertook about 12m waste and recycling collections equating to around 80,000 tonnes of waste. Around half of which was recycled.

94% of streets met the acceptable standard of cleanliness across the whole of the Borough.

The Council emptied and maintained around 700 litterbins and 300 dog bins within the Borough

The Council cleaned more than 400km of streets and roads and also maintains its cleanliness to promote environmental stewardship for residents.

Three of the borough's beaches achieved the prestigious top Blue Flag award and all seven of our beaches have been awarded a 'Keep Britain Tidy Seaside award', with seven rated as 'Excellent' or 'Good' by the Department for Environment, Food & Rural Affairs (DEFRA) for water quality. Westcliff and Shoeburyness East Beach also earned coveted TripAdvisor 'Certificates of Excellence'.

The Council consulted the public and special interest groups over the 'Pollinator Strategy' – a plan of action which seeks to protect and promote the habitats of pollinators, such as bees and hoverflies.

The Council maintains more than 1,000 acres of parkland and open spaces, including 45 parks and open spaces.

'Keep Britain Tidy' has again awarded prestigious 'Green Flag Awards' to Belfairs, Chalkwell, Priory, Shoebury and Southchurch Parks, ranking them among the best 137 parks and green spaces in the East of England.

Two Council employees received national recognition for their work in promoting animal welfare. Val Howells, Animal Warden, scooped a Gold Award at the RSPCA Community Animal Welfare Footprint Awards for her work with stray dogs. Frances Banks, Enforcement Officer, collected a Bronze Animal Establishment Licensing Award – the highest accolade for new entrants to the awards.

## **AIM: Healthy:**

### **6. Promote healthy and active lifestyles for all**

Regulatory Services worked with Public Health England and Adult Services to review the nutrition standards in the Borough's residential care homes. They also worked to improve the availability of healthy foods in food premises.

Detailed action plans have been developed to improve air quality in areas identified as having high levels of nitrogen oxide.

955 Southend residents were helped to stop smoking with the help of the stop smoking service.

The NHS Health Check programme saw 4752 residents between 40 and 74 take the opportunity to check their health risks.

205 older people completed the Council's extensive 16 week community falls prevention programme. A further 736 older people received a comprehensive assessment and support to help reduce their risk of falling.

The Public Health Responsibility Deal has over 150 local organisations signed up to helping local people improve their health and wellbeing, compared to 100 from last year.

109 children and their families were supported by the MoreLife programme, a scheme aimed at tackling childhood obesity.

The £40m Big Lottery funded programme, Fulfilling Lives: 'A Better Start', continued its work to help parents give their children aged from 0-3 a better start in life. The project is seeing a wide range of activities and services promoting personal, social and emotional development, communication, health and nutrition over the next nine years and beyond.

The Council promoted a summer of free weekly outdoor activities, thanks to £1000 of ParkLives programme funding. Led by the Council's Sport and Leisure Team and experienced instructors, we delivered a range of activities in Priory and Chalkwell Parks.

The Council launched an exciting campaign aimed at making Southend one of the healthiest places to live in England. With free health checks and advice sessions, lifestyle coaches and experts in diet, exercise and mental wellbeing.

The Council's Active Women Partnership Programme was selected as a finalist in the Association for Public Service Excellence (APSE) Service Awards 2016.

Our level 2 Bikeability Training attracted over 1,635 people – training 9-11 year olds to deal with traffic on short journeys. This is an increase of over 300% since the course started in 2009.

The Council launched the Physical Activity Strategy for Southend-on-Sea 2016-2021 which sets out to improve the health and wellbeing of everyone in Southend by encouraging active lifestyles, particularly for those currently inactive.

Eleven Southend-on-Sea schools were awarded 'Enhanced Healthy School' status. This is awarded when a 'Healthy School' undertakes an in-depth piece of work in addition to their usual 'Healthy School' work.

The Patient Activation Measures (PAM) programme continued to target residents who currently live with long term conditions such as high blood pressure, diabetes, chronic kidney disease, respiratory disease, chronic pain management and anxiety. The programme is now under evaluation with the intention of a wider roll out across the Borough.

### **7. Enable the planning and development of quality, affordable housing**

The second phase of the Better Queensway housing regeneration project continued to take shape as the council drew up plans to procure a development partner for this ambitious project. The redevelopment of the 1960s housing estate will see a new and thriving community of over 1200 homes, new commercial and retail space, improved public spaces and connections to the town centre that will transform the central Southend-on-Sea area in the coming years.

The Council continued its drive to create more local affordable homes for rent, with 19 new properties across six under-utilised council owned garage sites in Shoeburyness.

The Council provided support to 800 households to remain in, or secure, accommodation, preventing homelessness within the Borough.

Planning started for the £2.75m development of 15 new homes and a bungalow for disabled use on under-utilised land in Rochford Road & Audleys Close.

In partnership with Moat Housing Association, 31 new homes were built at the former Hinguar School site, and 15 apartments in two blocks on the Saxon Lodge site.

### **8. Work with the public and private rented sectors to provide good quality housing**

Through the Disabilities Facilities Grant, 119 properties were adapted to improve properties and enable more people to live independently in their own homes.

Through Housing Capital funding, 250 tenanted homes had major and minor adaptations to support their independence.

A new 'handyperson's service' launched in December 2016 has since supported over 100 requests for help.

About 300 serious hazards, such as those relating to fire, damp and sanitation, were removed from privately rented properties

The Council hosted an event to promote shared ownership in partnership with registered housing providers.

#### **AIM: Prosperous:**

## **9. Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities**

Our work with adults with learning disabilities has meant that 10% were in paid employment.

The Council ranks as one of the UK's top 125 employers in the Stonewall Workplace Equality Index, measuring employers progress on lesbian, gay, bi and trans inclusion in the workplace. The Council was placed at 2<sup>nd</sup> in the East of England and 13<sup>th</sup> out of all local authorities in the country.

The Council was the 12th highest local authority in the Stonewall Education Equality Index, highlighting how well homophobia and homophobic bullying is tackled in schools. 22 schools worked towards becoming Equality and Diversity Champions, undertaking a range of training sessions for students and teachers, with the programme commended for its inclusive mental health training.

The Council's Learning Disability Project, Project 49, launched an innovative new art campaign to challenge stereotypes of adults with learning disabilities. 'Recognise Us' was a series of artwork on the London Road, a popular route seen by thousands of people.

In the first quarter of 2017, the 'A Better Start Southend' (ABSS) project assisted 23 families with children under four to complete a work skills project that seeks to get parents from the target communities into employment, education or enterprise.

The Council awarded a two year contract to the charity PoHwer, to deliver advocacy services for adults across the Borough, bringing together a range of previously separate bodies under one supplier.

## **10. Ensure continued regeneration of the town through a culture led agenda**

Both Kent Elms and Westcliff libraries benefited from refurbishment projects with improvements to new flooring, new entrances, interior and lighting.

Hundreds of volunteers regularly support the library and museum services giving 17,277 hours of their time to cultural services in the community.

Over 4,368,438 people attended or participated in Council owned or affiliated cultural and sporting activities and events - up nearly 50,000 on last year.

'Unit 21' on the seafront has been given permission to be transformed into a cultural venue and café. The plans will lead to further cultural events on our iconic seafront as well as regenerating what has been a vacant unit.

The seafront lagoon officially opened. Over 14,000 cubic tonnes of granite rock mark out the new football pitch sized lagoon.

Poppies: Wave opened at Barge Pier, Shoeburyness. The iconic sculpture was brought to Southend via a bidding process. Barge Pier was the only location in the south east of England where the sculpture was shown. It brought in thousands of visitors.

## **11. Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment**

91% of parents received their first choice primary school place for their child within the Borough.

85% of Southend school pupils attend a school judged by OFSTED as good or outstanding (up 2% on 2015/16).

An Education Board was established for the Borough, to replace the previous Schools Forum. This enables the Council to play a key role in future school improvements, as well as improving communications between the Council, its schools and academies.

The Council announced that school improvement funding, which was due to stop at the end of March 2017, will continue for the next two years. This funding helped continue the school improvement programme, giving more local children the chance to attend grammar schools.

Year Six pupils are in line or above the national average for KS2 SATS. 78% achieved the expected standard in writing, compared to a national average of 74%. Maths and reading standards were in line with national figures at 70% and 66% respectively. 55% achieved the expected standard in the combined reading, writing and maths measure – against a national average of 53%.

Students receiving A\*/A grades and A\* to E Grades were above the national average. More than 1,000 students were entered, with indicative results showing that 100% of candidates achieved at least one A\* to E grade. Of these indicative results, 29.6% gained A\* or A grades, with national figures at 25.8%. 98.4% of all grades were A\* - E grade, above the national average of 98.1%

Schools in the Borough performed above the national average under the Government's new GCSE measures. The 'Attainment 8' score for Southend is 53.5% - above the national average for state-funded schools of 50.1%. Southend-on-Sea is ranked 14<sup>th</sup> of all 151 local authorities.

Plans for a new secondary school to be built to deal with predicted demand within the Borough have been set out. The new 'free school' is planned to open in **September 2019**.

The Council, in partnership with The Careers and Enterprise Company, launched the Enterprise Adviser Network in May 2017. The scheme matches business, volunteers and leadership teams in secondary schools and colleges to improve the careers, enterprise, employer engagement and activities in schools. To date, 16 schools/colleges have joined the network with 11 being partnered with a business volunteer.

The Council secured £88,000 from the Careers and Enterprise Company to expand its successful 60 Minute Mentor programme across South Essex. Since 2014, the original programme has reached over 900 young people and engaged with nine schools and colleges in Southend. Over 30 local employers have volunteered for the project.

## **12. Ensure the town is 'open for business' and that new, developing and existing enterprise is nurtured and supported**

The Seaway car park £50m leisure and residential scheme to develop a cinema, restaurant units, apartments and car parking in the coming years, progressed, with an Anchor tenant secured subject to contract and planning application due in 2017.

The Southend Business Partnership continues to grow, with over 2000 members. The partnership runs four business briefings a year, which has seen an average attendance of 110 people at each meeting.

Construction started on the new one million square foot 'Airport Business Park Southend', a joint venture between the Council and Henry Boot Developments PLC. The project will provide attractive and modern business space around London Southend Airport for the medical, aviation and high-end engineering sectors. The project was boosted in February 2017 when the Council secured £20m of Local Growth Funding to deliver an Innovation Centre on the site, complete the road infrastructure and improve the walking and cycling network.

Southend-on-Sea is becoming a Gigabit City, with the Council developing a future-proof fibre network providing ultra-fast connectivity across the Borough. The new 50km network provides a dark fibre platform from which they can upgrade the existing connectivity provided to 120 sites including schools, colleges, council offices and interested local businesses.

Southend-on-Sea was selected as one of 50 cities across the UK to join phase three of the Super Connected Cities Programme. Around 67 local businesses had a boost to their connectivity with aims to transform broadband speeds to at least 24Mbps by 2017.

The Council agreed to continue major investment in the Pier, with a further £11.5m proposed to be spent on maintenance, repairs and major improvements over the next four years. This is in addition to £4.2m already committed to structural works up to April 2020. Plans to extend the entrance to the Pier were also submitted.

Work continued to improve the A127 Kent Elms junction to better manage current and future demand. The new, wider junction will improve the flow of traffic into and out of the town. This infrastructure investment helps key development projects, such as the Airport Business Park, the continued growth of the Airport. The junction improvement will see additional lanes, a new, accessible footbridge and landscaping enhancements.

South East Business Boost, a European funded programme was successful in its application to launch a £12m programme led by the Council and operational until mid-2019. The scheme seeks to deliver targeted business support to over 900 small medium sized enterprises throughout the region, helping them to develop capacity and achieve growth. The programme aims to support 964 businesses, provide 600 grants with an average value of £5,000, leverage £6m of private sector match funding and create 241 full time jobs.

The Business Essex, Southend and Thurrock (BEST) Growth Hub continues to be the principal repository for business advice information in the Borough. Since inception, the project has engaged 332 Southend businesses and undertaken 197 diagnostics with Southend businesses.



## **AIM: Excellence:**

### **13. Work with and listen to our communities and partners to achieve better outcomes for all**

Following the success of the Victoria community hub, a new hub was opened in June 2016, in Shoebury, to provide a range of services to support residents. A successful bid to Government obtained £62,000 to support the future work of the hub and enabling Citizens Advice Southend, Essex Savers and SOSDAP to operate from the location.

The Council's website was viewed 1,764,159 times, with 64,393 online payments made, helping to save resources compared to other payment methods. 53,561 online forms were submitted. These figures are significantly higher than last year's figures of 1,605,650, 35,460 and 31,962 respectively.

The Queens Award for Voluntary Services was given to the Street Pastors scheme (volunteers who patrol the high street and sea front) in 2016. Crossing Boundaries, which supports integrated care in the community, received the Queens Award in 2017.

Southend residents, businesses and community groups had a final chance to influence the Southend Central Area Action Plan (SCAAP) - that will guide development of central Southend and the central seafront over the next five years.

The Council achieved the RSPCA Gold Footprint award for the Council's Stray Dog Services and the Bronze Footprint award for the Licensing of Animal Establishments.

Cultural Services and the Early Help Family Support & Youth Offending Services jointly achieved accreditation through the *Investors in Volunteers* (iV) standard.

### **14. Enable communities to be self-sufficient and foster pride in the town**

The MySouthend online facility now has over 27,000 users (up from 11,000 last year). This facility allows residents, business and landlords to quickly and easily manage Council transactions online, including Housing Benefit, Council Tax and Business Rates. MySouthend has also expanded its offering to enable waste and street cleansing related reports.

A vital adaptations service that enabled people to live independently in their own homes was re-launched. The Council's major adaptations team and the Papworth Trust joined together to create one adaptations team for the Borough. The majority of the works carried out was installing level access showers, access alterations to homes and stair lifts. Around £1.5m is spent each year on the works.

Local authorities serving South Essex were awarded over £3m by the Department of Transport to promote sustainable transport and employment. Jobseekers, young people, students and volunteers offered travel advice and incentives to connect them with 12,100 jobs and 10,500 education opportunities.

Leigh-on-Sea was named the happiest place to live in Great Britain in [Rightmove's 'Annual Happy at Home Index'](#)

The Council launched the '*Make Southend Sparkle*' initiative, established to support local residents, groups and businesses wishing to enhance the area where they live or work, make the Borough a greener and cleaner place and help people take greater pride in the town.

**15. Promote and lead an entrepreneurial, creative and innovative approach to the development of our town**

Work is due to complete by the end of 2017 on the re-development of long-term derelict office blocks in Victoria Avenue after the Council threatened use of compulsory purchase powers.

The Council's procurement team won Procurement Team of the Year at this year's National Government Opportunities (GO) Excellence in Public Procurement Awards. The procurement team now influences 85% of the Council's spend compared to only 30% in 2014.

The Council signed up to the MINDFUL Employer Charter for Employers who are Positive about Mental Health, demonstrating a commitment to increasing awareness of mental health and providing staff with support and information.

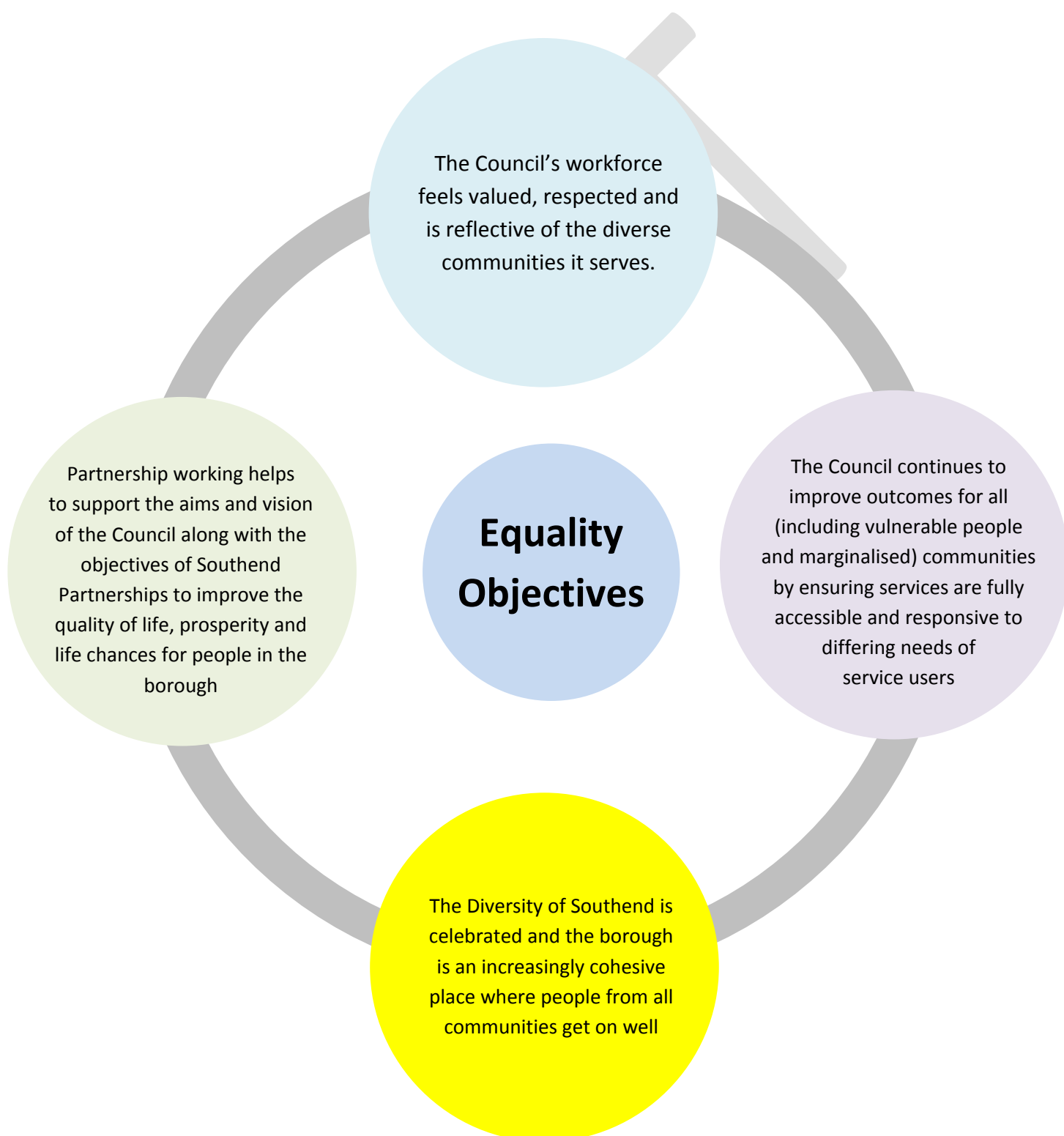
The Council was re-accredited as a Gold standard Investors in People employer following an assessment of how well the Council manages its staff.

Corporate Priorities 2017/18



## Equality Objectives

The Council's equality objectives, which support the Corporate Priorities, are listed below. These are supported by service level objectives which are specific, measureable and realistic with progress on how the Council is meeting its equality responsibilities reported regularly.



## Corporate Priority Performance Measures for 2017/18

Performance Measures	Target for 2016/17	Target for 2017/18	Aim
Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	45.7-52.3	55.7	<b>Safe</b> Create a safe environment across the town for residents, workers and visitors
Rate of Looked After Children (LAC) per 10,000 population under the age of 18. [Monthly Snapshot]	57.7-68.3	66	
Score against 10 British Crime Survey crimes; Theft of vehicle, theft from vehicle, vehicle interference, domestic burglary, theft or cycle, theft from person, criminal damage, common assault, wounding's, robbery [Cumulative]	7389	TBC	Work in partnership with Essex Police and other agencies to tackle crime
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.	-	90%	Look after and safeguard our children and vulnerable adults
Percentage of children who have had their Child Protection Pan for at least 20 working days and who have had a visit in the 20 working day days prior to the last day of the month. [Cumulative]	-	90%	
Rate of Children in Need per 10,000 (including CIN, CPP and LAC and Care Leavers). [Monthly Snapshot].	-	296.6	
The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk removed. [Cumulative]	-	74%	
Percentage acceptable standard of cleanliness: litter [Cumulative]	92%	93%	<b>Clean</b> Continue to promote the use of green technology and initiatives to benefit the local economy and environment
Number of reported missed refuse collections per 100,000 [Monthly Snapshot]	45	45	
Percentage of household waste sent for reuse, recycling and composting [Cumulative]	54%	TBC	Encourage and enforce high standards of environmental stewardship
Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [YTD Snapshot]	-	TBC	<b>Healthy</b> Actively promote healthy and active lifestyles for all
Proportion of older people (65 and over) who are still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1)] [Rolling Quarter]	86%	88.60%	
Delayed transfers of care (people) from hospital which are attributable to social care only, per 100,000 population. [ASCOF 2C(2)] [YTD average]	1.43	1.43	Improve the life chances of our residents, especially our vulnerable

Proportion of service users accessing long-term support at end of reporting period who were receiving a direct payment. (ASCOF 1C(2A)) [YTD Snapshot]	30%	33.50%	children and adults, by working to reduce inequalities and social deprivation across our communities
Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	10%	10%	
Participation and attendance at council owned / affiliated cultural and sporting activities and events, including visits to the Pier [Cumulative]	4,000,000	4,350,000	
Public Health Responsibility Deal [Cumulative]	40	40 new organisations signed up	
Number of people successfully completing 4 week stop smoking course [Cumulative]	1300	1,100	
Take up of the NHS Health Check programme – for those eligible [Cumulative]	5673	5,740	
Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative]	-	90%	
The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF). [Cumulative]	-	TBC	
Percentage of Children in good or outstanding schools [Monthly Snapshot]	80%	80%	<b>Prosperous</b>
Major planning applications determined in 13 weeks [Cumulative]	79%	79.00%	Maximise opportunities to enable planning and development of quality, affordable housing
Minor planning applications determined in 8 weeks [Cumulative]	84%	84.00%	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment
Other planning applications determined in 8 weeks [Cumulative]	90%	90.00%	
Current Rent Arrears as percentage of rent due [Monthly Snapshot]	1.77%	1.77%	
Percentage of Council Tax for 2017/18 collected in year [Cumulative]	97.2%	97.30%	Ensure the town is 'open for business' and that new, developing and existing enterprise is nurtured and supported
Percentage of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	97.8%	97.90%	
Total number of households in temporary accommodation [Monthly Snapshot]		100	Ensure continued regeneration of the town through a culture led agenda
GovMetric measurements of satisfaction (3 channels – Phones, Face 2 Face & Web) [Cumulative]	80%	80.00%	<b>Excellent</b>
Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events [Cumulative]	13,000	19,000	Work with and listen to our communities and partners to achieve better outcomes for all

Working days lost per FTE due to sickness – excluding school staff [Cumulative]	7.2	7.2	Enable communities to be self-sufficient and foster pride in the town  Promote and lead an entrepreneurial, creative and innovative approach to the development of our town
Increase the number of people signed up to MySouthend to 35,000 [Cumulative]		35,000	
Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception case. [Cumulative]		56%	

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## Corporate Priority Actions 2017/18

Action	Due Date	Directorate	Aim
1 Strategic Intelligence Assessment including Safer Night-time Economy and Public Safety – Deliver the priorities of the Strategic Intelligence Assessment to support a reduction in Crime.	31 Mar 2018	Place	<b>Safe</b> Create a safe environment across the town for residents, workers and visitors
2 20 mph Speed Limit – Review the findings of the 20mph speed limit Scrutiny Project and consider outcomes in future traffic management, parking and highway schemes implemented.	31 Mar 2018	Place	Work in partnership with Essex Police and other agencies to tackle crime
3 Children’s Service Improvement Plan – Implement a Southend Model of Practice across Children’s Services which means that we work with families in a way that is consistently responsive, which gives families greater power and reduces the need for statutory intervention.	31 Mar 2018	People	Look after and safeguard our children and vulnerable adults
4 Children’s Service Improvement Plan – Ensure that the impact of the action plan to address Child Sexual Exploitation. R13.1	31 Mar 2018	People	
5 Children’s Service Improvement Plan – Embed the use of the Team Diagnostic tool alongside the model of practice to ensure that performance against key indicators improves rapidly.	31 Mar 2018	People	
6 Children’s Service Improvement Plan – Embed and monitor to ensure that the section 47 investigation processes is consistently completed within timescales in line with statutory guidance.	31 Mar 2018	People	
7 Accident Prevention Strategy – Continue implementation of the accident prevention strategy.	31 Mar 2018	People/Public Health	
8 Develop and Implement Transport Asset Management Plan – Produce a Transport Asset Management Plan to support the maintenance and improvement of roads, pavements and street furniture across the Borough – Highway infrastructure	31 Mar 2018	Place	<b>Clean</b> Continue to promote the use of green technology and initiatives to benefit the local economy and environment
9 Traffic and Highways Capital Programme – Deliver and implement the Traffic and Highways Capital Programme	31 Mar 2018	Place	
10 Low Carbon Strategy and Implementation of Energy Projects including Replacement of old street lighting lanterns with new LED type – Deliver the aspirations of the council’s Low Carbon Energy Strategy 2015-2020. Continued implementation of various agreed corporate Energy Projects. Continue to promote and develop Southend Energy Partnership.	31 Mar 2018	Place	Encourage and enforce high standards of environmental stewardship
11 Deliver a High performing waste collection and street cleansing service across the Borough including increasing the recycling/composting rate. (Including, continue to support schemes and provide advice through appropriate partnerships on how waste can be reduced).	31 Mar 2018	Place	
12 Air Quality Management Area (AQMA) – Action Plan and targets – develop and deliver an Action plan for the designated AQMA	31 Mar 2018	Place	
13 Local Authority Trading Company – TUPE the entire in-house provider staff group in two phases so that by October 2017 the LATC business plan can commence delivery.	31 Mar 2018	People	<b>Healthy</b> Actively promote healthy and active lifestyles for all
14 New car home and day centre development – achieve cabinet agreement to the design and have initiated the procurement process.	31 Mar 2018	People	Work with the public and private rented sectors to provide good quality housing
15 Fully embed a locality approach of service delivery which includes Complex Care with a clear risk stratification process.	31 Mar 2018	People	
16 Tender and deliver a new Domiciliary Care contract along an enabling model that addresses the whole spectrum of need, within	31 Mar 2018	People	Improve the life chances of our



	the same resources, that will enable us to develop provision and reduce service user dependency.			residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities
17	Social Care Case Management System – Support the delivery into ‘live’ of the new Social Care Case Management System Liquid Logic that drives commissioning and practice improvement.	31 Mar 2018	People	
18	Adult Social care redesign – deliver multi-disciplinary teams and community based social care services, including mental health input.	31 Mar 2018	People	
19	Children’s Services Integration – implement and embed phase 2 of Early Help develop a costed and evidence based service specification for community paediatric services and put these to market.	31 Mar 2018	People	
20	Embed the Edge of Care Team to minimise the risk of foster care placements breaking down and to support families are held at the service that best meets their need.	31 Mar 2018	People	
21	Meet the expectations of the Regional Adoption Agency preparations in line with the overall regional programme of work.	31 Mar 2018	People	
22	Deliver the expectations of the Sufficiency Strategy 2016 – 2021 to ensure that there is sufficient foster accommodation for all children requiring it.	31 Mar 2018	People	
23	Physical Activity Strategy – Further implement the Physical Activity Strategy in collaboration with Department of Place	31 Mar 2018	People	
24	Childhood Obesity Action Plan – implement childhood obesity action plan, initially focussing on the A Better Start (ABS) wards	31 Mar 2018	People	
25	Procure and commission Southend Council’s elements of the Southend Essex and Thurrock Mental Health Strategy.	31 Mar 2018	People	
26	Develop a Model of integrated care for Southend’s localities that is designed to put patients and the centre of care.	31 Mar 2018	People	
27	Embed the Children’s Centre contract to ensure that the outcomes and deliverables are fully met and risks are managed.	31 Mar 2018	People	
28	To implement the first year of raising achievement for looked after children strategy.	31 Mar 2018	People	
29	Continue to make the case for Growth Fund investment in Southend by working with Opportunity South Essex (previously the South Essex Growth Partnership) and SELEP.	31 Mar 2018	People	<b>Prosperous</b> Maximise opportunities to enable the planning and development of quality affordable housing
30	Develop a corporate housing strategy that includes an investment strategy for housing in the town.	31 Mar 2018	People	
31	Sheltered Housing Review – identify and gain Cabinet agreement to a work plan for the sheltered housing review and related services, including extra care.	31 Mar 2018	People	Ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment
32	Continue to develop a Smart Cities journey plan of intent and associated projects. Deliver Infrastructure improvements for the Borough to meet the needs of the Council and its partners. Create an Intelligence Hub at Tickfield expanding on the CCTV functionality already there. Remote monitoring of environmental related services.	31 Mar 2018	People	Ensure the town is ‘open for business’ and that new, developing and existing enterprise is nurtured and supported
33	Seaway Care Park – to bring forward the development of a leisure-led scheme, including the relocation of coach parking and the seafront waste depot, 2016/17 actions: <ul style="list-style-type: none"> <li>To support Turnstone to submit a planning application</li> <li>To meet the Coach Park Relocation Condition</li> <li>To support Turnstone in securing prime tenants.</li> </ul>		Place/Department of The Chief Executive	Ensure continued regeneration of the town through a culture led agenda
34	Airport Business Park – to bring forward development of land north of Aviation Way over 15-20 years for a Business Park via a development partnership. 2017/18 actions: <ul style="list-style-type: none"> <li>To complete Phase 1 infrastructure works</li> <li>To relocate Westcliff Rugby Club Clubhouse</li> </ul>	31 Jul 2018 31 Mar	Place/Department of The Chief Executive	

	<ul style="list-style-type: none"> <li>To Launch Airport Business Park to the market.</li> </ul>	2018		
	<ul style="list-style-type: none"> <li>To submit a planning application for the Innovation centre (subject to SELEP funding)</li> </ul>	31 Mar 2018		
	<ul style="list-style-type: none"> <li>To agree approach for innovation centre operation.</li> </ul>	30 Sep 2017		
35	Thames Estuary Experience – Commence detailed design for the Thames Estuary Experience (previously known as Seafront Museum)	31 Mar 2018	Place	
36	South East Business Boost (SEBB) European funded project – 3 year programme.	31 Mar 2018	Place	
37	Queensway Area regeneration Project 2017/18 – Progress to the selection of a Development Partner and an agreed financing model	31 Mar 2018	Place/Department of The Chief Executive	
38	Delivery of Local Plan	31 Mar 2018	Place	
39	Deliver a secondary school places strategy to cater for the increasing pupil numbers	31 Mar 2018	People	
40	To implement year one of the improving school performance strategy	31 Mar 2018	People	
41	Complete a full seven year review of admissions arrangements including a consultation exercise	31 Mar 2018	People	
42	Deliver programme of Cultural Activities – 125 <sup>th</sup> year of Borough Charter, including Poppies Wave Installation in Shoebury.	31 Mar 2018	Place	
43	Piers Works Programme – Infrastructure – a programme of works including structural works; non-structural works; design works for the Pier Pavilion Deck and technical design for transport system replacement.	31 Mar 2018	Place	
44	Implement year one of the strategy to narrow the gap between the performance of those in receipt of Free School Meals (FSM) and their peers.	31 Mar 2018	People	
45	Procurement – delivery of £3m savings by 2019, of which £1.5m will be delivered in 2017/18.	31 Mar 2018	People	<b>Excellent</b>
46	As part of the corporate wide project, fully implement the Learning Management System, which has included activity to strength appropriate data flow to meet the workforce development needs of the department and wider council.	31 Mar 2018	People	Work with and listen to our communities and partners to achieve better outcomes for all
47	Southend Way – to continue to embed the Southend Way cultural change programme (Aspiration programme – Council)	31 Mar 2018	The Department of The Chief Executive	Enable communities to be self-sufficient and foster pride in the town
48	Identify and support opportunities that improve community capacity and resilience (Aspiration programme for the borough)	31 Mar 2018	The Department of The Chief Executive	Promote and lead an entrepreneurial, creative and innovative approach to the development of our town

# Southend-on-Sea Borough Council

Report of Chief Executive  
to  
Cabinet  
on  
20 June 2017

Agenda  
Item No.

8

Report prepared by: Joe Chesterton  
Director of Finance and Resources

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**Annual Treasury Management Report – 2016/17**  
**Policy and Resources Scrutiny Committee**  
**Executive Councillor: Councillor Moring**  
***A Part 1 Public Agenda Item***

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**1. Purpose of Report**

- 1.1 The Annual Treasury Management Report covers the treasury activity for the period from April 2016 to March 2017, and reviews performance against the Prudential Indicators for 2016/17.

**2. Recommendation**

**That Cabinet;**

- 2.1 Approves the Annual Treasury Management Report for 2016/17 and the outturn Prudential Indicators for the period from April 2016 to March 2017.**
- 2.2 Notes that the financing of capital expenditure of £48.475m has been funded in accordance with the schedule set out in Table 1 of section 4, with a reduced financing requirement of £6.639m.**
- 2.3 Notes that Capital Financing and Treasury Management were carried out in accordance with statutory requirements, good practice and in compliance with the CIPFA (The Chartered Institute of Public Finance and Accountancy) Prudential Code during 2016/17.**
- 2.4 Notes the following in respect of the return on investment and borrowing;**
- **The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.**
  - **£1.24m of interest was earned during the whole of 2016/17 at an average rate of 1.45%. This is 1.25% over the benchmark of the average 7 day LIBID (London Interbank Bid Rate) and 1.12% over the average bank base rate.**

- **An average of £50.1m of investments were managed in-house. These earned £0.27m of interest during the year at an average rate of 0.54%. This is 0.34% over the average 7 day LIBID and 0.21% over the average bank base rate.**
- **An average of £9.8m of investments were managed by our former external fund manager. These earned £0.14m of interest during the year at an average rate of 1.37%. This is 1.17% over the average 7 day LIBID and 1.04% over the average bank base rate.**
- **During September 2016 £22.7m was recalled from our former external fund manager and £15m was invested equally across two short dated bond funds and £5m was invested into an enhanced cash fund.**
- **An average of £7.9m was managed by two short dated bond fund managers. This earned £0.14m since it was invested from a combination of an increase in the value of the units and income distribution, giving a combined return of 1.78%.**
- **An average of £2.5m was managed by an enhanced cash fund manager. This earned £0.02m since it was invested at an average rate of 0.86%.**
- **An average of £14.9m was managed by two property fund managers. This earned £0.67m during the year from a combination of an increase in the value of the units and income distribution, giving a combined return of 4.49%.**
- **The level of borrowing from the Public Works Loan Board (PWLB) (excluding debt relating to services transferred from Essex County Council on 1<sup>st</sup> April 1998) remained at the same level of £227.8m (Housing Revenue Account (HRA): £77.0m, General Fund (GF): £150.8m) throughout 2016/17.**
- **The level of financing for ‘invest to save’ schemes increased from £3.21m to £7.90m by the end of 2016/17.**

### **3. Background**

- 3.1 The CIPFA Prudential Code requires the Council to set Prudential Indicators for its capital expenditure and treasury management activities and to report on them after the end of the financial year.
- 3.2 This Council has adopted the ‘CIPFA Code of Practice for Treasury Management in the Public Sector’ and operates its treasury management service in compliance with this Code. The Code requires the reporting of treasury management activities to:
- Review actual activity for the preceding year (this report); and
  - Forecast the likely activity for the forthcoming year (in the Treasury Management and Prudential Indicators Report in February).

- 3.3 The Prudential Code is the key element in the system of capital finance that was introduced from 1<sup>st</sup> April 2004 as set out in the Local Government Act 2003. The Code has been developed to support Local Authorities in taking capital investment decisions and to ensure that these decisions are supported by a framework which ensures prudence, affordability and sustainability.
- 3.4 To demonstrate compliance with these objectives of prudence, affordability and sustainability each local authority is required to produce a set of prudential indicators and to update these annually as part of setting the Council's budget.

#### 4. Prudential Indicators

- 4.1 Appendix A provides a schedule of the prudential indicators.
- 4.2 Capital Expenditure

The first of these is the amount of capital expenditure in the year on long term assets. The table below shows this and the ways it has been financed.

Table 1: Capital Expenditure and Financing

	<b>2016/17 Revised Budget £000s</b>	<b>2016/17 Actual £000s</b>	<b>2016/17 Variance £000s</b>
Total Capital Expenditure	55,114	48,475	(6,639)
Financed by:			
Borrowing – internal	16,898	17,070	172
Invest to Save Financing	5,139	4,333	(806)
Capital Receipts	725	716	(9)
Capital Grants Utilised	22,670	17,376	(5,294)
Major Repairs Reserve	4,824	4,641	(183)
Other Revenue/ Capital Reserve Contributions	4,064	3,547	(517)
Other Contributions	794	792	(2)
Total Financing	55,114	48,475	(6,639)

Under self-financing, there is currently an absolute cap on the amount that the Housing Revenue Account (HRA) can borrow, be it actual external borrowing or notional internal borrowing. For Southend that cap is £102.159m. As at 31 March 2017 actual borrowing by the HRA was £98.740m, comprising £76.984m external borrowing and £21.756m internal borrowing. This means that there is now only £3.419m “headroom” for new borrowing to finance capital spend within the HRA.

The HRA can also finance its capital spend from the major repairs reserve (which itself is generated from the depreciation charge to the HRA), from grants and directly from the HRA by way of revenue contributions to capital.

The available borrowing headroom is a permissory amount, and as such could be changed by Government regulation at a future date, whereas the Council has much more control over actual monetary amounts set aside for capital such as the major repairs reserve.

#### 4.3 Capital Financing Requirement (CFR)

The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a measure of the Council's debt position and represents capital expenditure up to the end of 2016/17 which has not yet been charged to revenue. The process of charging the capital expenditure to revenue is a statutory requirement and is done by means of the Minimum Revenue Provision (MRP). The Council's CFR is shown in table 2 and is a key prudential indicator.

Table 2: Capital Financing Requirement (CFR)

	<b>31st March 2017 Revised Budget £000s</b>	<b>31st March 2017 Actual £000s</b>
Balance 1st April 2016	288,516	288,516
Plus: capital expenditure financed by borrowing (internal and invest to save financing)	22,037	21,403
Plus: fixed assets subject to finance leases	476	476
Less: Minimum Revenue Provision	(7,936)	(5,836)
Balance 31st March 2017	303,093	304,559

The CFR is the Council's theoretical need to borrow but the Section 151 Officer can manage the Council's actual borrowing position by either borrowing to the CFR, choosing to use temporary cash flow funds instead of borrowing (internal borrowing) or borrowing for future increases in the CFR (borrowing in advance of need). The Section 151 Officer currently manages the Council's actual borrowing position in the second of the above CFR scenarios.

#### 4.4 Treasury Position on Borrowing and Investments

The overall treasury position at 31 March 2017 compared with the previous year is set out in the table below.

Table 3: Treasury Position

	31 March 2017 Revised Budget	31 March 2017 Actual	
	Principal £000s	Principal £000s	Average Rate (%)
Total Debt# (excluding ECC transferred debt)	260,936	241,144	4.55
Total Investments (including schools cash)	94,250	83,125	1.45
Net Borrowing	166,686	158,019	

# This includes PWLB borrowing of £227.816m with the balance being invest to save financing, short term borrowing for cash flow purposes and finance leases (as these are credit arrangements).

In order to ensure that borrowing levels are prudent over the medium term, the Council's external borrowing, net of investments, must only be for a capital purpose. Net borrowing should not therefore, except in the short term, exceed the CFR for 2016/17 plus the expected changes to the CFR over 2017/18 and 2018/19. The table below shows that the Council has complied with this requirement.

Table 4: CFR compared to Net Borrowing Position

	31 March 2017 Revised Budget £000s	31 March 2017 Actual £000s
Net borrowing position	166,686	158,019
Estimated Capital Financing Requirement at 31 March 2019		360,751

#### 4.5 Authorised Limit, Operational Boundary and Ratio of Financing Costs

In addition to ensuring that the net borrowing position is lower than the CFR, the Council is required to set gross borrowing limits. These are detailed on the next page with the actual positions during the year.

Table 5: Borrowing limits

	2016/17 (£000s)
Authorised Limit	275,000
Operational Boundary	265,000
Maximum gross borrowing position during the year	246,436
Financing costs as a proportion of net revenue stream	10.70%

The Authorised Limit is the “Affordable Borrowing Limit” required by the Local Government Act 2003. This is the outer boundary of the Council’s borrowing based on a realistic assessment of the risks. The table above demonstrates that during 2016/17 the Council has maintained gross borrowing within its Authorised Limit.

The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary are acceptable subject to the Authorised Limit not being breached. The Council has maintained borrowing within the boundary throughout 2016/17.

The indicator “financing costs as a proportion of net revenue stream” identifies the cost of capital (borrowing costs net of investment income) as a proportion of the Council’s total budget. For the General Fund the actual figure in 2016/17 was 10.70%.

#### 4.6 Incremental impact of capital investment decisions

This indicator identifies the budgetary requirements arising from the proposed changes to the capital programme and calculates the impact on the Band D council tax that would result. The actual figure in 2016/17 was +£3.18 and results from the required financing of the approved capital programme.

#### 4.7 Maturity structure of fixed rate borrowing (against maximum position)

The table on the next page shows the upper limits for which the Council delegates its length of borrowing decisions to the Director of Finance and Resources/Section 151 Officer in 2016/17 and the actual maturity structure of the fixed rate borrowing as at 31<sup>st</sup> March 2017.



Table 6: Maturity Structure of Fixed Rate Borrowing

	Upper limit %	Outstanding fixed rate debt maturity at 31 <sup>st</sup> March 2017 %
Under 12 months	20	-
12 months and within 24 months	30	-
24 months and within 5 years	40	4
5 years and within 10 years	60	13
10 years and within 20 years	100	54
20 years and within 30 years	100	15
30 years and above	80	14

The percentages in each category for the upper limits do not add up to 100% as they do not represent an actual allocation.

## 5. Treasury Management Strategy

- 5.1 During 2016/17 the Council complied with all of the relevant statutory and regulatory requirements which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of the Code of Practice for Treasury Management means its treasury practices demonstrate a low risk approach.
- 5.2 The Council is aware of the risks of passive management of the treasury portfolio and has taken steps to improve the proactive management of the debt and investments over the year with the support of its treasury management advisers.
- 5.3 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council's in-house investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.
- 5.4 UK interest rates continued to be low throughout 2016/17. The bank base rate stayed at 0.5% until August when the Bank of England reduced the rate to a new historic low of 0.25%. With on-going concerns over counterparty risk since the banking crisis and the uncertainty in the financial markets about the timing of future rises in interest rates, investments have been mainly placed in instant access accounts or at 95 days' notice at most.
- 5.5 Long term interest rates from the Public Works Loans Board (PWLB) fluctuated throughout 2016/17 in response to economic events: 10 year PWLB rates between 1.46% and 2.56%; 25 year PWLB rates between 2.09% and 3.29% and 50 year PWLB rates between 1.87% and 3.08%. These rates are after the PWLB 'certainty rate' discount of 0.20%.

5.6 Revisions to the 2016/17 Treasury Management Policy were approved at the Cabinet meeting of 8 November 2016 and are outlined below:

As a result of the amendments to the Council's senior management structure approved at the Cabinet meeting of 20 September 2016 it was necessary to amend the Treasury Management Policy Statement and Treasury Management Strategy for 2016/17. These changes were:

- references to the Head of Finance and Resources were replaced with Director of Finance and Resources;
- in the original approved policy the approval of short/long term investments was delegated to the Chief Finance Officer and in their absence is delegated to the Deputy Section 151 Officer or the Director of Corporate Services. In the revised Annex 1 to the policy the reference to the Director of Corporate Services was replaced by the Group Manager (Financial Planning & Control).

5.7 Revisions to the 2016/17 Minimum Revenue Provision (MRP) Policy were approved at the Cabinet meeting of 14 March 2017 and are outlined below:

- The Minimum Revenue Provision (MRP) Policy is currently under review and various options for the 2017/18 policy are being considered in consultation with our Treasury Management advisers.
- The original policy for capital expenditure financed by supported borrowing was for MRP to be applied at 4% on a reducing balance basis. It is possible to amend the calculation under the current regulations and guidance, as long as the revised approach is considered prudent. There was no amendment proposed for unsupported borrowing as this will be considered as part of the above review.
- The 2016/17 policy was revised for capital expenditure financed by supported borrowing so that MRP is applied at 2% on a straight line basis. This approach has the effect of reducing the debt liability to a fixed life of 50 years compared to the current provision which will take in excess of 150 years. A charge based on a fixed straight-line basis is more prudent as it introduces a more certain period for spreading the cost of this element of the debt liability.

## 6. Borrowing

### PWLB and short term borrowing

6.1 The table below summarises the PWLB borrowing activities during the financial year 2016/17:

Table 7: PWLB borrowing

Quarter	Borrowing at beginning of quarter (£m)	New Borrowing (£m)	Re-financing (£m)	Borrowing repaid (£m)	Borrowing at end of quarter (£m)
April to June 2016	227.8	0	0	(0)	227.8
July to September 2016	227.8	0	0	(0)	227.8
October to December 2016	227.8	0	0	(0)	227.8
January to March 2017	227.8	0	0	(0)	227.8

All PWLB debt held is repayable on maturity. No new PWLB loans were taken out during the year.

6.2 The Council's outstanding PWLB borrowing as at 31<sup>st</sup> March 2017 was:

- Southend-on-Sea Borough Council £227.816m\*
- ECC transferred debt £12.497m

\* £150.8m General Fund and £77.0m Housing Revenue Account.

6.3 Repayments in 2016/17 were:

- Southend-on-Sea Borough Council £0m
- ECC transferred debt £0.65m

6.4 Outstanding debt relating to services transferred from Essex County Council (ECC) on 1<sup>st</sup> April 1998, remains under the management of ECC. Southend Borough Council reimburses the debt costs incurred by the County. The debt is recognised as a deferred liability on our balance sheet.

- 6.5 The table below summarises our PWLB borrowing position as at the end of 2016/17:

Table 8: Debt position

	31 March 2017		31 March 2016	
	Principal (£000s)	Average Rate (%)	Principal (£000s)	Average Rate (%)
-PWLB – Fixed	227,816*	4.62	227,816	4.56
-ECC Transferred Debt	12,497	2.66	13,145	2.50

\* £150.8m General Fund and £77.0m Housing Revenue Account.

- 6.6 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate.
- 6.7 In November 2007 the PWLB changed its structure of interest rates so that any early repayment of PWLB debt has a higher repayment rate applied. Then in October 2010, as part of the Spending Review interest rates for PWLB borrowing were increased by 1%. No PWLB restructuring was carried out in 2016/17 due to the higher cost of PWLB repayments making it uneconomical and giving no benefit to the Council.
- 6.8 On 1<sup>st</sup> November 2012 HM Treasury implemented a 'certainty rate' at a discount on that level of 0.2% on loans for those local authorities providing improved information and transparency on their locally-determined long-term borrowing and associated capital spending plans. This Council provided the necessary information again in 2016/17 and was therefore eligible for this 'certainty rate'.
- 6.9 The total interest payments during the year were £10.5m, compared to the original budget of £10.9m. The original budget assumed that the Council would take out £20m of loans during 2016/17. Instead no new loans were taken out by the Section 151 Officer during 2016/17 as there was a greater financial advantage for the Council to use internal rather than external borrowing. This therefore led to the underspend on the interest payments against the original budget.
- 6.10 In line with the revised MRP policy for 2016/17 (paragraph 5.7) the MRP for capital expenditure financed by supported borrowing was applied at 2% on a straight line basis, rather than at 4% on a reducing balance basis. The value of MRP charged was reduced by £2.1m and the resulting underspend against budget has enabled a contribution to earmarked reserves for the financing of some future capital schemes and other business transformation activity.

- 6.11 In addition, short term borrowing was undertaken during the 2016/17 financial year for cash flow purposes. The average rate paid in 2016/17 was 0.44% and the details of the loans are shown in the table below:

Table 9: Short term borrowing

Counterparty	Amount of loan (£m)	Loan Rate (%)	Period of loan (days)	Return date
Derbyshire County Council @	5.0m	0.55	123	18/04/2016
Derbyshire County Council @	3.0m	0.55	92	15/06/2016
East Renfrewshire Council @	2.0m	0.50	92	15/06/2016
Surrey County Council @	5.0m	0.48	31	15/04/2016
Borough of Poole #	5.0m	0.35	119	13/04/2017

@ These loans are spread over financial years 2015/16 to 2016/17.

# This loan is spread over financial years 2016/17 to 2017/18.

### Funding for Invest to Save Schemes

- 6.12 Capital projects were completed on draught proofing and insulation in the Civic Centre, and lighting replacements at University Square Car Park and Westcliff Library which will generate on-going energy savings. These are invest-to-save projects and the predicted revenue streams cover as a minimum the financing costs of the project.
- 6.13 To finance these projects in total the Council has taken out interest free loans of £0.20m with Salix Finance Ltd which is an independent, not for profit company, funded by the Department for Energy and Climate Change that delivers interest-free capital to the public sector to improve their energy efficiency and reduce their carbon emissions. The loans are for periods of four and five years with equal instalments to be repaid every six months. There are no revenue budget implications of this funding as there are no interest payments to be made and the revenue savings generated are expected to exceed the amount needed for the repayments. £0.035m of these loans were repaid during the year.
- 6.14 At the meeting of Cabinet on 23rd June 2015 the LED Street Lighting and Illuminated Street Furniture Replacement Project was approved which was to be partly funded by 25 year reducing balance 'invest to save' finance from the Green Investment Bank (GIB). The balance outstanding at 31 March 2017 was £7.73m. There were no repayments during the year.

## 7. Investments

7.1 The table below summarises the Council's investment position at the end of 2016/17:

Table 10: Investment position

	31 March 2017	2016/17		31 March 2016	2015/16	
	Principal (£000s)	Average Balance	Average Rate (%)	Principal (£000s)	Average Balance	Average Rate (%)
Notice accounts	10,000	10,000	0.53	10,000	12,379	0.72
Fixed term deposits	0	861	0.88	5,000	2,903	0.88
Call accounts #	7,992	8,156	0.64	7,315	7,955	0.64
Money Market Funds	23,000	31,110	0.50	24,000	37,410	0.60
<b>Total investments managed in-house</b>	<b>40,992</b>	<b>50,127</b>	<b>0.54</b>	<b>46,315</b>	<b>60,647</b>	<b>0.65</b>
Enhanced Cash Funds	5,022	12,368	1.27	22,541	24,120	0.76
Short Dated Bond Funds	15,125	7,869	1.78	0	0	0.00
Property Funds	15,859	14,925	4.49	12,712	10,708	5.95
<b>Total externally managed funds</b>	<b>36,006</b>	<b>35,162</b>	<b>2.75</b>	<b>35,253</b>	<b>34,828</b>	<b>2.36</b>
<b>Total investments@</b>	<b>76,998</b>	<b>85,289</b>	<b>1.45</b>	<b>81,568</b>	<b>95,475</b>	<b>1.27</b>

#This includes the council's main current account.

@ This excludes the cash held by schools.

7.2 The actual rate on investments earned in 2016/17 was 1.45% compared to a forecast of 1.20% which was included in the budget. This forecast was based on the best estimates of balances and future interest rates at the time the budget was set.

- 7.3 The Council earned a total of £1.240m of interest through the investment of surplus funds both in-house and with the fund managers. The interest earned was £0.211m higher than the budgeted figure of £1.029m. This increased level of interest was due to the externally managed funds achieving a higher than forecast interest rate. These forecasts were based on the best estimates at the time the budget was set.
- 7.4 The Council's investment policy is governed by the CIPFA Code of Practice for Treasury Management in the Public Sector, which has been implemented in the Annual Investment Strategy approved by the Council on 25 February 2016. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 7.5 The majority of the cash balances held by the Council are required to meet short term cash flow requirements and therefore throughout the year monies were placed 47 times for periods of one year or less. In the light of the banking crisis and the prevailing financial market conditions there has been greater emphasis on counterparty risk and the security of the principal sums invested. The table below shows the most used counterparties overall and the countries in which they are based. All deals are in sterling despite the country the counterparties are based in.

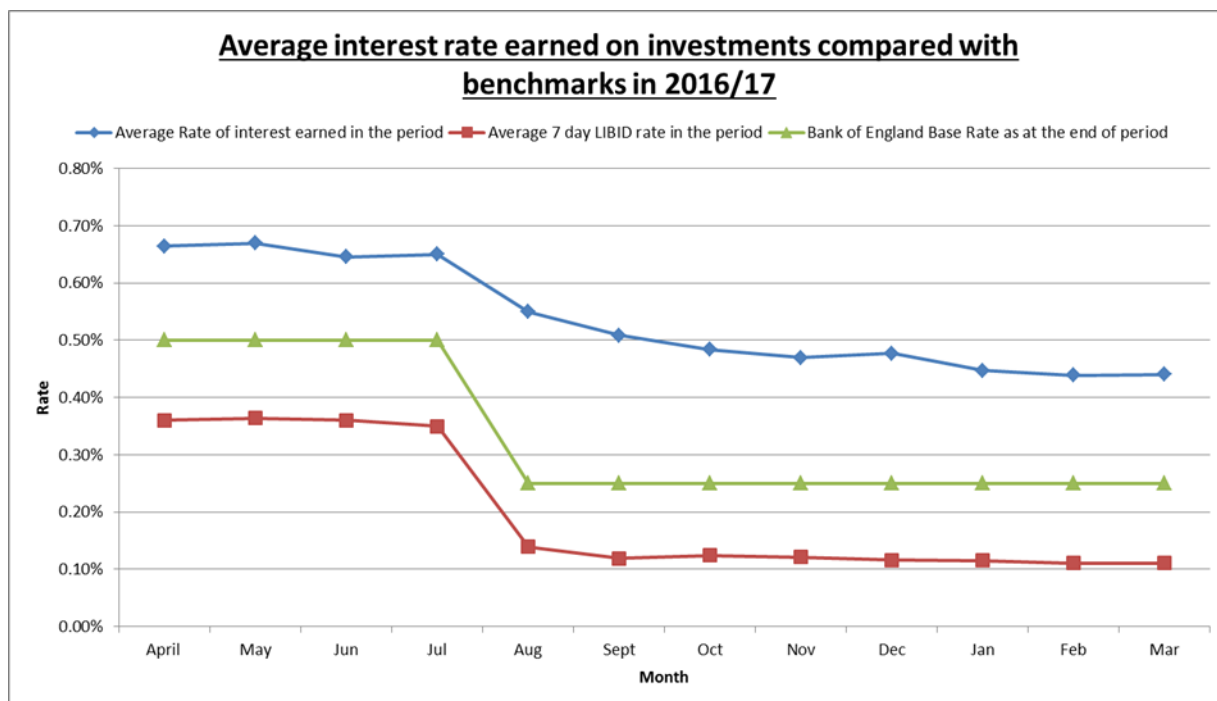
Table 11: Counterparties used

Counterparty	Country	No. of Deals	Value of Deals (£m)
Blackrock	Money Market Fund (Various Counterparties)	13	73
Goldman Sachs	Money Market Fund (Various Counterparties)	18	85
Insight Investment	Money Market Fund (Various Counterparties)	8	33
Standard Life Investments Liquidity Fund plc	Money Market Fund (Various Counterparties)	8	54
<b>Total</b>		<b>47</b>	<b>245</b>

- 7.6 In addition to the above, use was also made of call accounts during the year, because they provide instant access to funds while paying base rate or better. This meant that funds were available for unexpected cash flow events to avoid having to pay higher rates to borrow from the market. During 2016/17 an average of £8.2m was held in such accounts.

7.7 The performance during the year is compared to the average 7 day LIBID rate. The graph on the next page shows the Council's performance month by month compared to this benchmark and the bank base rate.

Graph1: Investment performance compared to benchmarks



7.8 Overall, performance on in-house managed funds was 0.34% over the average 7 day LIBID rate for the year and averaged 0.21% higher than the average base rate for the year.

7.9 An average of £2.5m was managed by the enhanced cash fund manager Payden & Rygel. During the year the value of the fund started at nil and increased by £5.0m due to the initial purchase of units in September 2016 and by £0.022m due to an increase in the unit value, giving an average return of 0.86%. The fund ended the year at £5.022m.

## 8 Property Funds

8.1 Rockspring Property Investment Management Limited and Lothbury Investment Management Limited were appointed for the investment of long term funds in April and October 2015 respectively.

8.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into properties. An income distribution is generated from the rental income streams from the properties in the fund. Income distributions are reinvested back into the fund. There are high entrance and exit fees and the price of the units can rise and fall, depending on the value of the properties in the fund, so these funds are invested over the long term with the aim of realising higher yields than other investments.



- 8.3 The interest equalisation reserve will be used to capture some of the income in the years when the property values are rising, and will then be available to offset any losses should property values fall. Members should be aware that this means that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.
- 8.4 An average of £7.9m was managed by Rockspring Property Investment Management Limited. During the year the value of the fund started at £7.815m and decreased by £0.038m due to the decrease in the unit value. There was also an income distribution relating to that year of £0.400m.
- 8.5 The Rockspring fund earned £0.362m during the year from a combination of the decrease in the value of the units and the income distribution, giving a combined return of 4.58%. The fund started the year at £7.815m and therefore increased in total value to £8.177m by the end of the year.
- 8.6 An average of £7.0m was managed by Lothbury Property Investment Management Limited. During the year the value of the fund started at £4.896m and increased by £2.477m due to the additional purchase of units in June 2016 and by £0.073m due to the increase in the unit value. There was also an income distribution relating to the year of £0.236m.
- 8.7 The Lothbury fund earned £0.309m during the year from a combination of the increase in the value of the units and the income distribution, giving a combined return of 4.39%. The fund started the year at £4.896m and therefore increased in total value to £7.682m by the end of the year.

## **9 Short Dated Bond Funds**

- 9.1 Following a tender exercise, two short dated bond funds were chosen for the investment of medium term funds: Royal London Investment Grade Short Dated Credit Fund and the AXA Sterling Credit Short Duration Bond Fund.
- 9.2 The monies are invested in units in the fund, the fund is then invested as a whole by the fund managers into corporate bonds in the one to five year range. An income distribution will be generated from the coupon on the bond and income distributions will be reinvested back into the fund. The price of units can rise and fall, depending on the price of bonds in the fund so these funds are invested over the medium term with the aim of realising higher yields than short term investments.
- 9.3 The Council's interest equalisation reserve will be used to capture some of the income in the years when the corporate bond values are rising, and will then be available to offset any losses should bond values fall. Members should be aware that this means that the investment returns in some quarters will look very good and in other quarters there may be losses reported, but these will not impact the revenue account as the interest equalisation reserve would be used to meet any temporary losses.

- 9.4 An average of £3.9m was managed by AXA Investment Managers UK Limited. During the year the value of the fund started at nil and increased by £7.486m due to the initial purchase of units in September 2016 and by £0.051m due to an increase in the unit value, giving a return of 1.31%. The fund started the year at nil and increased in value with the fund at the end of the period at £7.537m.
- 9.5 An average of £4.0m was managed by Royal London Asset Management. During the year the value of the fund started at nil, increased by £7.500m due to the initial purchase of units in September 2016, decreased by £0.007m due to a decrease in the unit value and increased due to income distributions of £0.095m.
- 9.6 The Royal London fund earned £0.088m during the year from a combination of the decrease in the value of the units and the income distribution, giving a combined return of 2.23%. The fund started the year at nil and increased in value with the fund at the end of the period at £7.588m.

## **9. Corporate Implications**

### **9.1 Contribution to Council's Vision & Critical Priorities**

Treasury Management practices in accordance with statutory requirements, together with compliance with the prudential indicators acknowledge how effective treasury management provides support towards the achievement of the Council's Vision and Critical Priorities.

### **9.2 Financial Implications**

The financial implications of Treasury Management are dealt with throughout this report.

### **9.3 Legal Implications**

Compliance with the CIPFA Prudential Code is a statutory requirement.

### **9.4 People Implications**

None.

### **9.5 Property Implications**

None.

### **9.6 Consultation**

The key Treasury Management decisions are taken in consultation with our Treasury Management advisers.

### **9.7 Equalities Impact Assessment**

None.

## 9.8 Risk Assessment

The Treasury Management Policy acknowledges that the successful identification, monitoring and management of risk are fundamental to the effectiveness of its activities.

## 9.9 Value for Money

Treasury Management activities include the pursuit of optimum performance consistent with effective control of the risks associated with those activities.

## 9.10 Community Safety Implications

None.

## 9.11 Environmental Impact

None.

## 10. Background Papers

None.

## 11. Appendices

Appendix A - Prudential Indicators 2016/17

## Prudential Indicators 2016/17

	Figures are for the financial year unless otherwise titled in italics	2016/17 Revised Indicator	2016/17 Actual
1	Capital Expenditure	£55.114m	£48.475m
2	Capital Financing Requirement (CFR)	£303.093m	£304.559m
3	Treasury Position at 31 March		
	Borrowing	£260.936m	£241.144m
	Investments	£94.250m	£83.125m
	Net Borrowing	£166.686m	£158.019m
4	Authorised Limit ( <i>against maximum position</i> )	£275.000m	£275.000m
5	Operational Boundary	£265.000m	£265.000m
6	Ratio of financing costs to net revenue stream	12.72%	10.70%
7	Incremental impact of capital investment decisions on the Band D council tax	+£3.16	+£3.18
8	Maturity structure of fixed rate borrowing: ( <i>against maximum position</i> )		
	Under 12 months	20%	0%
	12 months to 2 years	30%	0%
	2 years to 5 years	40%	4%
	5 years to 10 years	60%	13%
	10 years to 20 years	100%	54%
	20 years to 30 years	100%	15%
	30 years and above	80%	14%
	Total	N/A	100%

# Southend-on-Sea Borough Council

Agenda  
Item No.

9

Report of Chief Executive  
to  
Cabinet

on  
20 June 2017

Report prepared by: Joe Chesterton  
Director of Finance and Resources

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**Provisional Capital Outturn 2016/17**  
**Policy and Resources Scrutiny Committee**  
**Executive Councillor: Councillor Lamb**  
***A Part 1 Public Agenda Item***

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**1. Purpose of Report**

- 1.1 To inform members of the capital programme outturn for 2016/17 and to seek approval for the relevant budget carry forwards and accelerated delivery requests.
- 1.2 To also seek approval for in year amendments for the current approved programme.

**2. Recommendations**

**That Cabinet:**

- 2.1 **Note that the expenditure on the capital programme for 2016/17 totalled £48.475m against a budget of £55.114m, a delivery of 88.0% (sections 3.4 and 3.5).**
- 2.2 **Approve the relevant budget carry forwards and accelerated delivery requests totalling a net £5.363m as set out in Appendices 1 and 2.**
- 2.3 **Note the virements, reprofiles and amendments and new external funding for schemes, as detailed in Appendices 3, 4 and 5.**
- 2.4 **Approve the relevant changes to the budget identified since the approved capital programme was set at Council on 23 February 2017, as detailed in Appendix 6.**
- 2.5 **Note that the above changes will result in an amended Capital Programme of £226.709m for the period 2017/18 to 2020/21, as detailed in Appendix 7.**

### 3. Background

- 3.1. Throughout the 2016/17 financial year the capital programme has been subjected to robust monitoring to ensure delivery and alignment with corporate priorities. As a result of this monitoring, revisions were made during the year to the capital programme budgets with the agreement of Cabinet. The last revision was made in February 2017 and approved by Council on 23 February 2017.
- 3.2. In addition to the approved capital programme for 2016/17, there were carry forwards from the previous year's programme for schemes nearing completion but not yet finished. As a result of these changes and other amendments agreed during the year by Cabinet the revised Capital Programme differs from the one originally agreed in February 2016 as part of the 2016/17 budget process.
- 3.3. The changes are summarised in the table below.

	£'000
<b>Original Budget February 2016 Council</b>	<b>73,450</b>
June Cabinet adjustment of carry forwards from 2015/16	4,218
Accelerated Delivery of 2016/17 schemes	(2,807)
Re-profiles, New External funding and other adjustments agreed at 28 June Cabinet	1,715
Re-profiles, New External funding and other adjustments agreed at 8 November Cabinet	(10,833)
Re-profiles and amendments agreed at 14 February Cabinet	(10,642)
New external funding agreed at 14 February Cabinet	13
<b>Revised Capital Programme – 23 February 2017 Council</b>	<b>55,114</b>

Brackets indicate a reduction in budget

- 3.4. Best practice and normal accounting convention requires that the approved Capital Programme includes budgets for all potential capital expenditure. Therefore the Capital Programme contains budgets for schemes such as Section 106 funding where expenditure is contingent on a condition being met, grants that are paid to the Council in full are drawn down over a period of time and schemes managed in partnership or by other bodies, e.g. schools. The summary on the next page shows the actual spend against budget for the different types of schemes.

	<b>Revised Budget £000</b>	<b>Actual £000</b>	<b>Variance £000</b>	<b>% Spent</b>
Adult Social Care	489	208	(281)	42.5
General Fund Housing	1,323	1,166	(157)	88.1
Schools Capital Schemes	12,373	9,153	(3,220)	74.0
Culture	1,277	1,256	(21)	98.4
Highways and Transport	16,606	16,233	(373)	97.8
Enterprise, Tourism & Regeneration	7,632	7,463	(169)	97.8
Energy Saving Projects	1,408	620	(788)	44.0
Section 106 / Section 38	643	607	(36)	94.4
Works to Property	368	170	(198)	46.2
ICT Schemes	4,633	3,877	(756)	83.7
Other Chief Executive	921	444	(477)	48.2
HRA Capital Schemes	7,441	7,278	(163)	97.8
<b>Total</b>	<b>55,114</b>	<b>48,475</b>	<b>(6,639)</b>	<b>88.0</b>

Brackets indicate an underspend against budget

- 3.5. The outturn for 2016/17 shows a final spend position of £48.475m against a revised budget of £55.114m, which is an 88.0% outturn position.
- 3.6. The key variances in the table in paragraph 3.4 are as follows:

Adult Social Care – £281k has been put forward as a carry forward request as part of this report, £163k of this is due to the review of the option appraisal for the use of the Transforming Care Housing grant.

Schools Capital Schemes – these are set out below in paragraphs 3.17 to 3.21.

Highways and Transport – a number of projects funded by the Local Transport Plan and the Local Growth Fund span financial years and there have been delays to some projects whilst others have delivered ahead of schedule. The timing of completion of these projects is heavily dependent on the weather conditions, the result of survey works and the timing of works to minimise disruption. Net budget carry forward, accelerated delivery requests and other budget adjustment for highways and transport of £365k have been put forward as part of this report;

Energy Saving Projects – the energy projects are underway with some projects spanning financial years. A review of the energy budgets identified that £623k of the budget for the Beecroft Energy scheme was no longer required and its removal has been put forward as part of this report;

Works to Property - some projects were delayed due to developer and tenant negotiations and legal or survey processes. Net budget carry forward and accelerated delivery requests of £198k have been put forward as part of this report;

ICT schemes – a number of projects span financial years and there have been delays to some projects whilst others have delivered ahead of schedule, so net budget carry forward, accelerated delivery requests and other budget adjustments of £(788)k have been put forward as part of this report. £451k of the overall ICT underspend relates to the development of the Liquid Logic Case Management System with the go-live expected now in 2017/18;

Other Chief Executive – completion of the Pergola Walk Extension scheme is scheduled for completion at the end of June 2017. The removal of the unallocated balance on the Priority Works budget of £136k has been put forward as part of this report. Other net budget carry forward, accelerated delivery requests and other budget adjustments of £(341)k have also been put forward as part of this report.

- 3.7. A range of schemes have been identified that are funded from external contributions and grants. These have been included in the capital programme but there is flexibility in when these schemes are delivered either by the funder determining when it is appropriate or the Council matching delivery to available resources.
- 3.8. In total there are a number of schemes with unspent budgets in 2016/17 where the budget is needed in 2017/18 in order to complete the schemes. These schemes have started and/or are fully committed to but due to various factors have not completed or reached the anticipated stage by the 31st March 2017. These budget commitments total £6.454m and are summarised in Appendix 1.
- 3.9. In addition, some schemes have exceeded their 2016/17 budget allocation. The two causes of this are unforeseen costs being incurred or schemes spending ahead of profile in order to accelerate delivery, i.e. multi year schemes being delivered earlier or preliminary works starting on 2017/18 schemes to ensure their prompt completion. The sum of this accelerated delivery totals £1.091m and is analysed in Appendix 2.
- 3.10. Schemes that have exceeded their 2016/17 budget allocation will be financed by compensatory under spending on other schemes. The net underspend for the whole programme for 2016/17 after carry forward and accelerated delivery requests is £1.276m. This has been adjusted further with budget adjustments of £1.550m with the resulting overspend after all adjustments of £0.274m.



3.11. In summary these adjustments are set out in the following table:

	<b>General Fund £000</b>	<b>Housing Revenue Account £000</b>	<b>Total £000</b>
Net variance	(6,476)	(163)	(6,639)
Net position of carry forward and accelerated delivery requests (Appendices 1 and 2)	5,198	165	5,363
Variance after carry forwards and accelerated delivery requests	(1,278)	2	(1,276)
Additional budget adjustments (Appendix 6)	1,550	-	1,550
Adjusted net variance	272	2	274

Brackets indicate an underspend against budget and additional income

3.12. An amended Capital Programme reflecting all the changes above is attached at Appendix 7.

#### **Major schemes in 2016/17 continuing into 2017/18 and future years**

3.13 Within the Department for People the major schemes are the schools capital schemes which are set out below in paragraphs 3.17 to 3.21, and the Disabled Facilities Grants scheme which relates to adaptations and installation of equipment in the homes of disabled people.

3.14 Within the Department for Place the LED street lighting project is a major scheme to replace the street lighting lanterns within Southend with LED units, to replace many street lighting columns, to bring all the illuminated street furniture in line with proposed new traffic sign regulations and to introduce a computer controlled Central Management System to manage the street lighting efficiently.

3.15 Another major scheme within the Department for Place is the A127 Growth Corridor with is a joint project with Essex County Council to deliver improvements along the A127. Specifically within Southend this includes the junction at Kent Elms.

3.16 Also within the Department for Place the Airport Business Park is a major scheme to transform an area of land into a new business park, bringing in private sector investment and generating new jobs. The infrastructure works have commenced and will continue into 2017/18. Additionally, there is the Better Queensway regeneration scheme.

## Schools Capital Schemes

- 3.17 Expenditure on the education capital programme for 2016/17 was £9.15 million. Of this £1.07million was to complete projects to provide new pupil places at Sacred Heart, St Helen's and St Mary's Primary Schools and the Federation of Greenways Schools. £6.9million was spent on improvements to the provision of new secondary school places and improvements to special education accommodation.
- 3.18 The Primary Places Programme (PPP) to expand primary schools to meet the demand created by a sustained increase in the birth rates is now completed. A programme to expand secondary schools to meet the demand that the primary expansions will create is now underway. The set up and expansion of two year old childcare facilities is still on-going.
- 3.19 The secondary expansion programme is a multi-year programme that started in 2016/17 with a first year spend of £6.9million. Purchase of two properties are included within the programme. One property has been purchased and the funds transferred. The second property is in the final stages of the acquisition and this will now occur in 2017/18 and reflects the majority of the underspend for 2016/17. Purchase of these properties show a significant cost saving against purchase of land and construction of new buildings.
- 3.20 £0.99million was spent purely on condition works that included projects at Bournes Green Junior, Earls Hall Primary, Edwards Hall Primary and Friars Primary to meet commitments made within the programme before they converted to academy status. In addition £288k was devolved as formula capital to the maintained schools to manage their own smaller capital works.
- 3.21 Much of the schools capital programme scheme involves multi-year projects. Net budget carry forward, accelerated delivery requests and other budget adjustments of £3.15m have been put forward as part of this report.

## Capital Financing of the Programme

- 3.22 The capital programme is fully financed. When the budget is set, estimates are made on the likely levels of capital receipt, grant that will be received during the year, the likely level of borrowing required as well as the proposed level of expenditure. As the actual expenditure differs from the proposed budget, the associated financing needs to be amended also to reflect this.

3.23 The capital expenditure in 2016/17 is financed as follows;

	<b>2016/17 Actual (£m)</b>
<b>Total Capital Expenditure</b>	<b>48.475</b>
<b>Financed by:</b>	
<b>Borrowing – internal</b>	<b>17.070</b>
<b>Invest to Save Financing</b>	<b>4.333</b>
<b>Capital Receipts</b>	<b>0.716</b>
<b>Capital Grants Utilised</b>	<b>17.376</b>
<b>Major Repairs Reserve</b>	<b>4.641</b>
<b>Other Revenue/ Capital Reserve Contributions</b>	<b>3.547</b>
<b>Other Contributions</b>	<b>0.792</b>
<b>Total Financing</b>	<b>48.475</b>

#### **Other changes to the budget for 2017/18 onwards**

3.24 Since the approved capital programme was set at Council on 23 February 2017, there have been some changes to the capital budget. They are not significant in number but are required to provide a continually updated programme to enhance the delivery of schemes, and are therefore detailed in Appendix 6. These changes are reflected in the amended Capital Programme attached at Appendix 7.

3.25 Removal of budgets no longer required is requested for schemes such as the unallocated Priority Works budget, the part of the Beecroft Energy Scheme identified as not required following a review of the energy budgets, some schools budgets where the works have been completed under budget and schools refurbishment budgets following a review in light of the Government capital funding announcements.

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

4.1 None, as this report provides information about activity in 2016/17.

#### **5. Reasons for Recommendations**

5.1 This report provides information about activity in 2016/17.

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

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

When the Capital Programme is determined consideration is given to the alignment of the scheme objectives to the Councils priorities.

## 6.2 Financial Implications

These are dealt with throughout this report.

## 6.3 Legal Implications

None, as this report provides information about activity in 2016/17.

## 6.4 People Implications

None, as this report provides information about activity in 2016/17.

## 6.5 Property Implications

When the Capital Programme is determined consideration is given to the property implications.

## 6.6 Consultation

When the Capital Programme is determined consideration is given to consultation.

## 6.7 Equalities and Diversity Implications

When the Capital Programme is determined consideration is given to Equalities and Diversity Implications.

## 6.8 Risk Assessment

When the Capital Programme is determined consideration is given to the risk assessment.

## 6.9 Value for Money

When the Capital Programme is determined consideration is given to the value for money.

## 6.10 Community Safety Implications

When the Capital Programme is determined consideration is given to community safety implications.

## 6.11 Environmental Impact

When the Capital Programme is determined consideration is given to the environmental impact.

## **7. Background Papers**

None.

## **8. Appendices**

Appendix 1 – Proposed Carry Forwards

Appendix 2 – Proposed Accelerated Delivery Requests

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Reprofiles

Appendix 5 – New External Funding

Appendix 6 – Summary of Changes to the Capital Programme

Appendix 7 – Amended Capital Programme

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2016/17 CARRY FORWARD REQUESTS  
SUMMARY - ALL DEPARTMENTS

Appendix 1

Department	Total 2016/17 Carry forward to future years £000
Chief Executive	553
People	2,958
Place	2,543
Housing Revenue Account	400
	<b><u>6,454</u></b>

**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Chief Executive**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Chalkwell Esplanade Toilets Roof Repairs	C10862	4	Asset Management works on-going in 2017/18
Demolition of Leigh Cliffs Public Toilets	C10853	3	Asset Management works on-going in 2017/18
East Beach Café	C10644	32	Asset Management works on-going in 2017/18
Herbert Grove Security	C10854	10	Asset Management works on-going in 2017/18
New Beach Huts Phase 2	C10631	11	Asset Management works on-going in 2017/18
Pier Arches toilets - waterproofing solution	C10734	30	Asset Management works on-going in 2017/18
Porters Civic House and Cottage	C10571	9	On-going works to Porters House and Cottage
Ropers Farm Cottages - water supply	C10840	45	Asset Management works on-going in 2017/18
Seaways Development Enabling Works	C10643	3	Asset Management works on-going in 2017/18
Toilet Refurbishment Thorpe Hall Avenue	C10703	29	Asset Management works on-going in 2017/18
Urgent Works To Property	C10181	36	Various small schemes to be finalised in 2017/18
Cremated Remains Plots	C10754	1	Carry forward required to tidy site and complete landscaping
Cremator Hearth Replacement	C10677	8	Carry forward requested to fund further crematorium equipment



**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Chief Executive**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Crematorium Analytical equipment	C10055	16	Carry forward requested to fund further crematorium equipment
Essential Crematorium/Cemetery Equipment	C10572	23	Carry forward requested to fund further crematorium equipment
New Burial Ground	C10054	5	On-going land works to continue in 2017/18
Pergola Walk Memorial Scheme	C10755	288	Completion of memorial project scheduled end of June 2017
<b>553</b>			

2016/17 CARRY FORWARD REQUESTS

DEPARTMENT: People

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Community Capacity	C10526	79	This budget is to support the vision to maintain individuals in the community and promote independence and self management. Works are carried out on a rolling basis.
LATC - Delaware and Priory	C10621	7	Scheme to span several financial years
Mental Health Funding steam only	C10184	29	To continue to fund transformation through technology aimed at providing and evaluating the impact of Assistive Technology for people with dementia.
Priory House - Condition Works	C10693	3	To fund the Local Authority Trading Company programme management in 2017/18
Transforming Care Housing	C10689	163	The option appraisal for the use of this grant is under review
Empty Dwelling Management	C10020	54	This provision allows the council to deal with eligible empty homes where an owner is uncontactable or uncommunicative and bring the dwelling back into use
Private Sector Renewal	C10146	175	This carry forward will allow data from the Building Research Establishment (BRE) profile of the borough to be used for targeted financial assistance and incentives to bring properties below the minimum standard for housing back to acceptable condition.
PSH Works in Default - Enforcement Work	C10503	2	This provision contributes to ensuring the Private Rented Sector meets the minimum standard for housing when, despite conviction, landlords fail to carry out remedial works. The carry forward reflects only a lack of staff resources during the year
Warmer Healthy Homes	C10255	16	This budget has been underspent as a result of staffing shortages within the Private Sector Housing team but will be spent in 2017/18
AHDC Short Breaks for Disabled Children	C10282	64	Planning in process for the use of this grant in 2017/18
Edward Hall Roofs	C10713	23	Phase 2 works delayed until Summer 2017
Future condition projects	C10024	29	On-going support for small conditions projects in schools
Expansion of 2 yr old Childcare Places	C10558	3	On-going works on the expansion of childcare places
School Improvement & Provision for School Places	C10475	2,311	Permission to purchase and capital works delayed by DfE

**2,958**

**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
ASO Machinery purchase	C10731	4	To fund purchases in 2017/18
Belfairs Swim Centre H & S	C10623	43	Final works to take place in 2017/18
Belfairs Woodland Centre Project	C10502	15	Contributions to fund further works at Belfairs Woodland Centre
Chase Sports & Fitness Centre - Fire Alarm	C10732	4	Minor outstanding works still to be completed in 2017/18
Hard Surface Path Improvements	C10566	13	Continuation of path improvements in the local parks
Palace Theatre - Air Handling Units	C10782	18	Design works currently being commissioned to take place in 2017/18
Palace Theatre windows replacement	C10725	2	Final works to be completed at the start of 2017/18
Playground Gates	C10779	3	Continuation of playground gate replacements
Priory Park Water Main	C10625	25	Budget to fund additional works in 2017/18
Replacement of Play Equipment	C10780	7	Continuation of playground equipment replacements
War Memorials within the Borough	C10569	4	Final fencing works to take place in 2017/18
ICT - Capita One Enhancements/Developments	C10633	7	On-going ICT scheme spanning several financial years
ICT Core Infrastructure	C10575	150	On-going ICT scheme spanning several financial years
ICT - Development of the Liquid Logic Case Management System	C10637	451	Delay of scheme due to staffing issues
Place - Business Transformation in End to End Reporting	C10757	161	On-going ICT scheme spanning several financial years
Place - Culture - Hardware in Libraries	C10764	9	On-going ICT scheme spanning several financial years

**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Place - Culture and Enterprise and Tourism - EPOS System	C10758	30	On-going ICT scheme spanning several financial years
Place - Culture and Enterprise and Tourism - Events Booking System	C10759	50	On-going ICT scheme spanning several financial years
Replacement & Enhancement to Cash Receipting System	C10578	18	Budget will be needed in 2018/19
Wireless Access Point Upgrade	C10760	30	On-going ICT scheme spanning several financial years
Wireless Borough/City Deal	C10580	3	On-going ICT scheme spanning several financial years
Airport Business Park	C10261	246	This is a long term project which spans over several financial years
Better Queensway - Regeneration	C10747	81	This is a long term project which spans over several financial years
Queensway - Ground Penetrating Radar	C10745	9	This is a long term project which spans over several financial years
Pier Hill Lift Tower Leaks	C10856	1	Final works for Pier Hill lift leaks
Southend Pier - Condition Works	C10697	145	The Pier requires extensive repairs and any unspent budget needs to be carried forward to fund the works.
Southend Pier – Prince George Extension Works (Phase One)	C10038	163	An order has been placed for £200k for the works. These have been delayed due to obtaining an MMR licence to carry out works on the Pier.
Cliff Slip Investigation Works	C10784	6	Multi year scheme to rectify the cliff slip along the foreshore
Shoebury Common Sea Defence Scheme	C10011	75	Multi year scheme on sea defences
Southend Shoreline Strategy	C10843	72	Multi year scheme on Southend's shoreline strategy
Carriageways and Footways Improvements	C10786	7	On-going council funded highways maintenance works
Highways Planned Maintenance Investment	C10029	20	On-going council funded highways maintenance works

**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
Street Lighting Renewal	C10061	29	Multi year programme of street lighting replacements
Car Park Infrastructure Improvements	C10787	4	On-going works to improve the borough's car parks
S106 Ajax Works 0300130FUL - landscaping maintenance	C10199	1	S106 funding to cover multiple financial years
S106 Essex House 1500521FULM - bus stop improvement	C10793	3	S106 funding to cover multiple financial years
S106 Former Coll 0801062FULM - Transport Contribution	C10203	8	S106 funding to cover multiple financial years
S106 Former College 1000225FUL - Tree Replacement	C10207	11	S106 funding to cover multiple financial years
S106 Garrison 0000777 Deposit - CCTV	C10810	1	S106 funding to cover multiple financial years
S106 Garrison Park Store	C10188	1	S106 funding to cover multiple financial years
S106 Lifstan Way 0000273 Out - Open Space Maintenance	C10269	2	S106 funding to cover multiple financial years
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	C10205	15	S106 funding to cover multiple financial years
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	C10820	3	S106 funding to cover multiple financial years
S106 Premier Inn 1300835FULM - Bus Stop Improvement	C10653	5	S106 funding to cover multiple financial years
S106 Sunlight Ldry 1400411FULM - Public Art	C10821	3	S106 funding to cover multiple financial years
S106 Univ H'Ways 0401561FUL	C10196	4	S106 funding to cover multiple financial years
S38 Garrison Mag Rd sup fee	C10190	5	S38 funding to cover multiple financial years
S38/S278 Airport 0901960 Fulm	C10275	9	S38 funding to cover multiple financial years

**2016/17 CARRY FORWARD REQUESTS**

**DEPARTMENT:**

**Place**

Scheme	Project code	2016/17 Carry forward to future years £000	Explanation for carry forward request
LTP (Integrated Transport block) - Better Networks	C10671	27	Continuation of works for LTP implementation plan
LTP (Integrated Transport block) - Bridge Strengthening	C10512	152	Continuation of works for LTP implementation plan
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	C10702	200	Continuation of works funded from the Local Growth Fund grant
Civic Centre Boilers - Low Loss Header	C10676	20	Continuation of on-going energy schemes
Energy Efficiency Projects	C10788	40	Continuation of on-going energy schemes
LED Lighting - Civic Centre Underground Car Park	C10662	19	Continuation of on-going energy schemes
Southend Adult Community College Energy Project	C10664	105	Continuation of on-going energy schemes
Temple Sutton School Energy Project	C10665	4	Continuation of on-going energy schemes
			<b>2,543</b>

**2,543**

**2016/17 CARRY FORWARD REQUESTS**  
**DEPARTMENT:**

**Housing Revenue Account**

**Appendix 1**

Scheme	Project code	2016/17 Carry forward to 2017/18 £000	Explanation for carry forward request
Bathroom Refurbishment	C10161	8	Review of requirements for life expired component replacements
Central Heating	C10162	84	Review of requirements for life expired component replacements
Kitchen Refurbishments	C10164	49	Review of requirements for life expired component replacements
Roofs	C10166	36	Review of requirements for life expired component replacements
Windows and Doors	C10167	53	Review of requirements for life expired component replacements
HRA Disabled Adaptations – Major Adaptions	C10015	17	Multi year scheme to continue in 2017/18
HRA Disabled Adaptations – Minor Adaptions	C10257	48	Multi year scheme to continue in 2017/18
S106 HRA Land Review	C10685	40	Scheme to continue into 2017/18
Construction of New Housing on HRA Land	C10684	65	Scheme to continue into 2017/18

**400**

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**2016/17 ACCELERATED DELIVERY REQUESTS  
SUMMARY - ALL DEPARTMENTS**

**Appendix 2**

Department	Total 2016/17 accelerated delivery from future years £000
Chief Executive	14
People	90
Place	752
Housing Revenue Account	235
	<b><u>1,091</u></b>

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Chief Executive

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Library Car Park Reconstruction and Enhancement	C10750	14	Works have progressed earlier than anticipated

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

People

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Disabled Facilities	C10145	90	The mandatory provision of adaptations allows people with disabilities to return to their homes from hospital promptly and to remain in their own homes for longer. There is a new combined team in place which will see additional funding spent in 2017/18

90

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Place

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Energy Improvements in Culture Property Assets	C10565	9	Works completed earlier than anticipated
Library Review	C10624	139	Works completed earlier than anticipated on Westcliff Library
Digitisation of Paper Records	New	104	Budget accelerated to cover works completed in 2016/17
IT Human Resources Case Management System	C10679	17	Scheme accelerated ahead of schedule
City Deal - Incubation Centre	C10668	10	Multi year scheme with costs above expected levels in 2016/17
Property Refurbishment Programme	C10626	190	Works have progressed earlier than anticipated
Southend Pier - Pier View Gallery	C10855	2	This project was being designed in 2016/17 and time fees were claimed to cover the design works.
Car Parks Upgrade	C10151	67	Car park upgrades accelerated ahead of initial profile
S106 North Shoebury Road 0301504out - Public Art	C10819	17	Multi year S106 scheme with accelerated works
S278 Bellway Homes 14/00943/fulm	C10730	3	Multi year S278 scheme with accelerated works
S38 Fossetts (const&maint fee)	C10193	11	Multi year S38 scheme with accelerated works
S38 Garrison NBP Road Supp Fee	C10267	3	Multi year S38 scheme with accelerated works
Local Transport Plan Maintenance	C10076	146	Maintenance works have been accelerated ahead of schedule
A127 - Kent Elms/Bell/Tesco - Junction Improvements	C10553	14	Slightly accelerated works since previous reprofiling exercise
Beecroft and Central Museum Energy Project	C10738	6	Multi year energy scheme slightly ahead of initial profiling
Schools and Council Buildings Solar PV	C10740	13	Multi year energy scheme slightly ahead of initial profiling
Solar PV Projects	C10789	1	Multi year energy scheme slightly ahead of initial profiling

2016/17 ACCELERATED DELIVERY REQUESTS

DEPARTMENT:

Housing Revenue Account

Scheme	Project code	2016/17 accelerated delivery from future years £000	Explanation for accelerated delivery request
Common Areas Improvement	C10168	207	Review of requirements for time expired elements
Environmental HandS works	C10163	20	Review of requirements for time expired elements
Rewiring	C10165	8	Review of requirements for time expired elements

**235**

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**VIREMENTS BETWEEN APPROVED SCHEMES**

**Appendix 3**

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
<b>Proposed changes</b>									
Cemetery & Crematorium Capital Programme	Chief Executive	C10677	Cremator Hearth Replacement		(8)				(8)
	Chief Executive	C10055	Crematorium Analytical Equipment		(16)				(16)
	Chief Executive	C10572	Essential Crematorium/Cemetery Equipment		24				24
Southend Pier Capital Programme	Place	C10038	Southend Pier - Prince George Extension Works (Phase One)		(1,139)				(1,139)
	Place	New	Southend Pier - Prince George Extension (Phase Two)		1,139				1,139
Schools Capital Programme	People	C10024	Future Condition Projects		(42)				(42)
	People	C10907	Leigh Northy Street Windows (H&S)		42				42
	People	C10771	Bournes Green Junior Roof	(17)					(17)
	People	C10116	Hamstel Infant and Juniors Places	17					17
ICT Capital Programme	Place	C10635	ICT E-Procurement Solution			(29)			(29)
	Place	C10426	Software Licencing			29			29
	Place	New	Digitisation of Paper Records	(104)					(104)
	Place	C10636	ICT Enterprise Agreement	53					53
	Place	C10635	ICT E-Procurement Solution	(3)					(3)
	Place	C10576	ICT Rolling Replacement Programme		18				18
	Place	C10679	IT Human Resources Case Management System	(17)					(17)
	Place	C10698	Pier and Foreshore ICT Improvement Programme		25				25
	Place	C10762	Place - ETR - Upgrade of Pier Network Infrastructure	(14)					(14)
	Place	C10426	Software Licensing	42					42
Highways Capital Programme	Place	C10683	Cliff Stabilisation - Clifton Drive	(1)					(1)
	Place	C10115	Cinder Path	1					1
HRA S106 Capital Programme	Place	C10652	S106 53 Pavilion Dr 0701870OUTM - Affordable Housing		(128)				(128)
	Place	C10581	S106 87 Rectory Gr 1101018FULM - Affordable Housing		(155)				(155)
	Place	C10741	S106 Dairy Crest 1400340AMDT - Affordable Housing		(124)				(124)
	HRA	C10685	S106 HRA Land Review		407				407
HRA Capital Programme	HRA	C10298	Future Programme (MRA and Decent Homes)		(6,200)	(630)			(6,830)
	HRA	C10161	Bathrooms		140				140
	HRA	C10162	Central Heating		1,010				1,010
	HRA	C10163	Environmental H&S works		1,440				1,440
	HRA	C10164	Kitchens		270				270
	HRA	C10165	Rewiring		460	511			971
	HRA	C10166	Roofs		730	7			737
	HRA	C10167	Windows and Doors		470				470
	HRA	C10168	Common Area Improvements		1,180	112			1,292
	HRA	C10015	Disabled Adaptations - Major		450				450
	HRA	C10257	Disabled Adaptations - Minor		50				50
	HRA	C10015	HRA Disabled Adaptations – Major Adaption		48				48
	HRA	C10257	HRA Disabled Adaptations – Minor Adaption		(48)				(48)
	HRA	New	Acquisition of leasehold property		115				115
HRA	C10614	Acquisition of tower block leaseholds - Queensway		(115)				(115)	

**VIREMENTS BETWEEN APPROVED SCHEMES**

**Appendix 3**

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
<u>Budget Adjustments already actioned</u>									
Priority Works	Chief Executive	C10121	Priority Works	(4)					(4)
	Chief Executive	New	Chalkwell Esplanade Toilets Roof Repairs	4					4
	Chief Executive	C10121	Priority Works	(11)					(11)
	Chief Executive	C10631	New Beach Huts Phase 2	11					11
	Chief Executive	C10121	Priority Works	(10)					(10)
	Chief Executive	C10643	Seaways Development Enabling Works	10					10
				-	-	-	-	-	-



RE-PROFILES AND AMENDMENTS

Appendix 4

Scheme/Event	Department	Project Code	Code Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
Local Growth Fund Capital Programme	Place	C10261	Airport Business Park		(9,445)	6,895	2,550		-
	Place	C10701	Southend Central Area Action Plan (Non-Transport)		(920)	(1,620)	(1,220)	3,760	-
HRA Capital Programme	HRA	C10162	Central Heating		(560)	560			-
	HRA	C10163	Environmental H&S works		(1,090)	1,090			-
	HRA	C10164	Kitchens		(100)	100			-
	HRA	C10165	Rewiring		503	(503)			-
	HRA	C10166	Roofs		(280)	280			-
	HRA	C10167	Windows and Doors		60	(60)			-
	HRA	C10168	Common Area Improvements		(95)	95			-
				-	<b>(11,927)</b>	<b>6,837</b>	<b>1,330</b>	<b>3,760</b>	-

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**NEW SCHEMES FINANCED BY EXTERNAL FUNDING**

**Appendix 5**

Scheme/Event	Department	Project Code	Project Description	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
GF Housing Capital Programme	People	C10145	Adult Disabled Facilities		1,300				1,300
Schools Capital Programme	People	NEW	SEN Improvement and Provision of School Places		74				74
	Place	C10857	S106 3 Acacia Drive 1401434FULM - affordable housing		177				177
	Place	C10852	S106 Essex House 1600116DOV - affordable housing		320				320
	Place	C10832	S106 22-23 The Leas 0700820FULM - bus service contribution		43				43
	Place	C10847	S106 97-99 Rochford Rd 1101005EXTM - education		16				16
	Place	C10841	S106 Albany Court 1500369AMDT - education		44				44
	Place	C10860	S106 Former Balmoral 1400914FULM – education		22				22
	Place	C10850	S106 Hinguar 1401672BC4M - education		160				160
	Place	C10808	S106 Bellway Prittlebrook 1400943FULM - TRO Contribution		5				5
	Place	C10802	S106 Bellway Prittlebrook 1400943FULM - Bus Stop Improvements		17				17
	Place	C10842	S106 Albany Court 1500369AMDT - signage contribution		10				10
S106 Capital Programme	Place	C10851	S106 Hinguar 1401672BC4M - highway contribution		5				5
	Place	C10849	S106 Texsol Kenway 1500468FULM - highway		13				13
	Place	C10858	S106 Texsol Kenway 1500468FULM – public realm contribution		14				14
	Place	C10845	S106 23/04/2015 Hinguar and Saxon - public art contribution		18				18
	Place	C10846	S106 Albany Court 1500369AMDT - public art contribution		26				26
	Place	C10861	S106 Former Balmoral 1400914FULM – public art contribution		1				1
	Place	C10804	S106 Bellway Prittlebrook 1400943FULM - Local play facilities		15				15
	Place	C10746	S38 Bellway Homes 14/00943/fulm		85				85
		C10906	S106 Former Brookside Works 1500404S106BA - Affordable Housing		154				154
		C10893	S106 Former College 1500803BC4M - parking survey contribution		10				10
	Place	C10859	S38 Old Hinguar School		7				7
LGF Capital Programme	Place	C10701	Southend Central Area Action Plan (Non-Transport)					720	720
Queensway Capital Programme	Place	C10747	Better Queensway - Regeneration		122				122
Highways Capital Programme	Place	C10076	LTP Maintenance		107				107
HRA Capital Programme	HRA	C10685	S106 HRA Land Review		26				26
				-	<b>2,791</b>	-	-	<b>720</b>	<b>3,511</b>

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SUMMARY OF CHANGES TO THE CAPITAL PROGRAMME

Appendix 6

Scheme/Event	Department	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Budget (all years) £000
<b>Approved Capital Programme - Council February 2017</b>		55,114	76,732	70,583	46,552	19,177	268,158
<b>Amendments to budget:</b>							0
Priority Works - unused budget	Chief Executive	(136)					(136)
South Essex College	Chief Executive		3,500				3,500
Devolved Formula Capital - actual allocation now received	People		(115)				(115)
Bournes Green Junior Roof - scheme completed	People	(12)					(12)
Earls Hall Ducts and Pipework - scheme completed	People	(2)					(2)
Earls Hall Roof Drainage - scheme completed	People	(28)					(28)
Friars Boilers - scheme completed	People	(35)					(35)
Friars Curtain Walling - scheme completed	People	(14)					(14)
Friars Fire Systems Replacement - scheme completed	People	(26)					(26)
Futures Heating and Pipe Ducts - scheme completed	People	(4)					(4)
Hamstel Juniors Windows - scheme completed	People	(2)					(2)
Prince Avenue Fire Systems and Rewire - scheme completed	People	(7)					(7)
West Leigh Infant Roofs - scheme completed	People	(12)					(12)
Sacred Heart Primary School - scheme completed	People	(6)					(6)
St Helens School to FE - scheme completed	People	(389)					(389)
St Marys East Street School - scheme completed	People	(251)					(251)
Schools Refurbishment Programme - budget review	People		(1,000)				(1,000)
Beecroft Energy Scheme - budget review	Place	(623)					(623)
ICT - Delivery of Phase one of Smart City Journey	Place		17				17
Highways Maintenance - Potholes - actual figure less than anticipated	Place		(65)				(65)
LGF - Southend Central Area Action Plan (SCAAP Non-Transport)	Place	(3)					(3)
S106 Avenue Works 1401968AMDT - cycleway improvement	Place		(1)				(1)
S106 Garrison 0000777 Deposit - information boards	Place		(1)				(1)
S106 18-22 Southchurch Rd - education	Place		(1)				(1)
Acquisition of tower block leaseholds - Queensway	HRA		115				115
HRA Land Review	HRA		2,342				2,342
		(1,550)	4,791	-	-	-	3,241
<b>Other proposed changes</b>							
Carry forward requests (see Appendix 1)		(6,454)	6,206	248	-	-	-
Accelerated delivery requests (see Appendix 2)		1,091	(856)	(235)	-	-	-
Virements (see Appendix 3)		-	-	-	-	-	-
Reprofiles (see Appendix 4)		-	(11,927)	6,837	1,330	3,760	-
New external funding (see Appendix 5)		-	2,791	-	-	720	3,511
<b>Current Programme - following amendments</b>		<b>48,201</b>	<b>77,737</b>	<b>77,433</b>	<b>47,882</b>	<b>23,657</b>	<b>274,910</b>

Brackets indicate a reduction in budget

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Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
<b>Department of the Chief Executive</b>							
Tickfield - Creating Capacity	C10687	2					2
Perimeter Security Improvements	C10791	7					7
<b>Total Council Buildings</b>		<b>9</b>					<b>9</b>
Seaways - HCA Condition Funding	C10656		170				170
Civic East Car Park Redevelopment	C10748			1,019	3,000	1,685	5,704
Chalkwell Esplanade Toilets Roof Repairs	C10862		4				4
Commercial Property Investment	C10749		1,000	2,000	2,000	1,000	6,000
Demolition of Leigh Cliffs Public Toilets	C10853	12	3				15
East Beach Café Project	C10644		32				32
Herbert Grove Security	C10854		10				10
Library Car Park Reconstruction and Enhancement	C10750	63	3,986	1,150			5,199
New Beach Huts Phase 2	C10631		120				120
Pier Arches toilets - waterproofing solution	C10734		30				30
Porters Civic House and Cottage	C10571		9				9
Porters Civic House - Repairs to Building	C10657	2					2
South Essex College	New		3,500				3,500
Queensway - Commercial Property	C10751		500	400			900
Ropers Farm Cottages - water supply	C10840		45				45
Seaways Development Enabling Works	C10643	11	6				17
Toilet Refurbishment Thorpe Hall Avenue	C10703	63	29				92
Urgent Works To Property	C10181	5	36				41
Warrior Square Gardens Kiosk	C10823	5					5
<b>Total Asset Management</b>		<b>161</b>	<b>9,480</b>	<b>4,569</b>	<b>5,000</b>	<b>2,685</b>	<b>21,895</b>
Cremator Hearth Replacement	C10677	26					26
Cremated Remains Plots	C10754	89	1				90
Essential Crematorium/Cemetery Equipment	C10572	152	47				199
Mercury Emissions Testing Equipment	C10753	20					20
New Burial Ground	C10054	75	5				80
Pergola Walk Memorial Scheme	C10755	82	288				370
Replacement Boiler at Southend Crematorium	C10866		130				130
<b>Total Cemeteries &amp; Crematorium</b>		<b>444</b>	<b>471</b>				<b>915</b>
Priority Works	C10121		488	500	500	500	1,988
<b>Total Priority Works</b>			<b>488</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>1,988</b>
<b>Total Department of the Chief Executive</b>		<b>614</b>	<b>10,439</b>	<b>5,069</b>	<b>5,500</b>	<b>3,185</b>	<b>24,807</b>

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
<b>Department for People</b>							
Community Capacity	C10526	136	446				582
Dementia Friendly Environments	C10598	3	27				30
Mental Health Funding Stream	C10184	39	36				75
Priory House - Condition Works	C10693	17	97				114
Transforming Care Housing	C10689	2	163				165
LATC - Delaware and Priory	C10621	11	989	4,158	6,300		11,458
<b>Total Adult Social Care</b>		<b>208</b>	<b>1,758</b>	<b>4,158</b>	<b>6,300</b>		<b>12,424</b>
Disabled Facilities Grant	C10145	790	2,110	743			3,643
Empty Dwelling Management	C10020	146	357				503
PSH Works in Default - Enforcement Work	C10503	98	138				236
Private Sector Renewal	C10146	130	625	450			1,205
Warmer Healthy Homes Expenditure	C10255	2	16				18
<b>Total General Fund Housing</b>		<b>1,166</b>	<b>3,246</b>	<b>1,193</b>			<b>5,605</b>
AHDC Short Breaks for Disabled Children	C10282		64				64
<b>Total Children &amp; Learning Other Schemes</b>			<b>64</b>				<b>64</b>
Bournes Green Junior Boiler	C10868		135				135
Bournes Green Junior Roof	C10771	139					139
Chalkwell Infants Hall/Kitchen Windows	C10869		23				23
Chalkwell Infants Main Building Windows	C10870		45				45
Chalkwell Infants Roof	C10871		12				12
Earls Hall Ducts and Pipework	C10711	57	68				125
Edwards Hall Roofs	C10713	47	23				70
Fairways Fire Alarm	C10872		42				42
Friars Boilers	C10773	115					115
Friars Fire Systems Replacement	C10647	9					9
Future condition projects	C10024	90	129				219
Futures Heating and Pipe Ducts	C10714	1	168				169
Hamstel Juniors Fire Systems (H&S)	C10790	34					34
Hamstel Junior Windows	C10774	166					166
Kingsdown Fire System Upgrade	C10775	39					39
Leigh Northy Street Windows (H&S)	C10907		42				42
Prince Avenue Fire Systems and Rewire	C10650	41					41
Richmond Roof	C10873		17				17
Thorpedene Boiler	C10717	11					11
West Leigh Infant Roofs	C10718	32					32
<b>Total Condition Schemes</b>		<b>781</b>	<b>704</b>				<b>1,485</b>



Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
Devolved Formula Capital	C10014	288	173				461
<b>Total Devolved Formula Capital</b>		<b>288</b>	<b>173</b>				<b>461</b>
Small Friends Expansion	C10863		60				60
Friars Primary School	C10864		332				332
Edwards Hall	C10865		144				144
<b>Total Early Years</b>			<b>536</b>				<b>536</b>
Expansion of 2 yr old Childcare Places	C10558	7	65				72
Hamstel Infant & Juniors Places	C10116	17					17
School Improvement and Provision of School Places	C10475	6,985	10,089	8,195	8,579	3,425	37,273
Sacred Heart Primary School	C10620	2					2
SEN Improvement and Provision of School Places	NEW		74				74
St Helens to FE	C10618	660					660
St Marys East	C10617	415					415
<b>Total Primary and Secondary School Places</b>		<b>8,086</b>	<b>10,228</b>	<b>8,195</b>	<b>8,579</b>	<b>3,425</b>	<b>38,513</b>
<b>Total Department for People</b>		<b>10,529</b>	<b>16,709</b>	<b>13,546</b>	<b>14,879</b>	<b>3,425</b>	<b>59,088</b>

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
<b>Department for Place</b>							
ASO Machinery Purchase	C10731		4				4
Belfairs Golf Course - Drainage	C10552	2					2
Belfairs Swim Centre H & S	C10623	4	43				47
Belfairs Woodland Centre Project	C10502	60	15				75
Belton Hills Steps	C10777	3	1,497				1,500
Central Museum Works	C10867		150	100			250
Chalkwell Park and Priory Park Tennis Courts	C10682		52				52
Chase Sports & Fitness Centre - Fire Alarm	C10732		4				4
Chase Sports and Fitness Centre - Lighting Fitting Replacement	C10875		70				70
Cliffs Pavilion - External Cladding	C10876		320				320
Cliffs Pavilion - External Works above Maritime Room	C10695	97					97
Cliffs Pavilion - Refurbishmen of passenger lift	C10692	17					17
Cliffs Pavilion - Replacement floor in auditorium	C10670	6					6
Cliffs Pavilion undercroft piping replacement – urgent works	C10722	99					99
Energy Improvements in Culture Property Assets	C10565	9	110				119
Hard Surface Path Improvements	C10566	15	13				28
Library Review	C10624	270	186				456
"Make Southend Sparkle" Initiative	C10778	10	10	10			30
New Museum - Gateway Review	C10776	56	1,500				1,556
Palace Theatre - Air Handling Units	C10782	7	233				240
Palace Theatre Boilers Replacement	C10877		125				125
Palace Theatre - Replacement of Asbestos Stage Safety Curtain	C10878		25	75			100
Palace Theatre - Replacement of External Windows	C10725	53	2				55
Parks Land Drainage - Belfairs Park	C10680	8					8
Parks Land Drainage - Southchurch Park	C10681	7					7
Parks land drainage - Blenheim Park	C10694	4					4
Playground Gates	C10779	2	128				130
Priory Park Water Main	C10625	4	25				29
Prittlewell Prince Research	C10043		38				38
Prittlewell Prince Storage	C10696	85	35				120
Pump Priming Budget	C10044		100	233			333
Replacement and Upgrade of Parks Furniture	C10879		30	30	30	30	120
Replacement of Play Equipment	C10780	43	57	50			150
Sidmouth Park - Replacement of Play Equipment	C10880		75				75
Southchurch Park Bowls Pavillion	C10739		20				20
Southchurch Park Lighting	C10591	5					5
Southchurch Park Tow Path	C10781		250				250
Southend Cliffs - Replacement of Handrails	C10881		45				45
Southend Leisure & Tennis Centre - Air Handling Units	C10783	375					375

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
Southend Leisure and Tennis Centre - Building Management System (BMS) Control	C10882		100				100
Southend Leisure & Tennis Centre - Refurbishment of Lift	C10627	18					18
War Memorials within the Borough	C10569	28	4				32
Wheeled Sports Facility Central Southend Area	New			25	225		250
<b>Total Culture</b>		<b>1,287</b>	<b>5,266</b>	<b>523</b>	<b>255</b>	<b>30</b>	<b>7,361</b>
Barracuda Replacement	C10756		30				30
DEFRA Inspire III	C10640		4				4
Digitisation of Paper Records	C10896		46				46
GCSx Mail Update	C10766	11					11
ICT Priority Works	C10767		100				100
ICT - Core Application and Database Migration	C10895		75				75
ICT Capita One Enhancements/Developments	C10633	13	7				20
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	C10637	902	1,433	260			2,595
ICT Core Infrastructure	C10575	1,749	150				1,899
ICT - Central Government IT Security Compliance	C10898		75	75			150
ICT - Delivery of Phase 1 of "Smart city Journey"	C10904		17	500			517
ICT - Digitally Enable the Council Offices	C10897		80	40			120
ICT Enterprise Agreement	C10636	117	280	280	280		957
ICT E-Procurement Solution	C10635	2					2
ICT - Mobile Working and Enterprise Mobility	C10899		85				85
ICT - Phones Migration and Re-Tender	C10900		80				80
ICT Rolling Replacement Programme	C10576	174	200	200	200		774
ICT - Southend Network Monitoring Equipment	C10901		40	20			60
ICT - Upgrade of Capacity of Internet	C10902		150				150
ICT - Upgrade of Enterprise Resource Planning (ERP) System	C10903		75				75
IT Human Resources Case Management System	C10679	3					3
Mobile Device End Point Protection Replacement	C10768		90				90
Pier and Foreshore ICT Improvement Programme	C10698	177					177
Place - Business Transformation in End to End Reporting	C10757	164	536				700
Place - Culture - Hardware in Libraries	C10764	41	9				50
Place - Culture and Enterprise and Tourism - EPOS System	C10758		30				30
Place - Culture and Enterprise and Tourism - Events Booking System	C10759		50				50
Place - Enterprise, Regeneration and Tourism - Upgrade of Pier Network Infrastructure	C10762	36					36
Replacement and Enhancement to Cash Receipting System	C10578	3		18			21
Replacement of Remote Working Solution	C10769	100					100
Software Licencing	C10426	310	349	320	320		1,299
Web Development	C10763	30					30
Websense Replacement	C10770		30				30
Wireless Access Point Upgrade	C10760		30				30
Wireless Borough/City Deal	C10580	13	343				356
<b>Total ICT Programme</b>		<b>3,845</b>	<b>4,394</b>	<b>1,713</b>	<b>800</b>		<b>10,752</b>

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
Airport Business Park (including Local Growth Fund)	C10261	3,279	4,241	23,573	2,550		33,643
City Deal - Incubation Centre	C10668	10	34				44
Three Shells Lagoon	C10658	1,669					1,669
Pier Hill Lifts Replacement	C10737	294					294
Pier Hill Lifts Tower Leaks	C10856	29	1				30
Property Refurbishment Programme	C10626	696	310	500	500		2,006
Better Queensway - Regeneration	C10747	419	203				622
Queensway - Ground Penetrating Radar	C10745	233	9				242
Resorts Assets	C10883		50				50
<b>Total Enterprise, Tourism &amp; Regeneration</b>		<b>6,629</b>	<b>4,848</b>	<b>24,073</b>	<b>3,050</b>		<b>38,600</b>
Southend Pier - Bearing Refurbishment (Phase One)	C10885		500	500			1,000
Southend Pier - Condition Works	C10697	521	1,055	1,135	1,485		4,196
Southend Pier - Pier Entrance Enhancement	C10887		250	50			300
Southend Pier - Pier View Gallery	C10855	2	198				200
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	C10884		125	125			250
Southend Pier - Prince George Extension Works (Phase One)	C10038	37					37
Southend Pier - Prince George Extension (Phase Two)	NEW		1,139	750	750		2,639
Southend Pier - Structural Works	NEW					500	500
Southend Pier - Timber Outer Pier Head	C10886		500	5,000	2,500		8,000
<b>Total Southend Pier</b>		<b>560</b>	<b>3,767</b>	<b>7,560</b>	<b>4,735</b>	<b>500</b>	<b>17,122</b>
Cliff Slip Investigation Works	C10784	4	276				280
Cliff Stabilisation - Clifton Drive	C10683	254					254
Coastal Defence (Shoebury Common Sea Defence Scheme)	C10011	111	325	3,420	500		4,356
Improving Resilience of the Borough to Flooding from Extreme Weather Events	C10888		250				250
Southend Shoreline Strategy	C10843	88	72				160
<b>Total Coastal Defence and Foreshore</b>		<b>457</b>	<b>923</b>	<b>3,420</b>	<b>500</b>		<b>5,300</b>
Carriageways and Footways Improvements	C10786	993	1,007	1,000	1,000		4,000
Cinder Path	C10115	18	75	727			820
Gaist Highways Asset Management Project	C10785	80					80
Highways Maintenance - Potholes	C10588	65	102	65	65	65	362
Highways Planned Maintenance Investment	C10029	370	682				1,052
National Productivity Investment Fund	C10889		459				459
Street Lighting Renewal	C10061	6,542	4,014				10,556
<b>Total Highways &amp; Infrastructure</b>		<b>8,068</b>	<b>6,339</b>	<b>1,792</b>	<b>1,065</b>	<b>65</b>	<b>17,329</b>
Car Park Infrastructure Improvements	C10787	96	304				400
Car Parks Upgrade	C10151	101	33				134
Car Parking in the Town Centre and Central Seafront	C10891		250	2,500	2,000	250	5,000
Improved Car Park Signage and Guidance Systems	C10890		275	185	25		485
<b>Total Parking Management</b>		<b>197</b>	<b>862</b>	<b>2,685</b>	<b>2,025</b>	<b>250</b>	<b>6,019</b>

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
S106 3 Acacia Drive - education	C10835		27				27
S106 3 Acacia Drive 1401434FULM - affordable housing	C10857		177				177
S106 Airport 0901960 Fulm - Open Space	C10799	7					7
S106 Albany Court 1500369AMDT - education	C10841		44				44
S106 Albany Court 1500369AMDT - public art contribution	C10846		26				26
S106 Albany Court 1500369AMDT - signage contribution	C10842		10				10
S106 Audley Court 0200874 Ful - CCTV	C10276		10				10
S106 Avenue Works 1401968AMDT - cycleway improvement	C10727		1				1
S106 Avenue Works 1401968AMDT - Public Art	C10801		15				15
S106 Ajax Works 0300130ful - landscaping maintenance	C10199		3	3			6
S106 Bellway Prittlebrook - education	C10724		306				306
S106 Bellway Prittlebrook 1400943FULM - Local play facilities	C10804		15				15
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	C10808		5				5
S106 Bellway Prittlebrook 1400943FULM - Bus Stop Improvements	C10802		17				17
S106 Former Coll 0801062FULM - Transport Contribution	C10203		8				8
S106 Dairy Crest 1400340AMDT - Affordable Housing	C10741		78				78
S106 Essex House 1600116DOV - affordable housing	C10852		320				320
S106 Essex House 1500521FULM - bus stop improvement	C10793		3				3
S106 Essex House 1500521FULM - education	C10794		34				34
S106 Former Balmoral 1400914FULM – education	C10860		22				22
S106 Former Balmoral 1400914FULM – public art contribution	C10861		1				1
S106 Former Brookside Works 1500404S106BA - Affordable Housing	C10906		154				154
S106 Former College 1500803BC4M - parking survey contribution	C10893		10				10
S106 Former College 1000225FUL - Tree Replacement	C10207		11				11
S106 Garrison 0000777 Deposit - information boards	C10811	2	2				4
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	C10812		10				10
S106 Garrison 0000777 Deposit - rubbish clearance	C10822	1					1
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	C10815		6				6
S106 Garrison 0000777 Depost - CCTV	C10810		1				1
S106 Garrison Park Store	C10188		1				1
S106 High Works Shoe Garrison	C10213		2				2
S106 Hinguar 1401672BC4M - education	C10850		160				160
S106 Hinguar 1401672BC4M - highway contribution	C10851		5				5
S106 23/04/2015 Hinguar and Saxon - public art contribution	C10845		18				18
S106 Nth Ambleside 0701079FULM - Recreation	C10201	2					2
S106 22-23 The Leas 0700820FULM - bus service contribution	C10832		43				43
S106 22-23 The Leas - education	C10831		41				41
S106 Lifstan Way 0000273 Out - Open Space Maintenance	C10269	1	10	72			83
S106 910 London Road 0901899 ful - Tree Replacement	C10479	1					1
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	C10816		2				2
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	C10205	455	72				527
S106 North Shoebury Road 0301504out - Public Art	C10819	17	74				91
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	C10820	27	39	33	231		330

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
S106 Premier Inn 1300835FULM - Bus Stop Improvement	C10653	5	5				10
S106 97-99 Rochford Rd 1101005EXTM - education	C10847		16				16
S106 Saxon Lodge 1401744BC4M – education	C10795		16				16
S106 Seec 0200500ful - Highway Works	C10073		104				104
S106 18-22 Southchurch Rd - education	C10839		7				7
S106 Sunlight Ldry 1400411FULM - Highway Works	C10686		2				2
S106 Sunlight Ldry 1400411FULM - Public Art	C10821		14				14
S106 285 Sutton Rd 1100087FULM - Highway Works	C10796		15				15
S106 Texsol Kenway 1500468FULM - highway	C10849		13				13
S106 Texsol Kenway 1500468FULM – public realm contribution	C10858		14				14
S106 Univ H-Way0401561ful	C10196	38	4				42
S38/S278 Airport 0901960 Fulm	C10275	1	100				101
S38 Bellway Homes 14/00943/fulm	C10746		85				85
S38 Old Hinguar School	C10859		7				7
S278 Health & Beaumont House	C10792	1					1
S78 Bellway Homes 14/00943/fulm	C10730	4	10				14
S38 Fossetts Farm Bridleway	C10193	31	84				115
S38 Garrison NBP Road Supp Fee	C10267	13	9				22
S38 Inspection Magazine Rd	C10190		5				5
<b>Total S106 &amp; S38 Agreements</b>		<b>606</b>	<b>2,293</b>	<b>108</b>	<b>231</b>		<b>3,238</b>

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Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
LTP (Integrated Transport block) - Bridge Strengthening	C10512	32	642	350	350	350	1,724
LTP (Integrated Transport block) - Better Sustainable Transport	C10384	417	400	400	400	400	2,017
LTP (Integrated Transport block) - Better Networks	C10671	494	427	400	400	400	2,121
LTP (Integrated Transport block) - Traffic Management Schemes	C10513	520	475	400	400	400	2,195
LTP (Integrated Transport block) - Traffic Control Systems	C10470	201	201	201	201	201	1,005
LTP - Maintenance	C10076	1,071	829	621	621	621	3,763
LTP - Maintenance - Street Lighting	C10708	50		150	150	150	500
<b>Total Local Transport Plan</b>		<b>2,785</b>	<b>2,974</b>	<b>2,522</b>	<b>2,522</b>	<b>2,522</b>	<b>13,325</b>
Local Growth Fund - A127 Growth Corridor	C10699	3,100	3,277	4,440	3,120	3,000	16,937
Local Growth Fund - Local Sustainable Transport Fund	C10700	124					124
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Non-Transport)	C10701	702		500	1,000	4,480	6,682
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	C10702	785	2,200	2,000	2,000		6,985
<b>Total Local Growth Fund</b>		<b>4,711</b>	<b>5,477</b>	<b>6,940</b>	<b>6,120</b>	<b>7,480</b>	<b>30,728</b>
A127 Junction Improvements	C10553	14	402				416
HCA Progress Road	C10254	1	18				19
Southend Transport Model	C10058	5	70				75
Travel Centre - Bus Service Provision in the Town Centre	C10892		50				50
<b>Total Transport</b>		<b>20</b>	<b>540</b>				<b>560</b>
CCTV Equipment Renewal	New		420				420
<b>Total Community Safety</b>			<b>420</b>				<b>420</b>
Becroft and Central Museum Energy Project	C10738	178	194				372
Civic Centre Boilers - Low Loss Header	C10676		20				20
Energy Efficiency Projects	C10788	3	790	125			918
LED Lighting - Civic Centre Underground Car Park	C10662		19				19
LED Lighting - University Square Car Park	C10844	75					75
Solar PV Projects	C10789	1	959				960
Southend Adult Community College Energy Project	C10664	151	105				256
Schools and Council Buildings Solar PV	C10740	130	87				217
Temple Sutton School Energy Project	C10665	79	204				283
<b>Total Energy Saving</b>		<b>617</b>	<b>2,378</b>	<b>125</b>			<b>3,120</b>
<b>Total Department for Place</b>		<b>29,782</b>	<b>40,481</b>	<b>51,461</b>	<b>21,303</b>	<b>10,847</b>	<b>153,874</b>
<b>Total General Fund Capital Schemes</b>		<b>40,925</b>	<b>67,629</b>	<b>70,076</b>	<b>41,682</b>	<b>17,457</b>	<b>237,769</b>

Scheme	Project code	2016/17 Budget £000	2017/18 Budget £000	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	Total Current Budget £000
<b>Housing Revenue Account (HRA)</b>							
Bathroom Refurbishment	C10161	360	140	8			508
Central Heating	C10162	566	500	644			1,710
Common Areas Improvement	C10168	1,322	2,200				3,522
Environmental - H&S works	C10163	610	750	1,070			2,430
Kitchen Refurbishments	C10164	367	170	149			686
Rewiring	C10165	39	963				1,002
Roofs	C10166	916	450	316			1,682
Windows and Doors	C10167	149	530				679
Future Programme (MRA & Decent Homes)	C10298			5,170	6,200	6,200	17,570
<b>Total Decent Homes Programme</b>		<b>4,329</b>	<b>5,703</b>	<b>7,357</b>	<b>6,200</b>	<b>6,200</b>	<b>29,789</b>
HRA Disabled Adaptations - Major Adaptations	C10015	433	515				948
HRA Disabled Adaptations - Minor Adaptations	C10257	2	50				52
<b>Total Council House Adaptions</b>		<b>435</b>	<b>565</b>				<b>1,000</b>
Sheltered Housing DDA works	C10177		345				345
<b>Total Sheltered Housing Remodelling</b>			<b>345</b>				<b>345</b>
S106 New Build 32 Byron Avenue	C10584	6					6
S106 HRA Land Review	C10685	1	2,815				2,816
<b>Total S106 Funded HRA Projects</b>		<b>7</b>	<b>2,815</b>				<b>2,822</b>
Construction of New Housing on HRA Land	C10684	2,396	65				2,461
Southchurch Avenue Hostel Improvement	C10834	109					109
Acquisition of leasehold property	New		115				115
Acquisition of tower block leaseholds - Queensway	C10614		500				500
<b>Total Other HRA</b>		<b>2,505</b>	<b>680</b>				<b>3,185</b>
<b>Total HRA Capital Schemes</b>		<b>7,276</b>	<b>10,108</b>	<b>7,357</b>	<b>6,200</b>	<b>6,200</b>	<b>37,141</b>
<b>TOTAL PROPOSED CAPITAL PROGRAMME</b>		<b>48,201</b>	<b>77,737</b>	<b>77,433</b>	<b>47,882</b>	<b>23,657</b>	<b>274,910</b>

Total Capital Programme 2017/18 to 2020/21

226,709



# Southend-on-Sea Borough Council

Agenda  
Item No.

10

Report of Chief Executive  
to  
Cabinet

on  
20 June 2017

Report prepared by: Ian Ambrose  
Group Manager, Financial Management

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## Revenue Outturn 2016/17

Policy and Resources Scrutiny Committee  
Executive Councillor: Councillor Lamb  
*A Part 1 Public Agenda Item*

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### 1 Purpose of Report

To advise the Cabinet of the revenue outturn for 2016/17, and therefore the level of revenue balances going into 2017/18.

### 2 Recommendation

- 2.1 That the revenue outturn for the General Fund and HRA for 2016/17 be noted; and
- 2.2 That following due consideration, Cabinet approve the appropriation of revenue funds to and from earmarked reserves, as set out in paragraph 4.6 (General Fund) and paragraph 5.4 (HRA).

### 3 Background

- 3.1 This report provides an overall summary of the revenue outturn for the financial year 2016/17. The 2016/17 accounts are subject to audit, but are not now expected to change.

### 4 General Fund

- 4.1 The table below summarises the revenue outturn for the General Fund and the consequential use of balances for 2016/17. The outturn has been prepared on the assumption that all appropriations to and from earmarked reserves are approved. Members are invited to consider the appropriate level of appropriations later in this report.

<b>Portfolio</b>	<b>Original Budget £000</b>	<b>Probable Outturn £000</b>	<b>Forecast Period 11 £000</b>	<b>Actual £000</b>
Leader	3,703	3,217	2,855	(2,407)
Corporate & Community Support Services	2,666	2,810	4,516	1,892
Culture, Tourism & the Economy	14,261	15,217	16,772	16,133
Transport, Waste & Cleansing	23,127	22,158	25,649	26,184
Housing, Planning & Public Protection Services	10,747	10,766	10,819	7,831
Children & Learning	30,770	32,519	32,855	33,087
Health & Adult Social Care	40,912	43,216	43,362	44,610
Technology	110	147	65	0
<b>Portfolio Net Expenditure</b>	<b>126,296</b>	<b>130,050</b>	<b>136,893</b>	<b>127,330</b>
Reversal of Depreciation, Revaluations etc	(18,642)	(18,642)	(24,600)	(15,861)
Levies	585	579	579	554
Financing Costs	15,787	15,588	13,180	13,078
Contingency	5,816	3,259	2,984	0
Miscellaneous Income	0	0	0	(141)
Pensions Upfront Funding etc	(4,782)	(4,782)	(4,782)	(3,812)
<b>Net Operating Expenditure</b>	<b>125,060</b>	<b>126,052</b>	<b>124,254</b>	<b>121,148</b>
Non Service Specific Grants	(4,252)	(4,252)	(4,252)	(4,058)
Corporate Savings	(200)	0	0	0
Revenue Contribution to Capital	6,472	2,164	2,164	1,712
Contribution to / (from) Earmarked Reserves	(3,874)	(758)	1,040	5,487
<b>Net Expenditure / (Income)</b>	<b>123,206</b>	<b>123,206</b>	<b>123,206</b>	<b>124,289</b>
Government Grants and Local Taxation	(123,206)	(123,206)	(123,206)	(124,289)
<b>Contribution (to) / from General Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Use of Reserves</b>				
Balance as at 1 April 2016	11,000	11,000	11,000	11,000
Use in Year	0	0	0	0
<b>Balance as at 31 March 2017</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>

4.2 The table above shows that net expenditure for 2016/17 totalled £124.289 million. This was £1.083 million (0.87%) above the month 11 forecast. This was compensated by additional retained business rate grant income of £1.083 million, and as a result there has been no draw down from the General Fund Reserve to support expenditure. Given that the overall gross spend of the Council is in the region of £390 million, this variance is within acceptable parameters.

4.3 Members have been in receipt of monthly budget monitoring information, so most variances have been well documented. This report therefore concentrates on variances between the month 11 forecast and the outturn.

- 4.4 Although the outturn is in line with the period 11 forecast, there are of course numerous under and overspends on individual services. In particular the year-end review of provisions for insurance and bad and doubtful debts have been undertaken, resulting in the release of monies previously set aside back into the general fund. In turn these monies have been appropriated to earmarked reserves.
- 4.5 Additionally year end accounting differs from that employed during the year, as management accounts are transformed into statutory reporting formats. This involves many self-balancing adjustments between accounting lines to display income and expenditure in its “appropriate” place together with final allocations from the contingency fund. In particular a number of asset revaluations pass through the revenue budget as service income, only to be reversed out again. There are however a number of principal variances:

	<b>£000</b>
Revenue Contribution to Capital	(452)
Treasury Management etc	(102)
Reduction in General Grants	194
Various net overspends	518
Various self-balancing appropriations, particularly relating to the carry forward of the spending power of service specific grants	
Additional appropriations relating to capital, business transformation and other earmarked contingency sums	1,326
Unused contingency budget	(1,484)
<b>Total Variance</b>	<b>0</b>

## Appropriations to and from Earmarked Reserves

4.6 Set out below are the recommended appropriations to and from ( ) earmarked reserves, subject to the approval of Cabinet, annotated as appropriate where the appropriation is materially different from that planned.

Reserve	Planned to period 11 £000	Self-Balancing* £000	Additional £000	Total £000
<b>Capital Reserves</b> Additional reserves have been set aside for future capital programme items	(1,593)	757	1,000	164
<b>Insurance Reserves</b> Following a review, there has been a realignment of the balance between the insurance provision and reserve	0	1,300	0	1,300
<b>Corporate Reserves</b> Additional reserves have been set aside for future business transformation as the Council continues to adjust to lower government funding, and to build reserves for potential pension pressures arising from the forthcoming pensions revaluation.	7,479	(964)	226	6,741
<b>Service Reserves</b> Additional reserves have been set aside in particular to facilitate the on-going social care and welfare reform agenda.	(3,637)	2,261	100	(1,276)
<b>Grant Reserves</b> Preservation of the spending power of service grants between years	(1,209)	(233)	0	(1,442)
	<b>1,040</b>	<b>3,121</b>	<b>1,326</b>	<b>5,487</b>

\* Self Balancing appropriations are particularly those where an underspend in grant received is matched by a balancing underspend in expenditure, with the unspent grant being carried forward through earmarked reserves. Another example would be where there has been a need to top up the Insurance provision (via the revenue account) from the Insurance Reserve.

## 5 Housing Revenue Account

5.1 The table below summarises the provisional revenue outturn for the Housing Revenue Account and the consequential use of balances for 2016/17.

	<b>Original Budget £000</b>	<b>Revised Budget &amp; Period 11 £000</b>	<b>Actual £000</b>
Employees	276	276	283
Premises (including repairs)	5,438	5,438	5,064
Supplies and Services	67	167	132
Management Fee	5,618	5,877	5,877
MATS	1,048	1,048	1,048
Provision for Bad Debts	372	372	118
Depreciation, Impairment etc	7,310	7,310	5,609
Interest Charges	3,511	3,445	3,467
Debt Management	48	48	48
<b>Total Expenditure</b>	<b>23,688</b>	<b>23,981</b>	<b>21,646</b>
Fees and Charges	(74)	(392)	(452)
Dwelling Rents	(25,705)	(26,005)	(26,229)
Other Rents	(1,369)	(1,369)	(1,419)
Other	(263)	(263)	(245)
Contribution from Leaseholders	0	0	(386)
Interest	(210)	(160)	(195)
Recharged to Capital	(530)	(390)	(318)
<b>Total Income</b>	<b>(28,151)</b>	<b>(28,579)</b>	<b>(29,244)</b>
<b>Net Operating Expenditure</b>	<b>(4,463)</b>	<b>(4,598)</b>	<b>(7,598)</b>
Statutory Mitigation on Capital Financing	0	0	252
Revenue Contribution to Capital	2,176	1,900	1,835
Appropriation to Earmarked Reserves	2,287	2,698	5,511
<b>(Surplus) or Deficit in Year</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Use of Reserves</b>			
Balance as at 1 April 2016	3,502	3,502	3,502
Used in year	0	0	0
<b>Balance as at 31 March 2017</b>	<b>3,502</b>	<b>3,502</b>	<b>3,502</b>

5.2 The table above shows a balanced outturn for 2016/17 as anticipated.

5.3 There are however a number of under and overspends on individual budget lines. These include additional rental income coupled with additional fees and charges. There is also an underlying fall in the depreciation charge to the HRA following a revision in the calculation methodology, that creates a revenue saving. In addition expenditure on repairs has underspent and there has been less need to top up the provision for bad and doubtful debts. Finally, rather than

build a higher general reserve for the HRA, additional net appropriations to HRA earmarked reserves are proposed.

5.4 Therefore the recommended HRA appropriations are;

<b>HRA Reserve</b>	<b>Planned £000</b>	<b>Additional £000</b>	<b>Total £000</b>
<b>Repairs Contract Pensions Reserve</b>	60	0	60
<b>Capital Investment Reserve</b>	2,638	2,813	5,451
	<b>2,698</b>	<b>2,813</b>	<b>5,511</b>

## **6 Other Options**

6.1 This is a factual report setting out the provisional outturn. As such there are no other options. Members are of course able to suggest changes to the amounts appropriated to and from earmarked reserves, which would result in a compensating adjustment to the amount taken to or from general reserves.

## **7 Reasons for Recommendations**

7.1 As part of the year end processes, Members need to approve any appropriations to or from earmarked reserves. This report fulfils that purpose.

## **8 Corporate Implications**

### **8.1 Contribution to Council's Vision & Critical Priorities**

This report outlines the delivery of the Council's objectives and priorities in financial terms

### **8.2 Financial Implications**

As set out in the report

### **8.3 Legal Implications**

None

### **8.4 People Implications**

None

### **8.5 Property Implications**

None

### **8.6 Consultation**

None

8.7 Equalities Impact Assessment

None

8.8 Risk Assessment

None

8.9 Value for Money

As set out in the report

8.10 Community Safety Implications

None

8.11 Environmental Impact

None

**9 Background Papers**

None

**10 Appendices**

None

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## Report of Chief Executive

to  
**Cabinet**

on  
**20<sup>th</sup> June 2017**

Report prepared by: Joe Chesterton  
Director of Finance and Resources

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### Establishment and Implementation of a Housing Investment Company

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

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#### **1. Purpose of Report**

- 1.1 To set out the key considerations and high level business case for establishing a Housing Investment Company (HIC) for the Council.
- 1.2 To set out the Implementation Plan to establish the new HIC.

#### **2. Recommendations**

That Cabinet approve;

- 2.1 The establishment of a Council controlled, asset holding Housing Investment Company.
- 2.2 The key actions within the Implementation Plan,
- 2.3 External financial and legal advice is sought to support the key actions within the Implementation plan to ensure its timely delivery and that this one off cost is funded from the Councils contingency budget.

#### **3. Background**

- 3.1 Southend-on-Sea Borough Council (the Council) has an ambitious but achievable plan to develop new Council housing for social and affordable rent, and, where possible, use its Housing Revenue Account (HRA) borrowing headroom, Right to Buy (RtB) receipts and unrestricted Section 106 affordable housing receipts to facilitate this new development.
- 3.2 The Council has also been examining options to develop new private and affordable housing to be managed and retained outside of the HRA, in line with a growing trend amongst Local Authorities.

- 3.3 As part of this Members and officers have been considering whether the establishment of a Council owned housing investment company (HIC) in Southend should be pursued.
- 3.4 These considerations mirror the national picture where it is estimated that around a third of English Councils have set up, or are considering setting up, Local Housing Companies (LHC), i.e. 98 out of 252 local authorities<sup>1</sup> 36 of these companies have been set up in the past year.
- 3.5 Councils are establishing LHCs to build and/or acquire additional homes where local housing needs or regeneration aims are not being met by the market. The newly produced homes are being used for a mixture of tenure types including outright sale, private rent and a mix including shared ownership and affordable rent. Any income generated typically goes into the General Fund and in some cases, is used to tackle homelessness.
- 3.6 This agenda has been acknowledged nationally as shown by the Local Government Association pushing for more direct delivery by Councils and the Housing Minister stating in December 2016, that central government has “no problems at all” with Councils establishing companies to build new homes.
- 3.7 There are seen to be a number of drivers behind the increased number of LHCs being established and these include being able to meet increasing local housing need (as owner, the Council can set rents and allocation policies), area regeneration, long-term financial sustainability, place-shaping and local economic growth. Each of these drivers would, or could, apply to Southend.
- 3.8 The Council has a clear policy objective focusing on the regeneration of Southend-on-Sea, as well as targeting improvements in the local economy, and meeting the growing demand for a suitable mix of affordable and market housing tenures to match local need.
- 3.9 In addition, the Council has a range of sites within its ownership and is keen to utilise those that are surplus, as well as potentially acquiring new ones, to develop a range of housing tenures using an HIC.
- 3.10 The Council has already received some general advice on the potential options to achieve its envisaged new build programme, and has explored a number of solutions to its housing agenda.
- 3.11 This report sets out, at a high level, the business case for the establishment of an HIC that will seek to manage and retain private and affordable housing outside of the HRA, throughout this report known as the HIC.
- 3.12 The report covers the following areas:
- The key objectives that will underpin the operations of the HIC;
  - The Housing need being addressed by the new company;
  - The Legal powers to act, including changes to policy and regulatory frameworks, and those powers that could ensure any private and affordable

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<sup>1</sup> Inside Housing, 9 December 2016

units can be properly accounted for outside of the HRA, this section also includes some case study examples;

- Governance, delivery (and ongoing management) structures that could be utilised to meet the Council's overarching aspirations including:
  - the use of an HIC, including using the Company Limited by Shares (CLS) Southend Housing Ltd incorporated on 16<sup>th</sup> May 2016 and already owned by the Council or another wholly owned company aligned to the General Fund; and
  - the aspirations of the Council to address specific market needs.
- Commentary on the potential structures considered including the key characteristics of each and a recommendation of a preferred solution to be taken forward;
- Funding of the HIC, including consideration of Equity and Debt options; and
- Conclusion and Implementation Plan for the new HIC.

#### **4. Objectives of the HIC**

- 4.1 One of the key priorities of the Council is to build new affordable homes to meet a range of local housing needs. To enable this ambition, it has established a "twin-track" approach in which it will develop housing directly in the Housing Revenue Account (HRA) and separately outside of the HRA in another entity.
- 4.2 The HRA self-financing rules enable councils to raise debt within the HRA up to a level set by the self-financing settlements in 2012. The amount of this 'borrowing headroom' varies between councils, but a number have been quick to take up these new flexibilities and are delivering in-fill and small-scale developments on under-used sites within their HRA estate.
- 4.3 This small-scale development allows the Council to manage its risks across the whole portfolio, borrowing small amounts within the HRA while maintaining sufficient headroom to manage future risks and unforeseen events.
- 4.4 It can mean that the Council plays a part in delivering mixed tenure developments including private sector units to generate cross subsidy to support delivery and deliver balanced communities. The Council is already assessing how it can regenerate the Queensway Estate along these lines, although through a partnership approach.
- 4.5 However, a number of authorities, including the Council, do not have sufficient borrowing headroom within their HRA to address all their housing priorities, and are looking at how it can develop new housing outside of the HRA, but still for the good of local people.
- 4.6 The most common approach is the creation of a 100% council owned subsidiary or local housing development/holding company, an HIC.
- 4.7 In 2016, the Council set up a CLS, called Southend Housing Ltd, to start the process of meeting a perceived market failure within the borough and

accelerate the delivery of residential stock that most accurately reflected the needs of the borough.

4.8 The Council, through its ambitious housing delivery programme, is proposing the delivery of significant private for sale and private and affordable rent units over the next 10 years. The Council has identified that an HIC is the most appropriate ownership structure for this stock.

4.9 In addition, research has identified several wider objectives and considerations that must be considered in light of the Council's current governance structure:

- The Council is experiencing significant cost pressures in delivering Temporary Accommodation and Adult and Children Services in private sector accommodation. It is looking at opportunities to create additional housing options that could be used to reduce the costs of this service, whilst increasing the overall quality of the provision.
- The Council's overall stock levels are being eroded through the Right to Buy (RtB) initiative. Without replacement with income bearing assets the long-term investment requirements and sustainability of the current HRA is in doubt.
- In addition, the Council is keen to assess opportunities for using the associated retained RtB receipts to deliver a range of affordable units rather than relinquish the use of this resource to central government. It is currently estimated that the Council generates approximately £1m p.a. usable receipts through the RtB process and has approximately £6m on the balance sheet to apply to relevant schemes.
- Recognising future initiatives through the Housing Act, the Council is keen to provide a platform whereby, if appropriate, the financial benefits of these units are not lost.
- There is approximately £800k of s106 income on the Council's balance sheet that could be used for delivering affordable housing on sites within the Borough. This money must be spent in accordance with the clauses of the s106 Agreements and must also be policy compliant. Additionally the Council is now in receipt of Community Infrastructure Levy (CIL) monies (circa £300k to date) that could also be applied under the CIL conditions.
- The Council has the capability where appropriate to on-lend resource to enable the delivery of affordable housing.

4.10 Recognising these points, this report now assesses how best to meet these wide ranging objectives and proposes a structure/entity that could be applied to meet its needs.

## **5. Housing Need**

5.1 This section sets out a number of housing needs that could be addressed by the successful implementation of an HIC, rather than the use of more traditional routes, these include:

- Housing that meets the needs of the community and provides a diverse range of affordable rented tenures alongside a diversification of private rented and private sale units. By the Council taking a role in this development it can directly address this need. This can only be achieved in an integrated way through an external company;
- Potential to address significant demand for Temporary Accommodation and Adult Placements properties as part of this diversified offer, this is a General Fund requirement rather than HRA; and
- Utilising the development of mixed tenure housing to further the Council's "Place Shaping" and Regeneration objectives.

- 5.2 There is an increasing local housing need in Southend, especially in terms of homelessness applications. This has seen the Council's temporary accommodation hostels becoming virtually full and without some controlled use of empty properties in the Queensway tower blocks it is very likely the Council would have had to seek temporary accommodation in the private sector by now. The Council has an impressive track record over many years of not resorting to the use of bed and breakfast accommodation as a means of discharging statutory duties around homelessness. However, continued additional pressure on the system will make this position increasingly difficult to maintain. Additionally, any increase in the number of permanent tenancies let to homeless families leads to a consequential reduction in the ability for existing tenants to transfer to alternative accommodation and can lead to a degree of 'silting up'.
- 5.3 Increasingly the Council has found it difficult if not impossible to direct homeless applicants into the private rented sector as landlords can, and are now choosing to, exclude new tenants who are in receipt of welfare benefits.
- 5.4 In addition, the Strategic Housing Market Assessment has highlighted a need for more mid-tier private sale and rented housing to address a perceived gap in the market.
- 5.5 Give the continuing pressure on Council finances, any initiative which holds the potential to avoid further pressure, e.g. avoid use of B&B, or even contribute to the General Fund, e.g. interest charges on loans to acquire property, rental and/or sale surpluses, should be considered.
- 5.6 HIC can play an active role in 'place making' i.e. focus their investment into areas in need of regeneration and improved standards in the existing private rented sector and also by providing accommodation for groups of people who might otherwise struggle to access accommodation. A focussed acquisition strategy might also avoid other local authorities taking a similar approach outside of their own area e.g. London Borough Councils buying property in Southend.
- 5.7 The above issues represent some of the reasons why there has been an increase in the number of Councils setting up LHCs.

## 6. Legal Powers to Act

6.1 In order to take forward the HIC proposal it is first essential to review the potential powers of the Council to act in this area, specifically, to undertake the development of private and affordable housing outside the HRA.

6.2 Appendix A to this report provides this analysis and concludes that the Council does have the powers to undertake development in these areas in line with various sections of

- Housing Act 1985;
- Localism Act 2011;
- Local Government Act 2003;
- Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009; and
- Local Government and Housing Act 2009

6.3 The below table shows some case study examples of housing companies currently operational that have been established using these powers.

<b>Case Studies</b>
<p><b>London Borough of Barking and Dagenham – Reside</b></p> <ul style="list-style-type: none"><li>• c800 new affordable homes at no capital cost;</li><li>• Wider housing choice for residents through 50%, 65% and 80% tenures and shared ownership;</li><li>• Allocations and all housing management can be provided by Council or a third party;</li><li>• Lease structures can collapse at end of funding term with full ownership reverting to LBBD; and</li><li>• Direct and third party funding flexibility</li></ul>
<p><b>Thurrock borough Council – Glorianna</b></p> <ul style="list-style-type: none"><li>• Established in 2014/15 with a Business Case for 350 homes;</li><li>• Operates alongside our AHP, JVs and other GF activity – it is not the only show in town;</li><li>• One project on site – St Chads in Tilbury. First of 128 new homes completed in October 2016;</li><li>• Second project in planning – 80 units in Grays;</li><li>• Pipeline is growing. Two further sites in feasibility which could deliver a further 300 units; and</li><li>• c.£50m currently deployed - anticipated return (debt and equity) is c.£18m.</li></ul>

## Case Studies

### **South Norfolk District Council – Big Sky Developments**

- Council had surplus land with good development potential;
- Commercial purpose = through a company;
- Position on RtB for retained properties;
- Limit the Council's liability;
- Distinct brand and offering –not Council Housing; and
- Create ongoing revenue stream -sales and rental.

### **Eastbourne Borough Council – Eastbourne Housing Investment Company (EHIC)**

Similar position to Southend:

- Existing Council stock of c. 6,500 properties in a seaside location
- Increasing homelessness problem
- Cutting off of access to private rented accommodation for people receiving welfare benefit
- Long standing relationship with own housing ALMO.

Characteristics of the model

- Council controlled company
- EHIC owns all residential properties developed, outside HRA
- EHIC has no direct employees, all services provided by ALMO
- ALMO invested in the establishment of a regeneration team to support and deliver the Council's and EHIC's objectives.
- EHIC objectives are Income Generation, Housing Delivery and Place Making.
- Objectives make it clear that it is not simply re-creating the Council's HRA

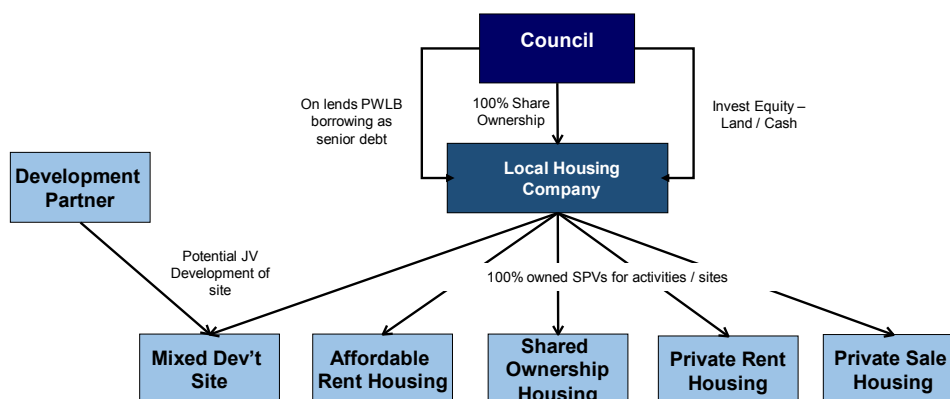
Activities include:

- Developing new homes on Council owned sites
- Acquires and regenerates existing poor quality housing
- Acquires mixed retail and residential sites and regenerates them
- Plans to develop 'high end housing for the elderly' in direct competition with McCarthy and Stone etc.
- Council loans to the LHC to purchase existing market properties for direct use to accommodate homeless families.

## 7. Structure of the Company

- 7.1 This section on delivery structures sets out the key features of delivery through a 100% local authority HIC; the implications of different forms of company structure and approaches to governance.
- 7.2 The diagram below illustrates how many Councils are considering the structure of a 100% owned subsidiary as a Parent Company, with individual project subsidiaries (SPVs) of the Parent Company set up as required.

### Illustrative Structure for a SPV



- 7.3 This approach provides a Council the flexibility to create further SPVs (e.g. SPVs and HoldCos) as projects arise whilst consolidating the activities in to their accounts and maintaining overall control through a Parent Company.
- 7.4 For instance, the Company may wish to separate its development and holding arms within different companies as these have different risk profiles. In addition, the Council may wish to consider whether affordable and private rental units are treated separately as these will/could have different tax structures.
- 7.5 Each project will have its own business plan so that individual project viability and risk can be transparently managed with no potential of "cross-contamination" from other projects in other SPVs. It also enables each of the SPVs to seek individual funding solutions to suit their objectives, as these may vary depending on the nature of the project. Funding options are considered in more detail in Section 11.
- 7.6 In addition, by having the Parent Company, the Council is able to use any revenues flowing in to this entity to support less viable projects should it wish. However, many Council are looking at such opportunities as commercial entities and therefore each scheme is expected to produce a positive financial return.
- 7.7 In the diagram above, the private rent SPV for example could be required to deliver residential units and meets its financing and operational costs through its rental and service charge income. Management and maintenance services could be provided through the Council under a management contract, but the Council may also wish to consider other providers for all or part of the service e.g. commercial agents that may be better placed for tenant finding in market rented properties.



- 7.8 There may also be taxable benefits from the Council separating these services, with recoverable VAT not locked within the structure.
- 7.9 The company structure is created as a stand-alone company and outside of the General Fund and HRA. As a result, new tenancies created for housing are not restricted to the secure tenancies offered under the HRA, with the entity able to offer assured tenancies, probably shorthold ("AST's").
- 7.10 There are a number of differences between the two tenancy types but a key difference is that under an AST, tenants will not automatically have a "Right to Buy" (RtB) which is provided under a secure council tenancy. For the purposes of this paper the assumption is that any company incorporated by the Council will NOT be registered as a Registered Provider of affordable housing and receive social housing grant from HCA. If that were the case then the "Right to Acquire" (RtA) would be likely to arise which is broadly comparable to the RtB.
- 7.11 Whilst in theory RtB could be offered as an additional contractual right to council tenants moving into the new stock, in practice this would create potential deficits within the SPV's business plan by decreasing the revenue stream (through the loss of rent income) and a reduction in capital value.

## **8. Legal Structure**

- 8.1 A company limited by shares is the most common form of company and mirrors the Council's current dormant company structure. A company limited by shares has share capital and the liability of its shareholders (with one or two exceptions around insolvency) is limited to the amount contributed (or liable to contribute) by way of share capital. It distributes profit by way of dividends and has the flexibility (subject to the Company's articles) to admit new shareholders (by way of the issue of new shares or the transfer of existing shares).
- 8.2 A Limited Liability Partnership (LLP) is an alternative structure which shares certain similar features with a company limited by shares. Whilst it does not have share capital it has a similar concept of member's capital. It is much more flexible in its statutory regulation and has much more flexibility around management. A partnership agreement governs the relationship between the partners. Profits are distributed by reference to the partners profit share arrangements in the Partnership Agreement. The main benefit of an LLP for a local authority is that it is tax transparent and therefore offers a preferable corporation tax position for the Council.
- 8.3 However, the powers for the Council to use a LLP are more limited. In recent examples the primary purpose for creating a LLP has usually been other than the commercial purpose, e.g. the carrying out of a regeneration project without the intent to enter the commercial market. In addition, the nature of LLP as a partnership necessarily means there will need to be at least two partners. Therefore, the Council would need to incorporate a separate wholly owned company to be the second partner.
- 8.4 In this instance, the primary purpose of the SPV is balanced between the provision of new housing, including affordable housing, and the generation of a profit for its shareholders (the Council). Its core purpose could not be said to be

"regeneration" and so the use of an LLP is unlikely to be appropriate in these circumstances.

- 8.5 It has therefore been assumed that the HIC will be a company limited by shares. Whilst it is noted that a similar approach has been applied in other emerging examples in the market the Council will obtain legal advice on this matter as part of the implementation programme detailed in Section 12 to ensure it is set up appropriately.

## **9. Governance**

- 9.1 The Council has considered the level of accountability and governance arrangements to be put in place between the Council and the HIC, particularly but not exclusively, in relation to the accountability for public sector investment and/or loans to the HIC and the risks to public sector funded assets and potential public sector liabilities arising from company activities. Appendix B contains the key considerations that have underpinned this assessment.
- 9.2 The establishment of the governance structure is one of the first items on the implementation plan detailed in Section 12, along with establishing the key governance documents, including the shareholders' agreement and HIC business plan.
- 9.3 It is anticipated that the HIC would be managed by officers with the potential for the addition of Non – Executive Directors. The resultant structure would mean that the Council would then act as the 100% shareholder.

## **10. Other considerations**

- 10.1 There are a number of wider considerations that will form the workstreams of the Council in setting up the HIC, some of the key elements are listed below, and are further elaborated on in Appendix C. These have been built in to the Implementation Plan in Section 12. Consideration include:
- State Aid
  - Future changes in legislation
  - Legal challenge of tenants
  - Considerations about Local Authority Land
  - Key operational considerations, including:
    - Management Structure of the Company
    - Responsibility for the management and maintenance services required for the properties;
    - Influence of the Council in the operation of the Company;
    - Management of the records of the Company;
    - Staff structure;

- Contractual relationship with external suppliers;
- Flow of funds between the Company and the Council; and
- Use of surpluses within the company.
- Key Risks and mitigation

## **11. Funding**

### **Prudential borrowing**

- 11.1 Using powers set out in the Prudential Code, the Council can borrow from the Public Works Loan Board (PWLB), and provide, through a loan, finance to the HIC.
- 11.2 As stated the Council must ensure that any loan is made on commercial rates and terms, as it must be satisfied that its on-lending does not constitute a breach of State Aid legislation i.e. that it does not provide an unfair advantage to the HIC by offering loan finance at a lower interest rate or on better terms than would be secured by commercial competitors.
- 11.3 In practice, any loan provided to the entity will be at a margin to the PWLB rate at which the Council borrows. This margin represents the additional risk taken by the Council as a lender and would provide a return to the General Fund for this risk.
- 11.4 The Council will need to consider the HIC's business model and its ability to meet loan repayments from the returns generated by its business activities once it has taken account of all relevant operating costs before granting any loan.

### **Equity**

- 11.5 The Council will provide equity investment in the HIC through owning all of the share capital and investing its land holdings as equity into the vehicle.
- 11.6 When making an equity stake into a separate entity, local authorities have looked to source finance for this type of transaction through internal borrowing. However, the business case for this must be clear about the risks to this equity stake and the timing of any cash returns from the entity.
- 11.7 There is also an option at any point to adjust the gearing of the funding and for the Council to provide an equity injection. A starting assumption is that the SPV. is 80%/20% debt/equity funded but during its set up the Council may wish to test other scenarios in which the Council invests more equity to improve viability.

### **Grant**

- 11.8 The Council may consider providing grant to the HIC from funds available from S106 contributions, its Community Infrastructure Levy or the New Homes

Bonus. Grant funding must be below the EU de-minimis levels<sup>2</sup> or focussed on an EU Block Exemption area, to reduce the risk of State Aid challenge.

- 11.9 However, grant funding is a relatively tax inefficient source of funds as it is likely to be treated as taxable income and thereby be considered an additional expense in the entity.

### **Right to Buy Receipts**

- 11.10 The Council has the powers to use RtB receipts to provide affordable housing within its HRA. It is also allowed to passport any RtB receipt to a third party, not under the Council's direct control or influence, to be used to cover allowable costs in the construction of affordable units. This generally means passporting these amounts to Registered Providers.

- 11.11 However, the Council may wish to consider the use of structures that place affordable units outside their control to facilitate the use of these monies. This will be considered subsequent to the initial HIC being set up.

### **General points to note**

- 11.12 The Council will adjust its Capital Financing Requirement for the purposes of the minimum revenue provision calculation as the loan is due to be repaid by the HIC. The Council is therefore not liable for capital and interest payments on the debt taken out to fund the loan and they are covered by the HIC.

- 11.13 As the Council does not bear any borrowing costs then no MRP is required. The Council will however include reference to the long-term debtor in the MRP statement and refer to the exclusion for MRP purpose because of the debt repayment will be covered by the HIC to ensure this is clear. This would mean that there is no charge liable on the Council's Income and Expenditure Account.

## **12. Conclusion and Next Steps**

- 12.1 This report has addressed the key objectives of the Council in terms of its aspirations regarding ensuring a range of private and affordable housing tenure is available to the residents of the borough.

- 12.2 The HIC is a model that provides the Council with a direct input into the wider opportunities to use its resources and enable a product that meets the boroughs varied needs.

- 12.3 The report recommends that the Council's existing dormant Company Limited by Shares, Southend Housing Ltd, is used to establish the HIC. If this recommendation is accepted, then the HIC should move to the implementation phase. In the table below is the suggested implementation plan for the HIC.

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<sup>2</sup> Di-minimis are granted on a per group company basis over a 3 year period. Current levels are defined as follows:  
"The European Commission monitors and controls state aid in the EU by requiring member states to notify the Commission in advance of proposed state aid in order to ensure compliance. There are a few exceptions to the notification requirement, namely if your measure falls within the de minimis regulation i.e. you are giving less than 200,000 euros over 3 fiscal years"  
[<https://www.gov.uk/state-aid>]

The implementation plan identifies an approximate 5 month schedule of work that will be required to establish a fully operational, legally and financially compliant HIC.

Assuming that Cabinet and Council approval is received in this current cycle and that the required external advisors are in place then the timeline indicates the establishment of a HIC could be some 5 months on from this stage and therefore by the end of this calendar year assuming that all the areas within the implementation plan do not encounter any difficulties.

<b>Implementation Plan</b>	
<b>Task</b>	<b>Timescale</b>
<b>Strategic</b>	
Obtain Cabinet approval to establish HIC	Immediate
Develop and agree formal Vision, Strategic and Operational Objectives for the HIC, as well as a branding.	Within 1.5 months
Develop and agree governance structure for the HIC, including governance arrangements within the Council, within the HIC and between the two.	Within 1.5 months
<b>Sites</b>	
Review asset register and asset management strategy to identify a list of surplus sites to be developed through the HIC. Agree timeline for transfer and prioritisation of assets to underpin the business plan	Within 2 months
<b>Business Plan</b>	
Develop a detailed business plan that assesses the costs and incomes associated with the activities of the HIC. This would include the need to understand in financial terms how the funds would flow between the Council and the HIC.	In conjunction with Business Plan Within 4 months
Development of risk register, including detailed mitigation strategies	In conjunction with Business Plan Within 4 months
<b>Financial</b>	
Develop funding strategy for the HIC, including balance of equity and loan funding	In conjunction with Business Plan Within 4 months

<b>Implementation Plan</b>	
<b>Task</b>	<b>Timescale</b>
Review tax efficiency of structure and obtain tax opinion on the arrangements	In conjunction with Business Plan Within 4 months
Obtain financial advice on the appropriate terms for any loan arrangement between the Council and the HIC.	In conjunction with Business Plan Within 4 months
<b>Legal Advice</b>	
Formal legal advice procured to finalise the legal structure and draft legal documentation. This would include articles of association, loan agreement, state aid position and nomination agreement for the affordable units.	4 to 5 months
Advice on the approach to land transfer into the HIC and from the Council's HRA, as appropriate.	In conjunction with Business Plan Within 4 months
<b>Resourcing</b>	
Develop resourcing plan for the company, including an assessment of seconded staff time, direct employees, services purchased from third parties and senior governance structure.  This is to include responsibility for the management and maintenance services required for the properties.	In conjunction with Business Plan Within 4 months
Consider potential to partner with external organisations for individual sites / groups of sites, such as a registered provider	Ongoing

### **13. Corporate Implications**

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

The establishment of the HIC will contribute to a number of the Council's Corporate Priorities.

## 13.2 Financial Implications

The financial issues for a HIC are discussed throughout the report and appendices, however, it is worth pointing out that the establishment of the HIC should enable a cost avoidance on the Council's housing budget whilst also generate an annual rental income stream to the Council. Both of these would be assessed as part of the implementation plan stage and also as part of each new project validation going through the new company.

The funding for the HIC could come from a variety of sources but not least the Council using prudential borrowing and also its own equity in the form of assets and internal borrowing to finance the companies operations.

To enable the timely delivery of the implementation plan will require the use of external advisers for both legal and finance issues. Additionally, the advice provided will be to ensure that a financially and legal compliant HIC is established. It is anticipated that the cost of this advice will be in the order of £50k and can be met from the Council's contingency budget.

## 13.3 Legal Implications

The legal implications are fully set out in the report and in Appendix A.

## 13.4 People Implications

Staffing for the HIC will be addressed as part of the implementation plan.

## 13.5 Property Implications

Various Council owned assets could be viable for inclusion in the HIC but would need to be carefully considered as part of the overall business plan and individual project assessments.

## 13.6 Risk Assessment

The risks of establishing a 100% Council controlled HIC are fully set out in the report and also in Appendix C.

## 13.7 Value for Money

The potential for cost avoidance in the housing budget and for an on-going annual rental income stream will generate the necessary value for money with the proposals in this report.

## 14. Background Papers

Various literature and media coverage on LHC's

## 15. Appendices

Appendix A – Legal Powers to establish the HIC

Appendix B – Governance Considerations

Appendix C – Other Considerations





### Legal Powers to Establish the HIC

This appendix considers the legal basis on which the Council could establish the HIC to delivery private and affordable housing.

#### **Affordable Units**

This section considers the legal basis on which the Council could deliver affordable housing outside the HRA.

As stated, one of the Council's key objectives is to provide new affordable housing and to this end, the Council is developing the Queensway Estate which is anticipated for a significant number of mixed tenure properties, including affordable tenure, over the next ten years.

The accounting treatment of Council assets is determined by the power the Council uses to 'create' them. Sections 9 and 17 of the Housing Act 1985 give Councils power to provide/acquire housing for the purposes of Part 2 of that Act and housing so provided or acquired must be held in the HRA. There are however other powers on which the Council could potentially rely and the question is whether it is reasonable for the Council to do so.

The obvious alternative power is the so-called the General Power of Competence introduced in the Localism Act 2011. This essentially provides local authorities with the legal capacity to do anything that an individual can do that is not specifically prohibited.

This is essentially a free-standing power but the need to satisfy the 'reasonableness' the case for using section 1 of the Localism Act 2011 and not sections 9 and 17 of the Housing Act 1985 needs to be carefully constructed, i.e. why the objectives cannot be achieved by the Council itself, within the HRA.

The case for the use of the General Power of Competence is strengthened if the Council does more than mimic the provision of accommodation through the Council's HRA. This may involve shorter term (assured short-hold) tenancies and the willingness to respond to a variety of changing housing needs and market conditions.

A comparison with the Council's current tenancy policy will be important, bearing in mind the revised regime introduced by the recent Housing and Planning Act. In short, any company will need to be making a different 'offer' to future tenants.

#### **Private Rental Units**

As stated, the Council can rely upon Section 95 of the Local Government Act 2003 and Section 1 of the Localism Act 2011 to undertake for a commercial purpose the activity of forming and operating a wholly owned subsidiary company limited by shares for the purposes of providing market tenure units.

In order to justify the use of this power the Council will have to be able to demonstrate that it would ordinarily have the powers to undertake the activity other than for commercial gain.

This can easily be demonstrated as the Council as a Local Housing Authority has:-

- (a) a duty to consider housing conditions in their district and the needs of the district with respect to the provision of housing accommodation (Section 8 of the Housing Act 1985), and
- (b) a power to provide housing accommodation (Section 9 of the Housing Act 1985 and other miscellaneous powers including the homeless persons legislation). The Council does not have a duty to provide the housing accommodation. The Council will undertake the commercial activity through a company.

The Council should also comply with the limitations contained in Section 95 of the 2003 Act and the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009 particularly with regard to considering and approving a business plan.

However, the Council should also comply with the propriety requirements in Part V of the Local Government and Housing Act 2009. The 1989 Act regulates companies which a local authority controls (or dominantly influences). These include certain propriety controls most of which are relatively "archaic" and resource intensive:

- company documentation (including letter needs) must indicate that the company is Council controlled
- the company must not publish party political publicity
- a disqualified councillor cannot be a director
- information about the affairs of the company must be supplied to the Council's auditor
- the company's auditor must be approved by the PSAA
- pay and expenses of Councillor directors must not exceed the amount payable to a Councillor for a comparable duty on behalf of the local authority and Councillors cannot be paid twice for the same duty. (\*)
- the company must provide financial information to Councillors where they require it for the performance of their duties (there are provisos for confidential information) (\*) and
- the company must keep minutes of its general meetings available for public inspection for 4 years.

(\*) These two propriety controls would not exist in this instance as the assumed Governance structure for the HIC does not include Councillors for either the direct management or board representation of the company being established.

## **Governance Considerations**

There are three elements of governance and accountability for the HIC:-

- within the HIC structure;
- within the Council structure; and
- within the relationship between the Council and the HIC.

The Directors of the HIC are assumed to be officers unless the Council decides to appoint one or more external directors to supplement the board with commercial skills as Non-Executive Directors (NEDs). The Directors of the HIC are responsible under the Companies Acts and Articles of Association for the management of the HIC's business. The HIC will have a business plan which the Council as shareholder will approve and the Directors will be responsible for ensuring that the plan is delivered. This will include:

- decisions on land acquisition and valuation
- entering into contracts for the construction of the housing development (construction and professional team)
- agreeing the terms of funding
- marketing strategy
- management and maintenance arrangements in relation to the rented properties.

The production of this business plan is detailed within the Implementation Plan in Section 12 of the main report.

The Companies Act 2006 sets out the main general duties of directors. A director owes his/her general duties to the HIC. This means that only the HIC will be able to enforce them.

The statutory duties of a director are to:-

- act within powers;
- promote the success of the HIC;
- exercise an independent judgement;
- exercise reasonable care, skill and diligence;
- avoid conflicts of interest;
- not accept benefits from third parties; and declare any interest in a proposed or existing transaction or arrangements within the HIC.

There may be perceived conflicts of interest between the directors as officers of the Council and their directors duties owed to the HIC. However, such should not be an issue in practice. The director's duties are owed to the HIC (or shareholders) and the only proposed shareholder will be the Council. In particular the duties to promote the success of the HIC and to exercise independent judgement can be exercised with due regard to the wishes of the Council as sole shareholder.

However, there are other boundaries which the directors must not stray over: these are primarily around insolvent trading. This particularly relates to fraudulent and wrongful trading. In the course of a winding up of the HIC, if it appears that any business of the HIC has been carried on with the intent to defraud creditors or for any other fraudulent purpose the liquidator can seek a Court declaration that anyone who was knowingly party to the fraudulent business make a contribution to the HIC's assets (Section 213 Insolvency Act 1986). Furthermore, on the application of a liquidator, the Court may require a contribution to the assets of the HIC from a person who is or was a director where the HIC has gone into insolvent liquidation and the person knew or ought to have concluded that there was no reasonable prospect that the HIC would avoid insolvent liquidation (Section 214 Insolvency Act 1986).

In addition to the general duties of directors there are other specific duties in the Companies Act 2006 particularly those in relation to the accounts of the HIC.

The Council as shareholder will appoint the Board of Directors. As sole shareholder the Council will technically be able to protect its interests by appointing or dismissing directors as it sees fit. However, in pursuance of good governance the Council will enter into a Shareholders Agreement with the HIC. Such an Agreement will be used to set down the base parameters within which the HIC will operate particularly with regard to its business plan and budget. Notwithstanding its powers as sole shareholder the Council will also use the Agreement to set down parameters for the HIC taking on risk and those decisions which will require the consent of the Council as shareholder as a consequence (e.g. entering into material contracts and obtaining funding).

## **Resourcing**

Given the scale of the initial development programme officers have assumed that the HIC will initially require one/two Project Director(s) to direct and manage the programme with support services such as finance, HR, IT, Legal etc. provided by the Council (and charged to the SPV). This could be a secondee from the Council, at least initially.

The Programme Director(s) will be responsible for procuring technical services such as cost consultants and valuers to act in a development management role – these costs are incorporated within the business model on a fee per site basis. The Programme Director would also be responsible as the client for the procurement and delivery of the development programme; property sales; the procurement of management services for the completed rental stock, and setting and maintaining service standards; and for reporting on progress and performance to the Board.

As the programme develops and properties come into management there may be a case for recruiting additional staff within the HIC. and for separation of the above client roles between development and property management functions.

The HIC may also consider a partnership with external parties such as developers or a housing association. In these cases, the external party might act as the HIC's development agent for individual sites and potentially also take ownership of elements of the affordable housing where it may have a specialism (e.g. shared ownership housing); the HIC would retain the affordable rent housing and take rental/sales risk and profits from the market units. The relatively small portfolio currently under consideration may mean that the Council considers this unnecessary now, but this remains an option for larger more complex sites.

### **Use of surpluses within the company**

Where surpluses arise within the company it may consider paying a dividend to its shareholder (the Council). This would be a decision for the board when it reviews the company's performance against its business plan targets and looks forward to assess future spend requirements and the need to use surpluses to maintain a reserve and/or pay down debt. The decision would need to take into account the risks and mitigation measures described below.

### **Risk Management**

Company directors have a responsibility to the company for ensuring that the company remains a "going concern". In some instances the company may operate at a loss in the early years but as a going concern, the company would be assumed to be able to continue in business for the foreseeable future and able to realise its assets, discharge its liabilities, and obtain refinancing (if necessary) in the normal course of business. This would be managed through regularly reviewing performance against the business model and ensure there is sufficient contingency and risk mitigation in place.

There are a number of material risks that the Council must consider within the HIC. Management risk will not be unfamiliar to the Council, as they are similar risks that the Council manages through its own HRA housing stock. However, added to this is the development risk which the LHC takes on in each site.

Key strategic risks that the Council must consider on a scheme of this nature are:

- Build costs are higher than expected;
- Cost of funds increases above that considered in the financial assessment;
- Year 1 income is below expectations as a result of late completion of units;
- Annual income is less than expected as a result of market conditions, for example House Price Inflation is less than CPI, or there is a slower than predicted turnaround of voids;
- Annual operational costs are higher than expected.

This could lead to the HIC being unable to meet its debt repayment schedule and so the business model must incorporate adequate risk contingency based on a robust risk assessment which is reviewed annually to take account of market changes and

performance against targets. These and other risks, their impact and the action expected to be taken are to be considered in more detail in the Risk Register. The development of this risk register is detailed within the Implementation Plan in Section 12 of the main report.

The Council may consider sharing risk with a private sector partner, thus forming a joint venture company (JV).

The answer to whether the Council wishes to share risk in this way possibly lies in:

- the objectives of the Council
- its risk appetite (compared to a wholly owned subsidiary)
- the extent to which the Council wishes to involve third party capital and thereby spread risk but pay for it.
- the size of the programme of development to be undertaken

Certainly the JV approach has become more prevalent for long term phased development and regeneration projects. The reasons for this include the control that a joint venture gives (especially considering the market in today's economic climate), flexibility to change course over time, a more certain way in the long term of obtaining overage, reducing holding costs of development by swapping land for shares together with the obvious injection of private sector capital. Typically local authority JVs rely on a phased supply of development opportunities over a number of years.

The main disadvantage of this approach is that the Council would necessarily be ceding absolute control over the company. Decisions within the JV would have to be by agreement. The private sector partner would seek returns on its investment, potentially developer/returns if it were to take developer risk, therefore diluting the SPV's profit.

The JV approach is one that the Council could consider at a later stage, possibly undertaking large developments by way of a joint venture between a separate SPV and a private sector partner (especially developments which need significant risk capital).

This can easily be accommodated within the "tree" structure that has been set out in paragraph 7.2 of the main report, whereby each project is ring fenced. So, for example, a private sector equity investor could be brought into one project (i.e. one SPV) without the potential to taint the remainder of the corporate structure.

A further long term option is for the Council could also consider selling shares in one or more of its SPV companies at a point in the future if it wishes to raise funds for future development and expansion of the business.

In terms of an exit strategy, the Council could achieve a clean exit from its participation in a company limited by shares, by way of sale of those shares on the open market to an investor at a future date, transferring the lettings business as a going concern. An alternative would be for the vehicle to sell the dwellings and then for the Council to carry out a solvent liquidation of the vehicle. Either of these routes would achieve an orderly exit.

### Other considerations

This appendix summarises some of the wider considerations that will form the work streams of the Council in setting up the HIC. These have been built in to the Implementation Plan in Section 12 of the main report Considerations include:

#### **State Aid**

When providing resources to the HIC, in the form of debt or equity, the Council must be careful not to set an artificially low interest rate or advantageous loan terms, as it must be satisfied that its on-lending does not constitute State Aid i.e. that it does not provide an unfair advantage to the SPV by offering loan finance at a lower interest rate or on better terms than would be secured by commercial competitors.

Any loan would have to be tested with regard to State Aid by reference to the "Market Economy Lender Principle" (MELP) similar but not identical to the Market Economy Investor Principle (MEIP). That is to say, provided that the Council could demonstrate that it was acting as any comparable lender in the commercial market would do then no unlawful State Aid would arise. This is typically assessed by comparison to the EU reference rate for comparable loan arrangements, and by comparison to market rates secured by similar entities (for example Registered Providers delivering affordable housing and more recently the use of loans by the HCA and LEP network).

In practice any loan provided to the entity will be at a margin to the PWLB rate at which the Council borrows. This margin would provide a revenue return to the Council's General Fund.

The Council would need to consider the SPV's business model and its ability to meet loan repayments from the returns generated by its business activities once it has taken account of all other costs.

The Council may also wish to consider the overall structure of the HIC. Under certain circumstances, the Council may be able to provide finance on a level below market levels, when delivering affordable housing units. However, the construct of this, with the dilution anticipated by the private for sale and rented units would need to be further considered.

#### **Legislative change**

The Government suggested that in future the role of these companies would be scrutinised with powers to either inhibit the use of these companies or indeed return any affordable housing held within these companies back to the HRA.

To date, it is unclear whether the government would make a change in legislation to allow this intervention, however, it remains a risk that the Council must consider.

#### **Legal challenge of tenants**

As a relatively new vehicle for local government, it is unclear as to whether the legal framework that prevents tenants acquiring affordable units held within 100% owned housing companies under RtB legislation is robust and would withstand challenge.

There has yet to be a case against a LHC and given the recent Government directives there remains a risk that a challenge could be successful.

### **Local Authority Land**

In relation to land held in the Housing Revenue Account (HRA land), Section 32 of the Housing Act 1985 allows Local Housing Authorities to dispose of housing land but only with the consent of the Secretary of State. The Secretary of State (DCLG) has published a series of general consents since 1985, the latest being The General Housing Consent 2013 published in March 2013. The 2013 General Consent is split into four separate consents. The most relevant is "A: The General Consent for the Disposal of Land held for the purposes of Part II of the Housing Act 1985-2013."

The General Consent draws a distinction between vacant land and dwellings. A Local Housing Authority may dispose of a dwelling provided it is at market value. However there is an important exception to this: a consent is required where the transfer of a vacant dwelling is to an entity in which the local authority has an interest (whether majority or minority) if it is the sixth or later such transfer of a dwelling (taken individually) in the relevant financial year. Therefore, the Council would only be able to dispose of up to five dwellings to the HIC in one financial year before having to obtain DCLG consent.

The disposal of non-housing (non-HRA) land is covered by separate legislation:-

- Section 123 of the Local Government Act 1972
- Section 233 of the Town and Country Planning Act 1990 where the land is held for planning purposes.
- Section 123 states that local authorities, except with the express consent of the Secretary of State, cannot dispose of land (other than a short tenancy not exceeding 7 years) for a consideration less than the best consideration reasonably obtainable.

For non-HRA land, the Secretary of State has issued a General Disposal Consent, known as "the Local Government Act 1972: General Disposal Consent 2003" (CLG Circular 6/03). The 2003 consent allows local authorities to dispose at up to £2 million less than best consideration if the purpose for which the land is disposed of is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of its area (subject to compliance with the State Aid rules).

Section 24 of the Local Government Act 1988 provides the Council with the power to provide a wide range of financial assistance to the HIC, including making a grant or loan to it. As the HIC is a body corporate, the Council may under Section 24(2)(d) acquire share or loan capital in it. Under Section 1 of the Local Government Act 2003 a local authority can borrow for any purpose relevant to its functions under any enactment. The Council can therefore borrow with a view to making loans by way of financial assistance under Section 24 of the Local Government Act 1988.

Any capital funding requirements for the HIC in any financial year will need to be allowed for in the Council's budget strategy (including its annual borrowing limit). Whilst borrowing may be undertaken by the Council at generous rates from PWLB, any loan from the Council to the HIC must be at rates and on terms which are State



Aid compliant. This will mean a margin can be achieved by the Council on the borrowing and lending rate.

### **Key operational considerations**

The SPV. would assess viability and risk through the development of a business model.

The financial model must be robust and prudent, recognising operational risks and providing financial resource to minimise such risks. Key considerations include:

- Management Structure of the HIC
- Responsibility for the management and maintenance services required for the properties;
- Influence of the Council in the operation of the HIC;
- Management of the records of the HIC;
- Staff structure;
- Contractual relationship with external suppliers;
- Flow of funds between the HIC and the Council; and
- Use of surpluses within the HIC.

### **Risk and mitigation**

HIC directors have a responsibility to the HIC for ensuring that the HIC remains a "going concern". In some instances the HIC may operate at a loss in the early years but as a going concern, the HIC would be assumed to be able to continue in business for the foreseeable future and able to realise its assets, discharge its liabilities, and obtain refinancing (if necessary) in the normal course of business. This would be managed through regularly reviewing performance against the business model and ensure there is sufficient contingency and risk mitigation in place.

There are a number of material risks that the Council must consider when operating a housing company model. Each risk will not be unfamiliar to the Council, as they are similar risks that the Council manages through its HRA housing stock. However, in order to make each scheme self-sustaining there is a need to manage each of these risks on a scheme level rather than across a portfolio.

The risks include all the general operational risks of a housing developer, but also include the significant political risk of the local authority as a public body. How the HIC manages these risks are key to the success of the HIC going forward.

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## CABINET

Tuesday, 20<sup>th</sup> June 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 DfT Challenge Fund Application  
The submission of the application to the DfT by the deadline of 31<sup>st</sup> March 2017 for capital funding of £556k, supported by £100k from the approved Capital Programme 2016/17, to improve the resilience of the highway drainage network to extreme weather events at City Beach, Shoeburyness and access to Southend Airport (Harp House Roundabout and adjoining roads).
- 1.2 Industrial Strategy Consultation Response  
The content and submission of the Council's response, which includes feedback from Councillors and local businesses to the Government Department for Business, Energy and Industrial Strategy (BEIS) "Building our Industrial Strategy" Green Paper by the required deadline of 17<sup>th</sup> April 2017.
- 1.3 Anglia Level Crossing Proposals – Woodgrange Close and Public Footpath FP189 – Objection to the Proposed Closure  
The submission of an objection from the Council to the application by Network Rail for the closure of the level crossing and public footpath for Woodgrange Close to Pilgrims Close, by the required deadline of 12<sup>th</sup> May 2017.
- 1.4 Purchase of 53 Grampian, Southend on Sea – Virement of HRA Capital Resources  
Approval of the virement of £115,000 from the agreed Better Queensway buy back funds to the HRA Capital Programme to facilitate the purchase of this property.

#### 2. The Deputy Chief Executive (People) authorised:

- 2.1 School Places Grant  
Approval to proceed as provided for in the Secretary of State for Education's consent in relation to the acquisition of the Cecil Jones Lower School, Wentworth Road to facilitate the

amalgamation and conversion to an Academy of Seabrook College and Seabrook PRU

- 2.2 Expansion of Places at St Thomas More High School  
Pursuant to Minute 856 of Cabinet held on 14<sup>th</sup> March 2017 and following the guarantee by the Governing Body and the Diocese in writing, the commitment of £4m to St Thomas More School to provide an additional 30 places per year group in time for the 2018/19 academic year.

**3. The Director of Finance and Resources authorised:**

- 3.1 New Lease to Access Anyone at the Marigold Centre, 62 Avenue Road, Westcliff on Sea  
The grant of a new 35 year lease in respect of a day care centre for students with disabilities. The property will be completely refurbished by the incoming tenant.
- 3.2 The Gasworks Site, Esplanade House, 60 Eastern Esplanade  
An opportunity has arisen for the Council to bid to acquire the Gasworks site from the Joint Fixed Charge Receivers. The 3.5 acre prime seafront site has the potential to offer strategic benefits to the Council and the seafront area particularly for car parking and development opportunities.
- 3.3 London Southend Airport, Eastwoodbury Crescent  
London Southend Airport Hotel freehold carve out from the main Airport Lease on best consideration terms as certified by Savills to assist Stobart Group to maximise the release of capital for reinvestment in to the Airport. All revenue moves across to the Airport lease and the Council will receive a premium with Stobart Group t/a Thames Gateway Airport Ltd meeting all costs.
- 3.4 South Essex College Secured Loan Facility – Stephenson Road  
The grant of a loan on commercial terms to South Essex College to facilitate the acquisition of land and buildings at Stephenson Road pursuant to the principles agreed at Cabinet on 10 January 2017 (minute 608 refers).

**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Meeting of Chairmen's Scrutiny Forum**

**Date: Tuesday, 20th June, 2017**

**Place: Committee Room, Civic Centre, Southend-on-Sea**

**13**

Present: Councillors B Ayling, C Nevin and P Wexham

In Attendance: J K Williams, F Abbott and T Row

Start/End Time: 5.00 - 5.45 pm

**1 Appointment of Chairman for Municipal Year**

Resolved:-

That Councillor Ayling be appointed Chairman of the Forum for the current Municipal Year.

**2 Apologies for Absence**

Apologies for absence were received from Councillors Davies and Kenyon.

**3 Declarations of Interest**

No declarations of interest were made at the meeting.

**4 Role of Forum - extract from Constitution**

The Director of Legal & Democratic Services outlined the role and constitution of the Forum.

**5 Minutes of the Meeting held on Tuesday, 28th June, 2016**

The Forum noted that the meeting scheduled for January 2017 had been postponed due to the weather conditions and the apologies received.

Resolved:-

That the Minutes of the Meeting held on Tuesday, 28<sup>th</sup> June 2016 be confirmed as a correct record.

**6 Discussion on potential In depth scrutiny projects for 2017/18 for Place, People & Policy & Resources Scrutiny Committees**

The Forum discussed potential in depth scrutiny projects for 2017/18 for each of the three Scrutiny Committees. Each Committee is due to agree its in depth

project at the July meetings. The list of projects undertaken by the Council since 2010 was noted.

It was agreed that the Scrutiny Chairmen and Vice Chairmen should consider the suggestions further.

## **7 Scrutiny training**

The Scrutiny Officer said that she would be happy to arrange some training for Scrutiny members as and when required during the Municipal Year. The Director confirmed that he is happy to provide advice to individual Members on procedural issues.

## **8 Any Items from Forum Members**

Working relationships between Councillors and Officers – item raised by Cllr Ayling who was concerned that in certain service areas Members queries were not responded to promptly and in some cases the issues were not dealt with properly. The Director of Legal & Democratic Services said that this was not a scrutiny matter as such and that it could be something the respective Group Leaders could take forward as part of their regular meetings with the Chief Executive.

The Forum also noted the *Protocol on Member / Officer Relations*, in Part 5(d) of the Constitution.

## **9 Date of next meeting**

The next meeting of the Forum will be arranged for late November 2017 (date to be confirmed).

# Southend-on-Sea Borough Council

## Report of Chief Executive to Place, People and Policy & Resources Scrutiny Committees

On 10<sup>th</sup>, 11<sup>th</sup> and 13<sup>th</sup> July 2017

Report prepared by:  
Fiona Abbott

Agenda  
Item No.

14

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### In depth Scrutiny projects – 2017/ 18 A Part 1 Agenda Item

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#### 1. Purpose of Report

- 1.1 For each Scrutiny Committee to agree the in depth scrutiny project to be undertaken in the 2017 / 18 Municipal Year.
- 1.2 The report also attaches some information about the work carried out by each of the Scrutiny Committees in the 2016 / 17 Municipal Year.

#### 2. Recommendations

- 2.1 That each Scrutiny Committee select the topic it wishes to undertake for in-depth study in 2017/18.
- 2.2 To note the information attached at **Appendix 3**, the summary of work of the 3 Scrutiny Committees during 2016 / 2017.

#### 3. In depth scrutiny projects

- 3.1 Involvement with in-depth studies enables Members to 'get their teeth into' a particular topic and also to influence and shape proposals before they are implemented.
- 3.2 Each of the studies are led by a Member project team / programme working party and the appointments were agreed at Council on 18<sup>th</sup> May 2017 (refer to **Appendix 1**).
- 3.3 Members should always aim to select a topic which can identify real service improvements and results in benefits / outcomes. To assist the Committees in selected a topic for this Municipal Year, a list of previous topics undertaken for in depth study since 2010 is attached at **Appendix 2**. In 2016/17, the Place & Policy & Resources Scrutiny Committees undertook a project jointly.
- 3.4 Each Scrutiny Committee is now requested to select the topic it wishes to undertake for in depth study in 2017/18.
- 3.5 Work undertaken by each of the Scrutiny Committees in the 2016 / 17 - attached at **Appendix 3** is a summary of the work undertaken by each of the Scrutiny Committees in the 16/17 Municipal Year.

#### **4. Corporate Implications**

- 4.1 Contribution to Council's Vision and Critical Priorities – Becoming an excellent and high performing organisation.
- 4.2 Financial Implications – there are costs associated with organising in depth projects relating to officer time but this will all be contained within existing resources.
- 4.3 Legal Implications – none.
- 4.4 People Implications – none.
- 4.5 Property Implications – none.
- 4.6 Consultation – as described in report.
- 4.7 Equalities Impact Assessment – none.
- 4.8 Risk Assessment – none.

#### **5. Background Papers**

None

#### **6. Appendices**

**Appendix 1 – membership of project teams / programme working parties**

**Appendix 2 – list of previous in depth topics since 2010**

**Appendix 3 – summary of work of the 3 Scrutiny Cttees 2016 / 2017**



## APPENDIX 1

### Membership of project teams (Programme Working Parties)

#### PEOPLE SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Helen Boyd Steve Buckley Maureen Butler David Garston Chris Walker	5	All
LAB	Margaret Borton Cheryl Nevin	2	All
IND	Caroline Endersby Lawrence Davies	2	All

#### PLACE SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Alex Bright Jonathan Garston Nigel Folkard James Moyies David McGlone	5	All
LAB	Kevin Robinson Helen McDonald	2	All
IND	Derek Kenyon Tino Callaghan	2	All

#### POLICY & RESOURCES SCRUTINY PROGRAMME WORKING PARTY

Party	Members	Total 9	Substitutes
CON	Bernard Arscott David Burzotta Meg Davidson David Garston Roger Hadley	5	All
LAB	Ian Gilbert Charles Willis	2	All
IND	Mike Stafford Brian Ayling	2	All

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## APPENDIX 2

### Scrutiny project list

Members should always aim to select a topic which can identify real service improvements.

The Council has undertaken a number of in depth scrutiny projects and since 2010 has looked at the following areas:

- Alternative provision – off site education provision for children & young people – 2016/17 (People Scrutiny Committee)
- To investigate the case for additional enforcement resources for Southend – 2016/17 (Joint Place / Policy & Resources Scrutiny)
- 20mph speed limits in residential streets – 2015/16 (Place Scrutiny Committee)
- Transition arrangements from children's to adult life – 2015/16 (People Scrutiny Committee)
- Control of personal debt and the advantages of employment – 2015/16 (Policy & Resources Scrutiny Committee)
- How the Council assists and excites individuals and community groups to achieve healthier lifestyles – 2014/15 (People Scrutiny Committee)
- The Council's Community Leadership role in promoting safer communities – 2014/15 (Policy & Resources Scrutiny Committee)
- Understanding erosion taking place on the Foreshore – 2014/15 (Place Scrutiny Committee)
- Southend primary schools' falling grammar school entry figures - 2013/14 (People Scrutiny Committee)
- Impact of welfare changes - 2013/14 (Policy & Resources Scrutiny Committee)
- Promoting a positive image for the town - 2013/14 (Place Scrutiny Committee)
- Housing – how we plan to meet the growing demand for social rented housing in the current poor national economic climate – 2012 /13 (Economic & Environmental Scrutiny Committee)
- To identify improvements so that looked after children are given the best chances in life and that they do not become NEET statistics (not in education, employment or training – 2012 / 13 (Children & Lifelong Learning Scrutiny Committee)
- Developing strong partnership links to encourage investment in the town & the supply of employment opportunity 2012/13 (Economic & Environmental Scrutiny Committee)
- Child poverty – 2011/12 (Children & Lifelong Learning Scrutiny Committee)
- Volunteering in Cultural Services – 2011/12 (Community Services & Culture Scrutiny Committee)
- Youth anti social behaviour – perception & reality – 2011/12 (Economic & Environmental Scrutiny Committee)
- Young Carers – 2010/11 (Children & Lifelong Learning Scrutiny Committee)

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## PLACE SCRUTINY COMMITTEE

### Work programme 2016/2017 - evaluation

During the 2016/17 Municipal Year, the **Place Scrutiny Committee** held **5** meetings and met on the following dates – 11<sup>th</sup> July 2016, 10<sup>th</sup> October 2016, 28<sup>th</sup> November 2016, 23<sup>rd</sup> January 2017, 12<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet and Cabinet Committee – the Scrutiny Committee considered **14 call-in items** from Cabinet and **3 call-in items** from Cabinet Committee. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were **referred direct** to scrutiny meeting in July - **13 items**. All the items from the Cabinet Committee meeting in June 2016 were also **referred direct** to the Scrutiny meeting in July - **4 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting in January 2017 (**4 budget items & 7 referred direct**). All the items from the January Cabinet Committee meeting were **referred direct** to the Scrutiny Committee and considered at the meeting in January 2017 – **12 items**. **2** items from special Cabinet meeting held on 28<sup>th</sup> March were **referred direct** to the scrutiny meeting in April.

The following items were **referred up** by the Scrutiny Committee to Council for decision:

- Petition – Alcohol Free Zone Westcliff Library – 11<sup>th</sup> July 2016 (Minute 93 refers)
- SCAAP – 10<sup>th</sup> October 2016 (Minute 329 refers)
- General Market Provision – 23<sup>rd</sup> January 2017 (Minute 661 refers)
- Better Queensway – Process to Appoint a Preferred Project Partner – 12<sup>th</sup> April 2017 (Minute 951 refers)
- Revocation of Pier Cycling Bylaw – 12<sup>th</sup> April 2017 (Minute 952 refers)

Pre Cabinet items – the following items were considered by way of pre Cabinet Scrutiny in 2016/2017:

- Skills Development – 10<sup>th</sup> October 2016
- Growth Strategy – 28<sup>th</sup> November 2016

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 152 refers).
- **12** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project: *To investigate the case for additional enforcement resources for Southend* - Joint project with Policy & Resources Scrutiny Committee. Topic agreed at meeting on 11<sup>th</sup> July 2016 (Minute 110 refers). Project plan agreed by project team and then the full Committee on 10<sup>th</sup> October 2016 (Minute 340 refers). Updates to meeting on 28<sup>th</sup> November 2016 (Minute 488 refers) and 23<sup>rd</sup> January 2017 (Minute 677 refers). Final report agreed at meeting on 10<sup>th</sup> April 2017 (Minute 953 refers).

Presentations & other matters considered:

- ◆ In depth scrutiny project 2015/16 – '20mph Speed Restrictions in Residential Streets' – final report agreed at meeting on 10<sup>th</sup> October 2016 (Minute 339 refers).
- ◆ Industrial Strategy Green Paper – consideration of the Council's proposed response to the 'Building our Industrial Strategy Green Paper - January 2017' at its meeting on 12<sup>th</sup> April 2017 (Minute 954 refers)

#### **Member briefing sessions**

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*

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## PEOPLE SCRUTINY COMMITTEE

### Work programme 2016/2017 - evaluation

During the 2016/17 Municipal Year, the **People Scrutiny Committee** held **7** meetings and met on the following dates – 12<sup>th</sup> July 2016, 11<sup>th</sup> October 2016, 29<sup>th</sup> November 2016, 20<sup>th</sup> December 2016 (special meeting), 24<sup>th</sup> January 2017, 6<sup>th</sup> April 2017 (special meeting) and 11<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **15 call-in items** from Cabinet. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were referred direct to the meeting on 12<sup>th</sup> July 2016 **9 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting on 24<sup>th</sup> January 2017 (**3 budget items & 5 referred direct**).

The following item was referred back to Cabinet by the Scrutiny Committee to reconsider:

- Capital Redevelopment of Delaware, Priory and Viking – 11<sup>th</sup> October 2016 (Minute 353 refers).

Pre Cabinet items – the Scrutiny Committee considered **2** pre Cabinet items:

- 11<sup>th</sup> October 2016 – (a) Local Account of ASC 2016/17.
- 29<sup>th</sup> November 2016 - (a) Mental Health Strategy.

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Schools Progress report.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 133 refers).
- **12** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project *Alternative provision – off site education provision for children and young people* - topic agreed at meeting on 12<sup>th</sup> July 2016 (Minute 132 refers). Project plan agreed at meeting on 11<sup>th</sup> October 2016 (Minute 356 refers). Updates to meeting on 29<sup>th</sup> November 2016 (Minute 501 refers) and 24<sup>th</sup> January 2017 (Minute 700 refers). Final report agreed at meeting on 11<sup>th</sup> April 2017 (Minute 967 refers).

Agenda items considered:

- 12<sup>th</sup> July 2016 – (a) presentation on Success Regime; (b) update on Ofsted Inspection outcome; (c) work programme evaluation 2015/16.
- 11<sup>th</sup> October 2016 – (a) presentation on Success Regime (SR) / Sustainability & Transformation Plans (STP); (b) School organisation data; (c) unaccompanied children in Calais.
- 20<sup>th</sup> December 2016 – special meeting – (a) Mid & south Essex STP & Success Regime.
- 6<sup>th</sup> April 2017 – special meeting - (a) Mid & south Essex STP & Success Regime; (b) Hospital Trust.

## Chairman's Update Report:

- 12<sup>th</sup> July 2016 – (a) information on health scrutiny role (briefing circulated); (b) Joint Cttee to review specialised urological cancer surgery proposals - membership; (c) Joint Cttee PET-CT scanner in south Essex - membership; (d) information on prescribing gluten free foods; (e) Success Regime; (f) draft Quality Accounts; (g) info on specialised commissioning.
- 11<sup>th</sup> October 2016 – (a) agreed terms of reference of Joint Cttee PET-CT scanner in south Essex & outcomes from Joint Cttee reported; (b) agreed setting up & membership of Children's Services Improvement Plan Scrutiny Panel; (c) appointed 2 cllr's to sit on Essex task & finish group looking into mental health services for children & young people; (d) health profile; (e) NEP / SEPT merger; (f) Ambulance Trust inspection; (g) Valkyrie branch surgery change; (h) consultation on orthopaedic surgery change; (i) update on Shoeburyness & St Lukes primary care centres; (j) Southend Hospital A&E redirection service; (k) community dental service; (l) overview of dental out of hours services procurement; (m) alternative medical scheme services.
- 29<sup>th</sup> November 2016 – (a) update on location of PETCT scanner (inc referral by Thurrock to Secretary of State); update on SR / STP; regional specialist commissioning; update on Shoeburyness & St Lukes primary care centres; update on task & finish group & scoping document.
- 24<sup>th</sup> January 2017 – (a) agreement to update protocols – CCG, Healthwatch Southend, HWB; (b) update on SR / STP; (c) alternative medical scheme; (d) update on Scrutiny Panel; advice on proposed CCG consultation; (e) agreement for Chair & Vice Chair to attend workshop session on STP's.
- 11<sup>th</sup> April 2017 – (a) consultation on 3 proposed service restriction policy changes; (b) Quality Account process; (c) mental health services for children & young people – outcomes report; (d) GP practice change, Luker Rd, Southend; (e) update and SEPT / NEP merger; (f) request for update on St Lukes primary care centre.

## Member presentations

- Merger between SEPT & NEP – 3<sup>rd</sup> October 2016.
- Journey of child – 1<sup>st</sup> February 2017.
- School Achievement data – 21<sup>st</sup> March 2017

## Items for 2017/18

- STP / Success Regime
- Children's Services Improvement Plan Scrutiny Panel

## ***\*Member briefing sessions***

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*



## **POLICY & RESOURCES SCRUTINY COMMITTEE**

### **Work programme 2016/2017 - evaluation**

During the 2016/17 Municipal Year, the **Policy & Resources Scrutiny Committee** held **5** meetings and met on the following dates – 14<sup>th</sup> July 2016, 13<sup>th</sup> October 2016, 1<sup>st</sup> December 2016, 25<sup>th</sup> January 2017, 12<sup>th</sup> April 2017.

During the year, Members undertook the following scrutiny work:-

Call-ins/ references from Cabinet – the Scrutiny Committee considered **10 call-in items** from Cabinet. No items were called in from the Forward Plan. All items from Cabinet meeting in June 2016 were referred direct to scrutiny meeting on 14<sup>th</sup> July 2016 - **11 items**. All budget items and items from January Cabinet meeting were **referred direct** to the Scrutiny Committee and considered at the meeting on 25<sup>th</sup> January 2017 (**4 budget items & 4 referred direct**). **2** items from special Cabinet meeting held on 28<sup>th</sup> March were referred direct to scrutiny meeting on 12<sup>th</sup> April 2017.

Pre Cabinet items – there were no pre Cabinet items for this Scrutiny Cttee in 2016/2017.

Scheduled items - each meeting as appropriate:

- Monthly Performance report – exceptions reports also considered.
- Minutes of the meeting of the Chairmen's Scrutiny Forum held on Tuesday 28<sup>th</sup> June 2016 - reported to July 2016 meeting (Minute 152 refers).
- **9** Questions from members of the public, responded to by the relevant Executive Councillors.

In-depth scrutiny project: *To investigate the case for additional enforcement resources for Southend* - Joint project with Place Scrutiny Committee. Topic agreed at meeting on 14<sup>th</sup> July 2016 (Minute 153 refers). Project plan agreed by project team and then the full Committee on 13<sup>th</sup> October 2016 (Minute 373 refers). Updates to meeting on 1<sup>st</sup> December 2016 (Minute 513 refers) and 25<sup>th</sup> January 2017 (Minute 720 refers). Final report agreed at meeting on 12<sup>th</sup> April 2017 (Minute 979 refers).

Presentations & other matters considered:

- ◆ Work programme evaluation 2015/16 – 14<sup>th</sup> July 2016 (Minute 153 refers).
- ◆ In depth scrutiny project 2015/16 – '*Control of personal debt and the advantages of employment*' – final report agreed at meeting on 13<sup>th</sup> October 2016 (Minute 371 refers).
- ◆ Reports from Council nominee(s) from 4 specific outside bodies – Essex Police & Crime Panel; Essex Fire Authority, Kent & Essex Inshore Fisheries & Conservation Authority, Southend University Hospital NHS Foundation Trust – 13<sup>th</sup> October 2016 (Minute 370) and 25<sup>th</sup> January 2017 (Minute 719 refers).
- ◆ Response to events in York Road – item requested by Cllr Gilbert – 1<sup>st</sup> December 2016 (Minute 513 refers).
- ◆ Paul Wells (LPA Commander), Scott Cannon (District Commander), Glen Pavelin and Bill Potter - briefing sessions on 23<sup>rd</sup> November 2016 and 13<sup>th</sup> March 2017 to answer questions on crime stats
- ◆ Consultation - Police & Fire & Rescue Collaboration Local Business Case – meeting on 12<sup>th</sup> April 2017. This was referred to Council for decision (Minute 973 refers).

Items for 2017/18

- Summary Reports
- Further quarterly briefings from Police on issues.

#### **Member briefing sessions**

*At the Chairmen's Scrutiny Forum meeting in January 2014, Members discussed the format of member briefing sessions / presentation. The Forum resolved that copies of any handouts / presentation slides from Member briefings / presentations should be placed centrally on the Council's intranet so they can be easily accessible to all Members. There is now a dedicated page on the intranet see [here](#)*

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