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SOUTHEND-ON-SEA BOROUGH COUNCIL

Policy and Resources Scrutiny Committee

Date: Thursday, 12th October, 2017 @ 18.30

Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott - Principal Democratic Services Officer

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**AGENDA**

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

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Meeting held on Thursday, 13th July 2017

\*\*\*\* **ITEMS CALLED IN / REFERRED FROM CABINET –  
Tuesday 19th September 2017**

5 **Monthly Performance Report (July)**

Referred direct to Scrutiny and called-in by Councillors Terry and Woodley.

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

6 **Risk Based Verification Framework**

**Minute 309** (Cabinet Book 1 – Agenda Item 6 refers)

Called in by Councillors Gilbert and Jones

7 **Debt Position at 31 July 2017**

**Minute 311** (Cabinet Book 1 – Agenda Item 8 refers)

Called in by Councillors Gilbert and Jones

8 **Appropriation of Land at Burr Hill Chase**

**Minute 312** (Cabinet Book 1 – Agenda Item 9 refers)

Called in by Councillors Gilbert and Jones

\*\*\*\* **PRE CABINET SCRUTINY ITEMS –**

NONE

\*\*\*\* **ITEMS CALLED IN FROM THE FORWARD PLAN –**

NONE

\*\*\*\*

**OTHER SCRUTINY MATTERS**

**9 Summary Reports to Scrutiny Committee**

- (i) Essex Fire Authority – information from Cllr Woodley; Cllr Holland (attached)
- (ii) Southend University Hospital
- (iii) Essex Police & Crime Panel – information from Cllr Holland (attached)
- (iv) Kent & Essex Inshore Fisheries & Conservation Authority

**10 In depth scrutiny project - 'Additional enforcement resources for Southend' - update**

**To – The Chairman & Members of Policy & Resources Scrutiny Committee:**

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

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## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of Policy and Resources Scrutiny Committee

**Date: Thursday, 13th July, 2017**

**Place: Committee Room 1 - Civic Suite**

# 4

**Present:** Councillor B Ayling (Chair)  
Councillors D Kenyon (Vice-Chair), B Arscott, S Buckley\*,  
D Burzotta, M Davidson, N Folkard, D Garston, I Gilbert,  
R Hadley, D McGlone, J McMahon, D Norman MBE,  
M Stafford, C Walker, P Wexham and C Willis  
\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors J Lamb, A Holland, M Flewitt and A Moring  
(Executive Councillors)  
Councillor and L Davies  
A Griffin, J K Williams, F Abbott, J Ruffle, J Chesterton,  
S Houlden and S Ford

**Start/End Time:** 6.30 - 8.45 pm

#### **174 Apologies for Absence**

Apologies for absence were received from Councillor Phillips (substitute Cllr Buckley).

#### **175 Declarations of Interest**

The following interests were declared at the meeting:

- (a) Councillors Lamb, Holland, Moring & Flewitt - interest in the called in / referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Holland – agenda item relating to in depth scrutiny report – non-pecuniary – son is a Police Officer;
- (c) Councillor McMahon – agenda item relating to MPR – non-pecuniary – co founder HARP, which was mentioned during discussion;
- (d) Councillor D Garston – agenda item relating to Housing Investment Company – non-pecuniary – owns one property to let;
- (e) Councillor Davidson – agenda item relating to Housing Investment Company — Disqualifying non-pecuniary interest - Board Member of South Essex Homes (was able to participate in the debate and vote by virtue of the dispensation agreed by the Standards Committee at its meeting held on 28<sup>th</sup> February 2017).

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

Councillor Holland, the Executive Councillor for Culture, Tourism and the Economy responded to 2 written questions from Mr Webb.

**177 Minutes of the Meeting held on Wednesday, 12th April, 2017**

Resolved:-

That the Minutes of the Meeting held on Wednesday, 12<sup>th</sup> April, 2017 be confirmed as a correct record and signed.

**178 Monthly Performance Report**

The Committee considered Minute 66 of Cabinet held on 20<sup>th</sup> June 2017 which had been referred direct by Cabinet and also called in to Scrutiny, together with the Monthly Performance Report covering the period to end May 2017, which had been circulated recently.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

**179 In-depth Scrutiny Final Report - To investigate the case for additional enforcement resources for Southend**

The Committee considered Minute 65 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Legal & Democratic Services. This presented the final report of the in depth scrutiny project - 'To investigate the case for additional enforcement resources for Southend.'

The Committee noted that this item had been referred to Council by the Place Scrutiny Committee at its meeting on 10<sup>th</sup> July 2017.

Resolved:-

That the following decisions of Cabinet be noted:-

"1. That the submitted report be noted.

2. That the proposals in the report be reviewed in the light of the cost implications."

Note:- This is an Executive Function

Executive Councillor:- Holland

**180 Corporate Plan & Annual Report: 2017**

The Committee considered Minute 67 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Transformation which presented the Council's draft Corporate Plan and Annual Report 2017.

Resolved:-

That the following recommendation of Cabinet be noted:-

“That the Council’s draft Corporate Plan and Annual Report 2017, be approved.”

Note:- This is a Council Function

Executive Councillor:- Lamb

## 181 **Annual Treasury Management Report - 2016/17**

The Committee considered Minute 70 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Finance and Resources detailing the treasury activity for the period from April 2016 to March 2017 and reviewed performance against the Prudential Indicators for 2016/17.

Resolved:-

That the following recommendations of Cabinet be noted:-

“1. That the Annual Treasury Management Report for 2016/17 and the outturn Prudential Indicators for the period from April 2016 to March 2017, be approved.

2. That it be noted 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 of the submitted report, with a reduced financing requirement of £6.639m.

3. That it be noted 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.

4. That, in respect of the return on investment and borrowing, the following be noted:

(a) The loan and investment portfolios were actively managed to minimise cost and maximise interest earned, whilst maintaining a low level of risk.

(b) £1.2m 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.

(c) 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.

(d) 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.

(e) 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.

(f) 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%.

(g) 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%.

(h) 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%.

(i) 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.

(j) The level of financing for 'invest to save' schemes increased from £3.21m to £7.90m by the end of 2016/17."

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

## 182 Capital Outturn Report 2016/17

The Committee considered Minute 71 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Finance and Resources outlining the capital programme outturn for 2016/17 and sought approval for the relevant budget carry forwards, accelerated delivery requests and in-year amendments to the current approved programme.

Resolved:-

That the following recommendations of Cabinet be noted:-

"1. That it be noted that the expenditure on the capital programme for 2016/17 totalled £48.475m against a budget of £55.114m, a delivery of 88.0%.

2. That the relevant budget carry forwards and accelerated delivery requests totalling a net £5.363m, as set out in Appendices 1 and 2 to the submitted report, be approved.

3. That the virements, reprofiles and amendments and new external funding for schemes, as detailed in Appendices 3, 4 and 5 of the report, be noted.

4. That the relevant changes to the budget identified since the approved capital programme was set at Council on 23<sup>rd</sup> February 2017, as detailed in Appendix 6 to the report, be approved.

5. That it be noted 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 to the report.

6. That the re-profile of £2m 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, be approved.”

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

#### **183 Revenue Outturn Report 2016/17**

The Committee considered Minute 72 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Finance and Resources on the revenue outturn for 2016/17.

Resolved:-

That the following recommendations of Cabinet be noted:-

“1.That the revenue outturn for the General Fund and HRA for 2016/17, be noted.

2. That the appropriation of revenue funds to and from earmarked reserves, as set out in paragraph 4.6 (General Fund) and paragraph 5.4 (HRA) of the submitted report, be approved.”

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

#### **184 Housing Investment Company**

The Committee considered Minute 74 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a report of the Director of Finance and Resources setting out the key considerations, high level business case and the implementation plan for establishing a Housing Investment Company (HIC) for the Council.

Resolved:-

1. That the following decisions of Cabinet be noted:-

“1. That the establishment of a Council controlled, asset holding Housing Investment Company, be approved.

2. That the key actions within the Implementation Plan, be approved.

3. That External financial and legal advice be 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 Council’s contingency budget.”

2. That in accordance with Council Procedure Rule 39 the matter be referred to Council for decision. ||

Note:- This is an Executive Function.

Executive Councillor:- Lamb/Flewitt

**185 Standing Order 46**

The Committee considered Minute 86 of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, concerning actions taken under Council Procedure Rule 46.

Resolved:-

That the following decision of Cabinet be noted:-

“That the submitted report be noted.”

Note:- This is an Executive Function.

Executive Councillor: As appropriate to the item.

**186 Minutes of the Meeting of Chairmen's Scrutiny Forum held on Tuesday, 20th June 2017**

Resolved:

That the Minutes of the meeting of Chairmen's Scrutiny Forum held on Tuesday, 20<sup>th</sup> June 2017 be received and noted and the recommendations therein endorsed.

Note: This is a Scrutiny Function.

**187 In depth Scrutiny projects - 2017/ 18**

The Committee considered a report of the Chief Executive concerning the possible in depth scrutiny project to be undertaken by the Scrutiny Committee in 2017/18. The report also attached some information about the work carried out by the Scrutiny Committee in the 2016/17 Municipal Year.



The Committee determined that in 2017/18 it would like to continue with the project undertaken in 2016/17 on enforcement resources for Southend, as the topic is such an important one and the project had not reached a resolution. The project will look at the following issues in particular:-

- Enforcement face of the Council and will look at the information provided by Maldon Council in greater depth (enforcement support team);
- Costs;
- Continue discussions with Councils across Essex regarding Council Tax incentives.

Resolved:-

1. That the in depth scrutiny project for 2017/18 will be to continue with the project undertaken in 2016/17 on 'Enforcement resources for Southend (with particular focus on enforcement, costs, Council Tax incentives)'.
2. To note that the following Members have been appointed to the Panel, which will manage the in depth project – Councillor Ayling (Chairman), Councillors Arscott, Burzotta, Davidson, D Garston, Hadley, Gilbert, Willis and Stafford.
3. To note the information attached at Appendix 3 to the Report, the summary of work of the 3 Scrutiny Committees during 2016 / 2017.

Note:- This is a Scrutiny Function.

#### **188 Exclusion of the Public**

Resolved:-

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

#### **189 Gas Works Site**

The Chairman agreed to the addition of this item to the agenda for the meeting as an urgent item of business as the matter falls within the remit of the Committee and should have been placed on the agenda for the meeting.

The Committee considered Minute 88 of the meeting of Cabinet held on 20<sup>th</sup> June 2017, which had been called in to Scrutiny, together with a joint report of the Deputy Chief Executive (Place) and Director of Finance and Resources on the above. The Director of Legal & Democratic Services clarified that the matter was a Council Function.

Resolved:-

1. That the following recommendations of Cabinet be noted:-

“1. That the acquisition of the former Gasworks site, noting the strategic opportunities, the risks and the associated financial implications, be pursued.

2. That the use of the land, subject to planning, for parking in the short-medium term with a view to developing a scheme for part or all of the land in the medium-long term based on the strategic and development opportunities outlined in the submitted report, be approved.

3. That the authority to settle the terms and complete the transaction within the financial parameters as set out in sections 5 and 10.2 of the submitted report be delegated to the Deputy Chief Executive (Place) in consultation with the Leader of the Council and the Director of Finance and Resources.

4. That the impacts on other sites be noted and the reasons for the recommendations set out at sections 6 and 9 of the report, be approved.

5. That the financial implications and amendments required to the Capital Programme and use of reserves as set out in the report, be approved.

6. That any necessary procurement and planning activities to enable the remediation and development of the site to proceed in both the short-medium and medium-long term, be approved.”

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

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

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

# MONTHLY PERFORMANCE REPORT **5**

## July 2017

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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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
11 CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	July 2017	75.7	66	66			<p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly since over the last 3 months.</p> <p>It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made.</p> <p>Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. 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>Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest.</p>	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had	Aim to Maximise	July 2017	74.6%	90%	90%			<p>Whilst it is acknowledged that this indicator is below target the trend is improving and for the fourth successive month performance has</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
12	a visit in the 6 weeks (30 working days), prior to the last day of the month.								<p>improved. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:</p> <ul style="list-style-type: none"> <li>- as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and</li> <li>- performance continues to improve month on month however it is recognised that the rate of change is too slow.</li> </ul> <p>Robust action has been taken in this regard and further improvements will be seen during Aug-17. Between the end of Jun-17 and Jul-17 improvement can be seen with performance being 5.2% higher than at the end of Jun-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 30 working days (process introduced on 22-Apr-17) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.</p>	
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	July 2017	81.7%	90%	90%			<p>As previously reported; an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.</p> <p>It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.</p> <p>The details of that plan is as follows:</p> <ul style="list-style-type: none"> <li>- visiting being included in all social worker PMR, assurance reporting from team managers</li> </ul>	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
									on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and  - proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.	
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	July 2017	54.5%	90%	90%			Performance has improved by 21% during July. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure.	People Scrutiny
13 CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	July 2017	28.9%	56%	56%			As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Between Apr-17 and Jul-17, 26 out of 90 EHC plans were issued within the 20 week timescale, an improvement of 10.6% over last month. 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.	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	July 2017	54	45	45			It has been noted that there has been an increase in reporting this through the new My Southend App which is now another means to report missed waste collections. We will be addressing this issue with Veolia management requesting that they look to see if there are any operational reasons for the higher number	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									of reports.	
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A					Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny



**Expected Outcome** At risk of missing target  
**Responsible OUs** Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.8 14	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	July 2017	203	280	1,100			Department of Health Guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan developed and being implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking services continues to decline.	People Scrutiny



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	July 2017	42.9	55.7	55.7			Performance of this indicator continues to track towards the national benchmark. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area	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	July 2017	86.3%	88.6%	88.6%			Performance has improved significantly this month, seeing a near 10% improvement on last month. This reporting period shows that out of 73 Adults using the reablement service, 63 were still at home 91 days later. Of the 10 not at home, 2 had passed away, 1 moved into nursing care, 5 into residential care and 2 were admitted into hospital.	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
									Business Process Mapping has commenced with the service and will incorporate how the new Social Care recording system (due in Jan-18) can distinguish between reablement and enablement, allowing for more accurate reporting of this indicator. Service Transformation continues to support the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data. The benefits of all recent changes and ongoing work will take time to embed in the service but early indications show a positive progression in this indicator.	
15 CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	July 2017	29.4%	33.5%	33.5%			At the end of Jun-17, 520 of 1769 long term service clients were receiving a Direct Payment. Although the performance in this area remains just below the target, it remains stable month on month. Work is due to commence with our partner agency, Vibrance, 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 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 the coming quarter.	People Scrutiny



**Expected Outcome** Some slippage against target  
**Responsible OUs** Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	July 2017	1,444	1,984	5,740			Under trajectory. Recovery plan being developed with outreach provider & local GP practices. Public Health team offering support to all practices to improve uptake	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.6  16	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	July 2017	341.6	296.6	296.6			<p>Performance improved during July, against target, for the 4th consecutive month. This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.</p> <p>The comment from July 2017 remains appropriate, namely that;</p> <p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.</p>	People Scrutiny



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	July 2017	85.03%	80.00%	80.00%			The Govmetric Measurement of Satisfaction (3 Channels) has maintained a green RAG status during 2017. Whilst the "Face to Face" and "Web" performance have constantly failed to meet target, the "Telephony" results have exceeded target for the year to date.	Policy & Resources Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
17									<p>Where there is a drop in the percentage, procedures are changed to ensure targets are met. Feedback, from customers, received is acted on where appropriate.</p> <p>Telephony staff are required to put 100% of calls through to the satisfaction survey and achieving a 20% take up from customers. This forms part of their appraisal and quality monitoring and where targets are not met follow up action is taken.</p> <p>There was no clear cause for dissatisfaction in respect of the website, however, many comments in practice relate to service provision, rather than the website itself (these are forwarded to the relevant departments). July comments regarding the website related either to customers misreading a page or being in the wrong place on the website.</p> <p>All comments regarding the website are considered by the Web Team and improvements made, where possible. It is intended to undertake a survey of web users in the coming months to help identify further improvements for customers.</p>	

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.3	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	July 2017	0.71	1.43	1.43			Due to the submission of erroneous data by EPUT to NHS England this indicator shows as missing target. EPUT have now agreed that the data that they submitted was incorrect and are making attempts to resolve the errors with NHS England. If the official publication is amended the performance of this indicator would be 0.89. EPUT and SBC are working on amending the sign off processes to ensure that the risk of erroneous data submission is mitigated in the future.	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
									The improvement in this indicator since April has been dramatic. This has been as a result of a significant amount of work by the service to address business process issues but more importantly to find solutions in time limited, high pressure environments for our clients. Many of these clients that would have otherwise been delayed in hospital often have complex needs but the service have worked improve the speed and flow of these clients out of hospital by working with partners and building relationships as well as putting in place innovative approaches to improving the services that are offered after an admission to hospital.	
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	July 2017	85.6%	80%	80%			There were no new inspections this month and performance remains above target.	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	July 2017	1,567,369	1,450,000	4,350,000			Attendance and participation at cultural events and activities continues to thrive – Pier visits continue to be increasing compared to previous years; largely due to the improved signage, increased offer and better promotion of activities. Southend Choirs participated in 2 concerts at the Royal Albert Hall.  Music Events; Lunchtime Recital: , Evening Concert: , Choirs: =10,310 Bandstand; 1,780 Theatre; 36,321 Forum; 54,689 Library; Shoebury: 3,527, Southchurch; 1,494, Westcliff; 14,077 (will monitor as excessively high), Kent Elms; 4,137 , Leigh; 6,245, Total =29,480 Libraries; children events; 2,096 Southend Museum (physical visits); 19,009 Southend Museums Website Total: 3,790 Southend Museums Blog Total: 315	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	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									Golf; 3,090 Leisure Centre; 50 + 173,568 Pier admissions; 48,277 Total = <b>382,775</b>	

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
19 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	July 2017	90.3%	74%	74%			Performance in relation to removing or reducing risk during an adult safeguarding investigation remains very high and significantly above national and regional benchmarks.  The performance of this indicator continues to be very strong month on month. It is being maintained at a level which is significantly higher than the national and regional benchmarks. This is a reflection of how well the service are able to assess and put in place appropriate plans and actions for clients who have encountered safeguarding concerns. The actions of the service are resulting in the removal or reduction of risk at a greater level than in other areas.	People Scrutiny

## Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 12 September 2017 09:00



**Performance Data Expected Outcome: At risk of missing target 8 On course to achieve target 19 Some slippage against target 5 No Value 1**

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	July 2017	42.9	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	July 2017	75.7	66	66			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	July 2017	74.6%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	July 2017	81.7%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	July 2017	341.6	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	July 2017	90.3%	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	July 2017	54	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	July 2017	96%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A	-	-			Carl Robinson	Place Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.1	Proportion of adults in contact with secondary mental health services who live independently with or without support. (ASCOF 1H) [Monthly Snapshot]	Aim to Maximise	July 2017	76.6%	70%	70%			Sharon Houlden	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	July 2017	86.3%	88.6%	88.6%			Sharon Houlden	People Scrutiny
CP 3.3	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	July 2017	0.71	1.43	1.43			Sharon Houlden	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	July 2017	29.4%	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	July 2017	10.8%	10%	10%			Sharon Houlden	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	July 2017	1,567,369	1,450,000	4,350,000	✔	↑	Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	July 2017	15	13	40	✔	↓	Marion Gibbon	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	July 2017	203	280	1,100	⊘	↓	Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	July 2017	1,444	1,984	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 YTD]	Aim to Maximise	July 2017	54.5%	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	July 2017	113				↓	John O'Loughlin	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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	July 2017	35.70%	35.50%	97.30%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	July 2017	39.30%	37.10%	97.90%	✔	↑	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative]	Aim to Maximise	July 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	July 2017	95.04%	84.00%	84.00%	✔	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative]	Aim to Maximise	July 2017	93.64%	90.00%	90.00%	✔	↓	Peter Geraghty	Place Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	July 2017	1.29%	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	July 2017	85.6%	80%	80%			Brin Martin	People Scrutiny
CP 4.10	Total number of households in temporary accommodation.	Aim to Minimise	July 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	July 2017	11,143	6,333	19,000			Scott Dolling	Place Scrutiny
CP 5.2	Govmetric Measurement of Satisfaction (3 Channels - Phones, Face 2 Face & Web) [Cumulative]	Aim to Maximise	July 2017	85.03%	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	July 2017	2.15	2.21	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	July 2017	29,614	25,000	35,000			Ellen Butler; Joanna Ruffle	Policy & Resources Scrutiny
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	July 2017	28.9%	56%	56%			Brin Martin	People Scrutiny

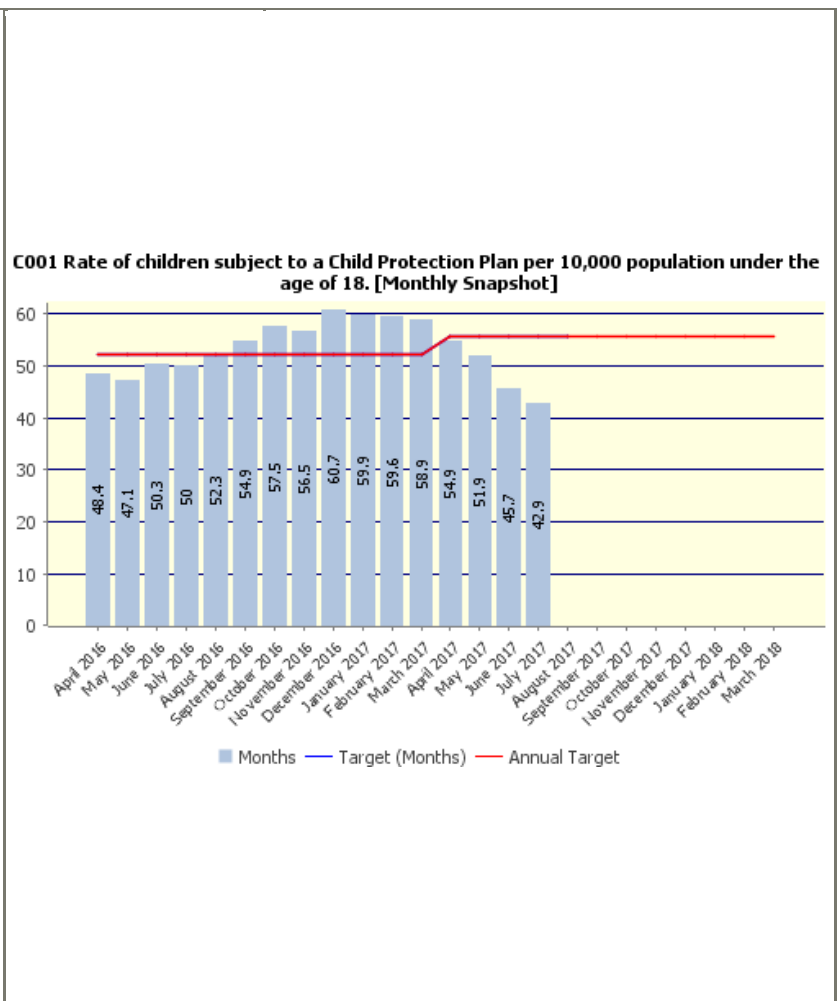
### Section 3: Detail of indicators rated Red or Amber

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


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

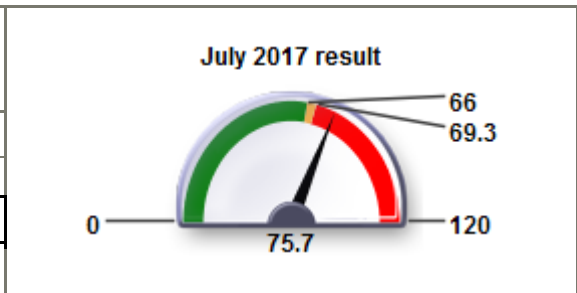
CP 1.1	<b>Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]</b>			<p><b>July 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Goldilocks	
<b>Managed By</b>	<b>John O'Loughlin</b>			
<b>Year Introduced</b>	2014			

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

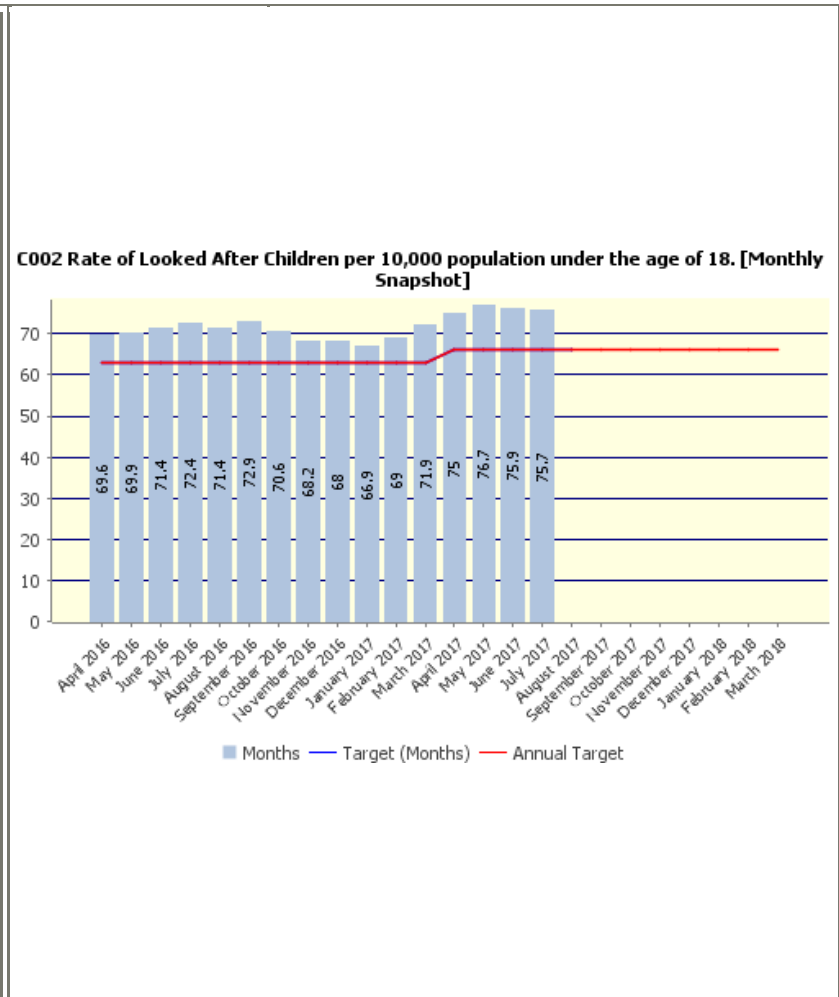


Performance of this indicator continues to track towards the national benchmark. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area

CP 1.2	<b>Rate of Looked After Children per 10,000 population under the age of 18. [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>	2014		



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



As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced slightly since over the last 3 months.

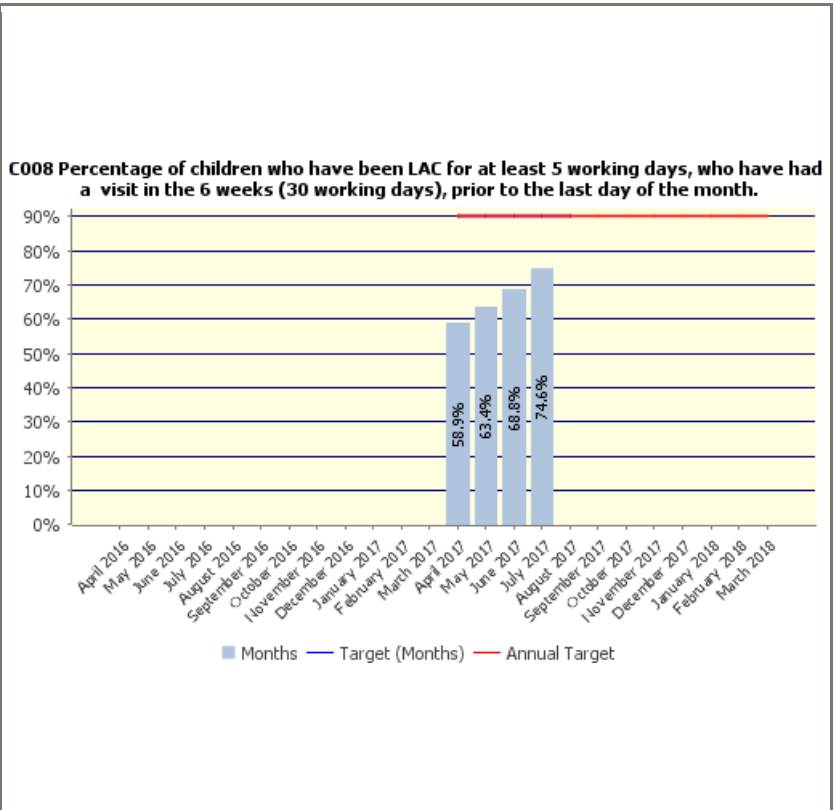
It is acknowledged that we are still some way off target on this indicator but with the drop in child protection numbers we should start seeing a downward trend towards target. In addition to this we are carrying out a piece of detailed analysis on the flow of children in this area with the support of Research in Practice to help us understand where any improvements might be made.

Other than children who need to become looked after in an emergency the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. 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.

Note for CMT: Benchmarking data as requested Eastern region 49.9, Lowest 33.6 (Essex), Highest 86.0 (Thurrock). Southend are 9th out of 11, 1st being the lowest.

CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.			<p style="text-align: center;"><b>July 2017 result</b></p> <p>0% — 74.6% — 90% — 100% — 85.5%</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
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	58.9%	90%
May 2017	63.4%	90%
June 2017	68.8%	90%
July 2017	74.6%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

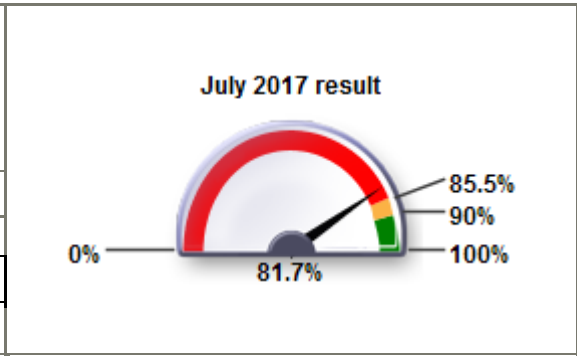


Whilst it is acknowledged that this indicator is below target the trend is improving and for the fourth successive month performance has improved. The activity relating to improving this area of performance is working and has been reported in previous months and remains the same, namely that:

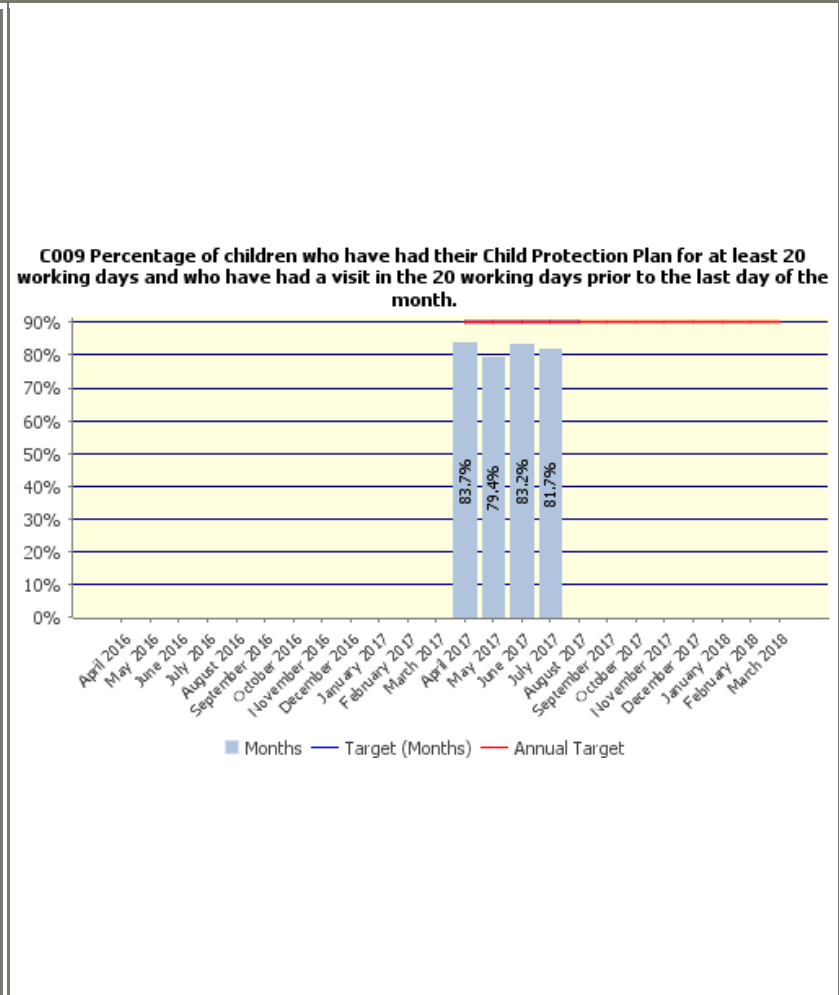
- as a result of current performance an action plan is in place and has been presented to Executive Departmental Management Team (DMT) and monitored on a monthly basis; and
- performance continues to improve month on month however it is recognised that the rate of change is too slow.

Robust action has been taken in this regard and further improvements will be seen during Aug-17. Between the end of Jun-17 and Jul-17 improvement can be seen with performance being 5.2% higher than at the end of Jun-17. Work across the service to improve practice, as detailed in plans relating to other areas of performance, will further improve this area of performance. The work includes; visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 30 working days (process introduced on 22-Apr-17) and proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required.

CP 1.5	<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.</b>		
<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	79.4%	90%
June 2017	83.2%	90%
July 2017	81.7%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		




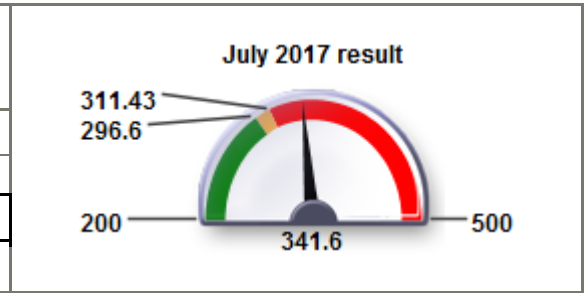
As previously reported; an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.

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

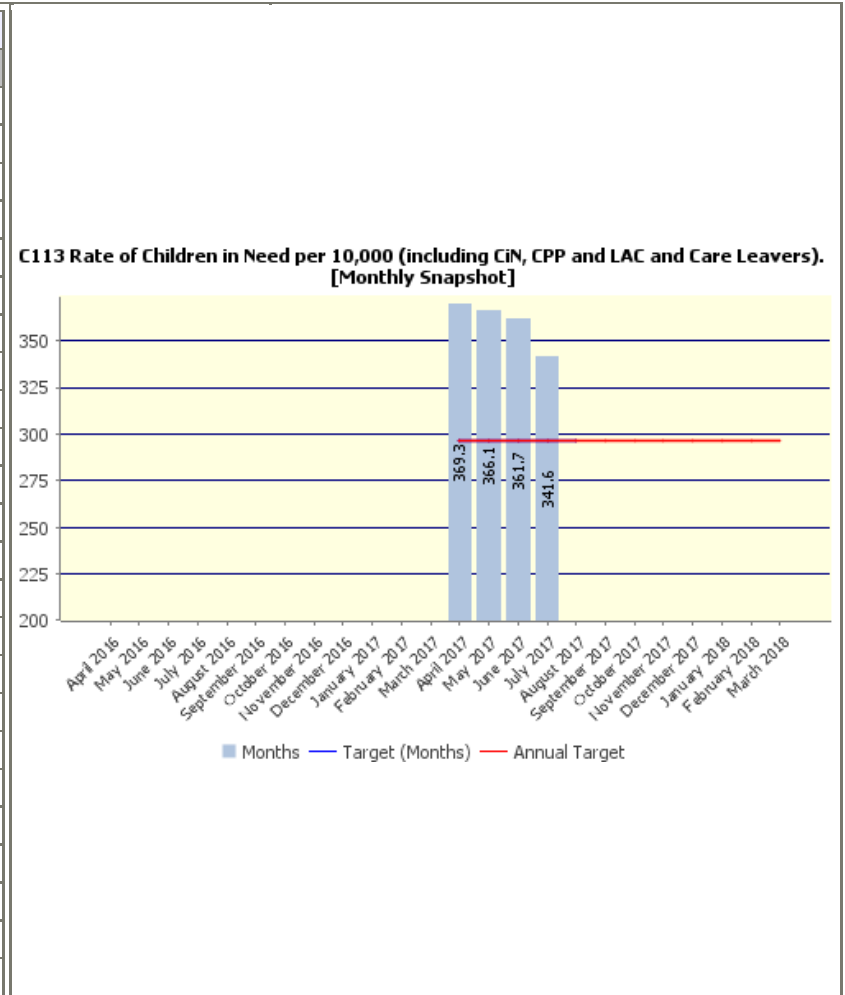
The details of that plan is as follows:

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

CP 1.6	<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	366.1	296.6
June 2017	361.7	296.6
July 2017	341.6	296.6
August 2017		296.6
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		




Performance improved during July, against target, for the 4th consecutive month. This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.

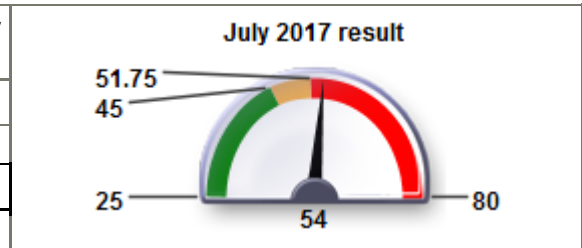
The comment from July 2017 remains appropriate, namely that;

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

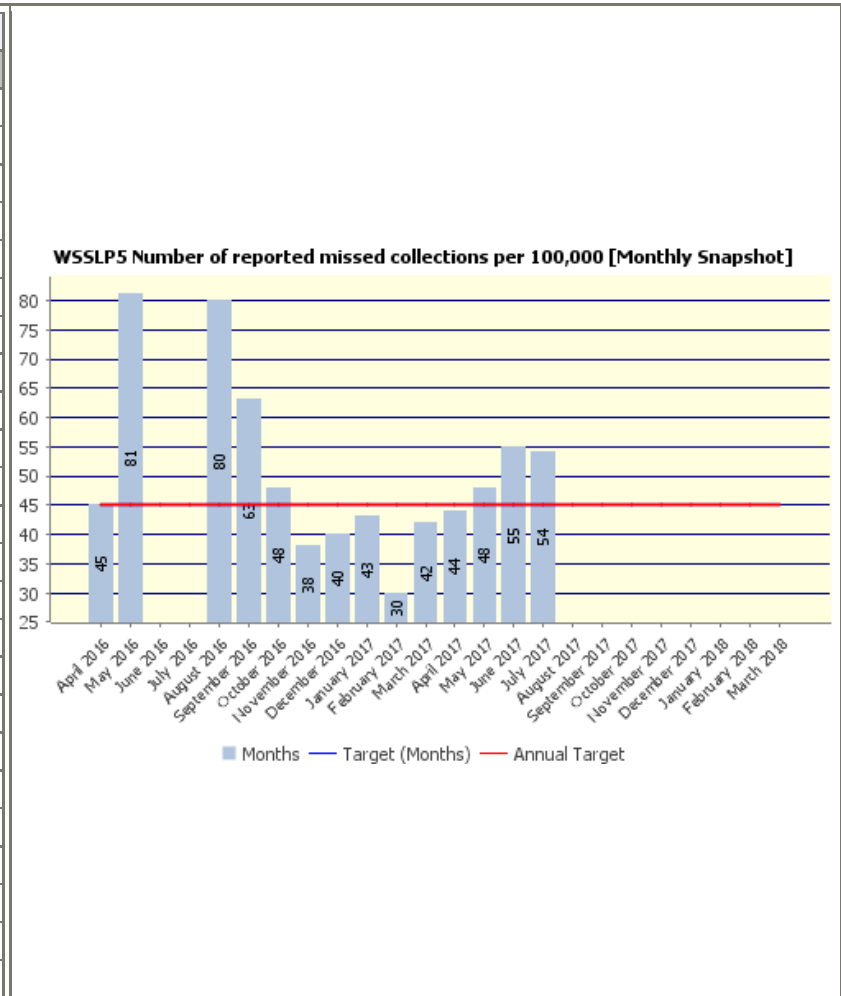
**Aim: CLEAN: Priorities** • Continue to promote the use of green technology and initiatives to benefit the local economy and environment. • Encourage and enforce high standards of environmental stewardship.

Expected Outcome: At risk of missing target 2


CP 2.1	<b>Number of reported missed collections per 100,000 [Monthly Snapshot]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Minimise
<b>Managed By</b>	<b>Carl Robinson</b>		
<b>Year Introduced</b>			



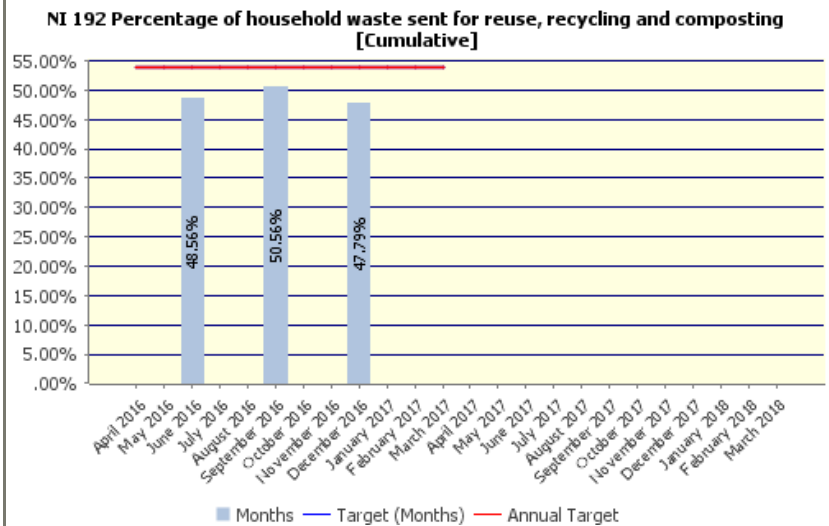
Date Range 1		
	Value	Target
April 2016	45	45
May 2016	81	45
June 2016	N/A	45
July 2016	N/A	45
August 2016	80	45
September 2016	63	45
October 2016	48	45
November 2016	38	45
December 2016	40	45
January 2017	43	45
February 2017	30	45
March 2017	42	45
April 2017	44	45
May 2017	48	45
June 2017	55	45
July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



It has been noted that there has been an increase in reporting this through the new My Southend App which is now another means to report missed waste collections. We will be addressing this issue with Veolia management requesting that they look to see if there are any operational reasons for the higher number of reports.

CP 2.3	<b>Percentage of household waste sent for reuse, recycling and composting [Cumulative]</b>		<b>June 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	N/A	
June 2017	N/A	
Q1 2017/18		
July 2017		
August 2017		
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		



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

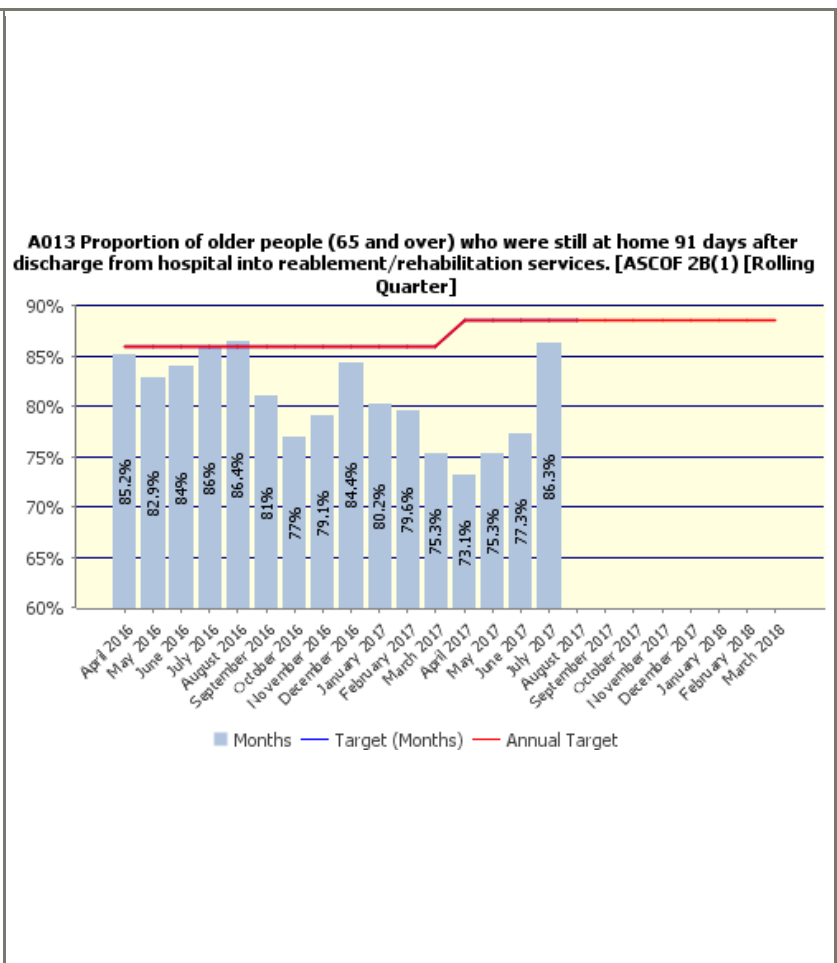


**Aim: HEALTHY: Priorities** • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing. • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social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


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

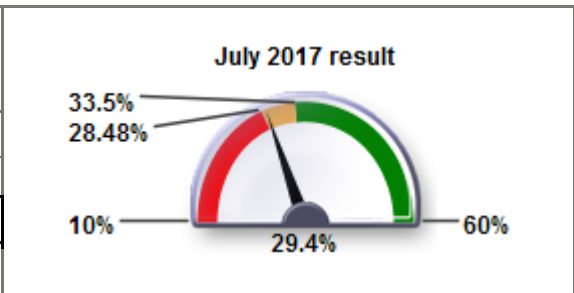
CP 3.2	<b>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]</b>			<p><b>July 2017 result</b></p>
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise	
<b>Managed By</b>	<b>Sharon Houlden</b>			
<b>Year Introduced</b>	2012			

Date Range 1		
	Value	Target
July 2016	86%	86%
August 2016	86.4%	86%
September 2016	81%	86%
Q2 2016/17		
October 2016	77%	86%
November 2016	79.1%	86%
December 2016	84.4%	86%
Q3 2016/17		
January 2017	80.2%	86%
February 2017	79.6%	86%
March 2017	75.3%	86%
Q4 2016/17		
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
Q1 2017/18		
July 2017	86.3%	88.6%
August 2017		88.6%
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		

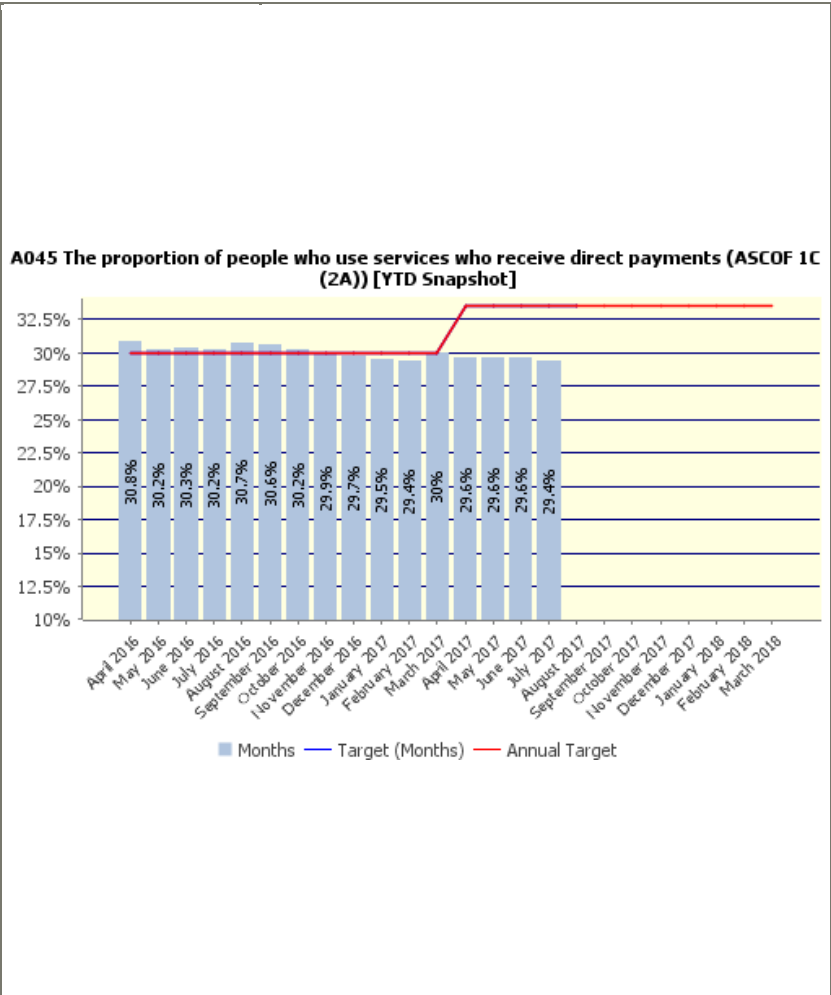


Performance has improved significantly this month, seeing a near 10% improvement on last month. This reporting period shows that out of 73 Adults using the reablement service, 63 were still at home 91 days later. Of the 10 not at home, 2 had passed away, 1 moved into nursing care, 5 into residential care and 2 were admitted into hospital. Business Process Mapping has commenced with the service and will incorporate how the new Social Care recording system (due in Jan-18) can distinguish between reablement and enablement, allowing for more accurate reporting of this indicator. Service Transformation continues to support the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data. The benefits of all recent changes and ongoing work will take time to embed in the service but early indications show a positive progression in this indicator.


CP 3.4	<b>The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD 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		

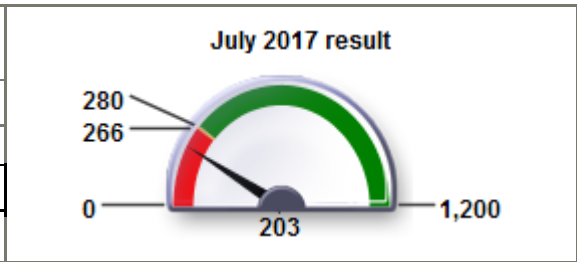


Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017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

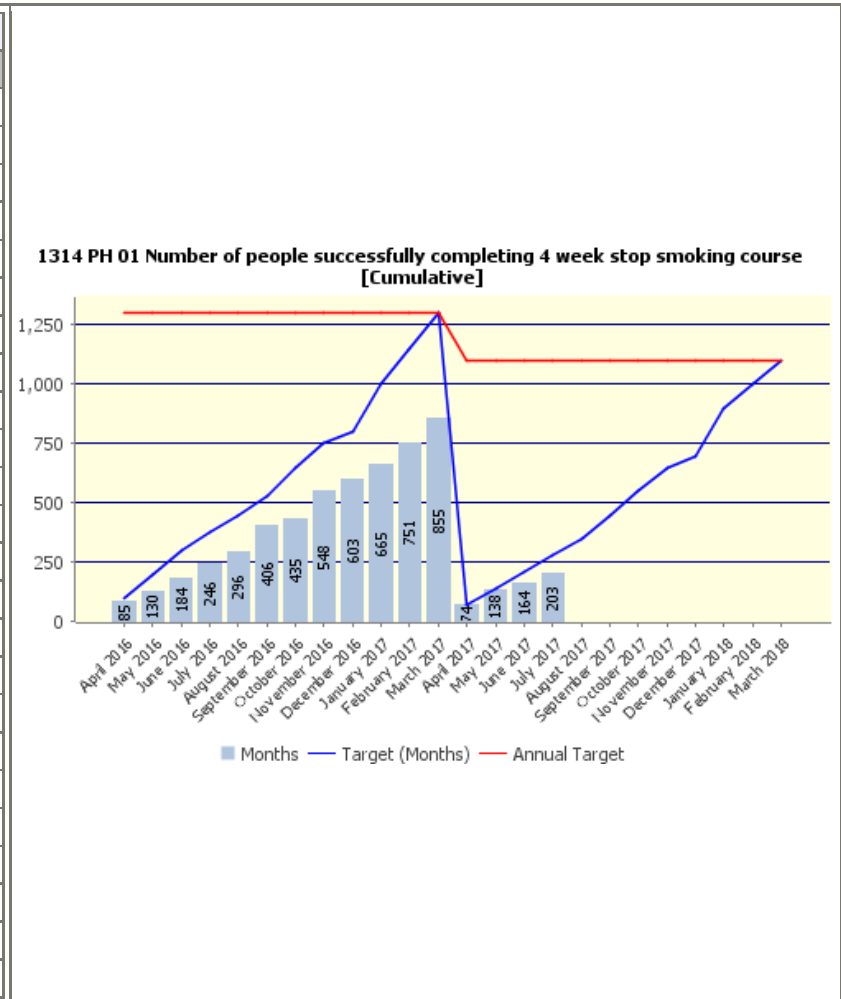


At the end of Jun-17, 520 of 1769 long term service clients were receiving a Direct Payment. Although the performance in this area remains just below the target, it remains stable month on month. Work is due to commence with our partner agency, Vibrance, who manage a large proportion of the Direct Payments 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 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 the coming quarter.


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>Lee Watson</b>		
<b>Year Introduced</b>	2013		

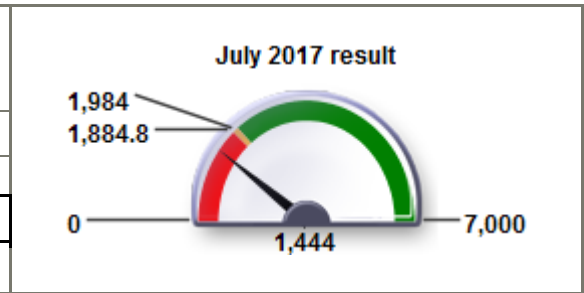


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017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

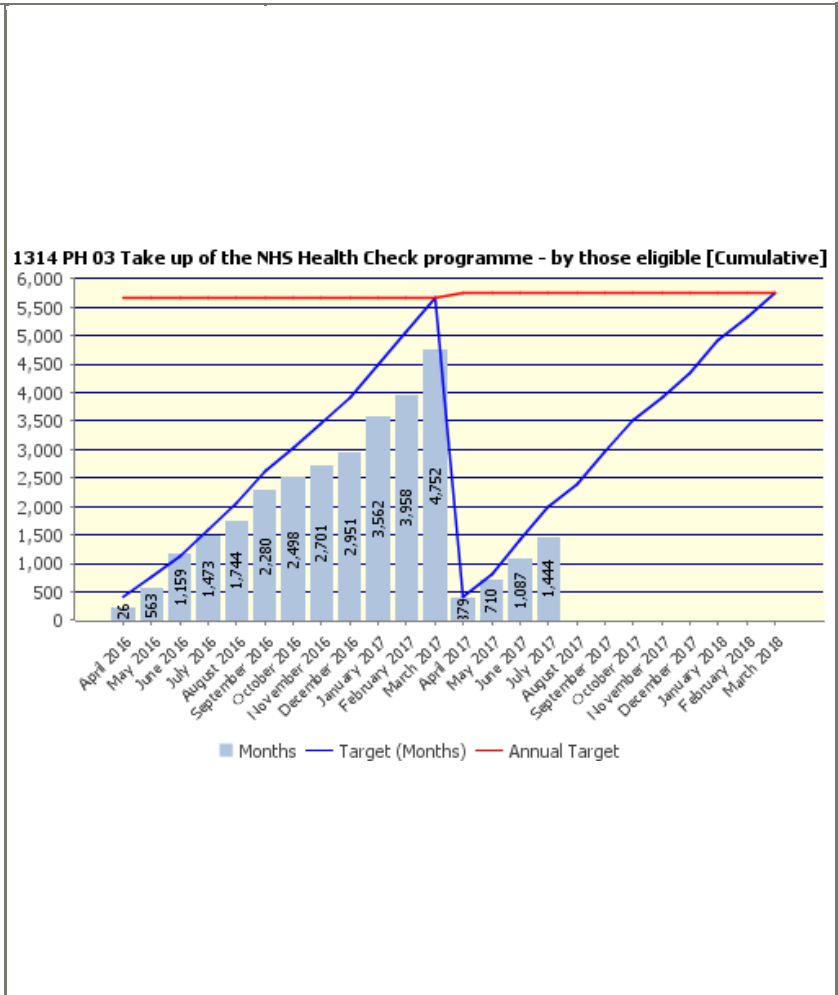


Department of Health Guidelines state that quit attempts can be registered up to 42 days after a “quit date” is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan developed and being implemented. Recent statistics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

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		



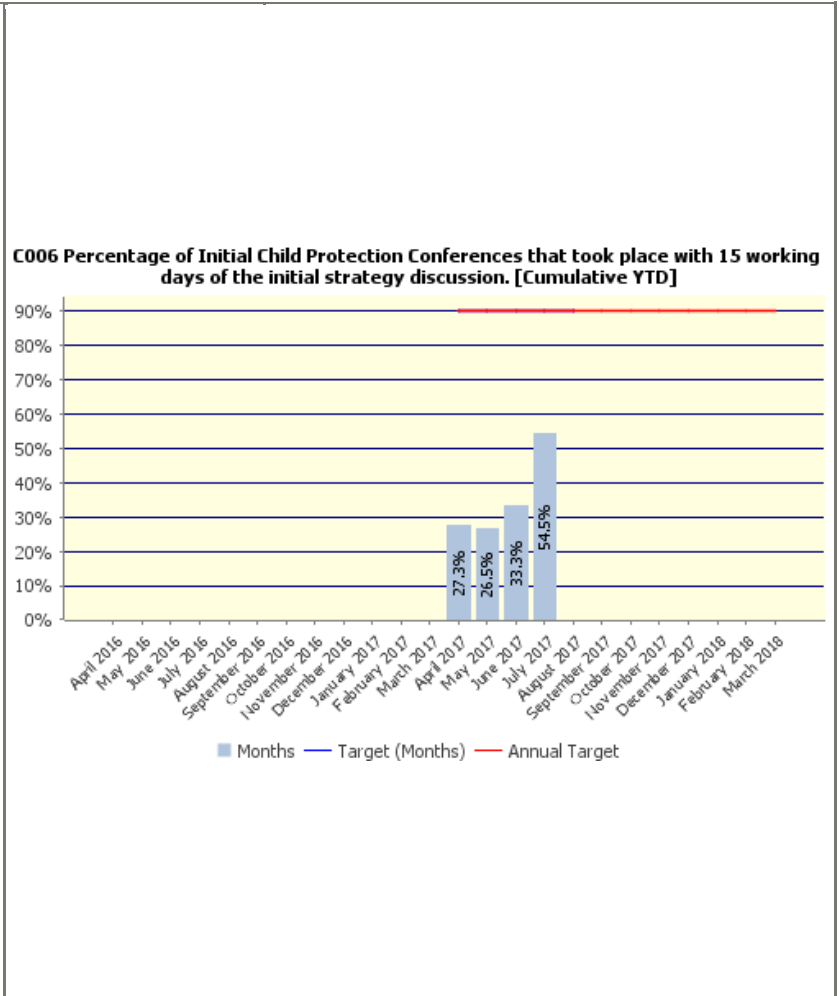
Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	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



Under trajectory. Recovery plan being developed with outreach provider & local GP practices. Public Health team offering support to all practices to improve uptake

CP 3.10	<b>Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]</b>			<p style="text-align: center;"><b>July 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			

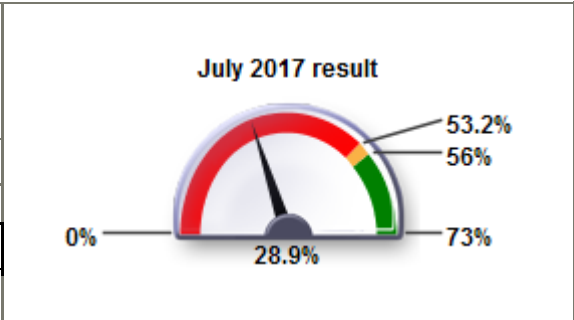
Date Range 1		
	Value	Target
April 2016		
May 2016		
June 2016		
July 2016		
August 2016		
September 2016		
October 2016		
November 2016		
December 2016		
January 2017		
February 2017		
March 2017		
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017		90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		



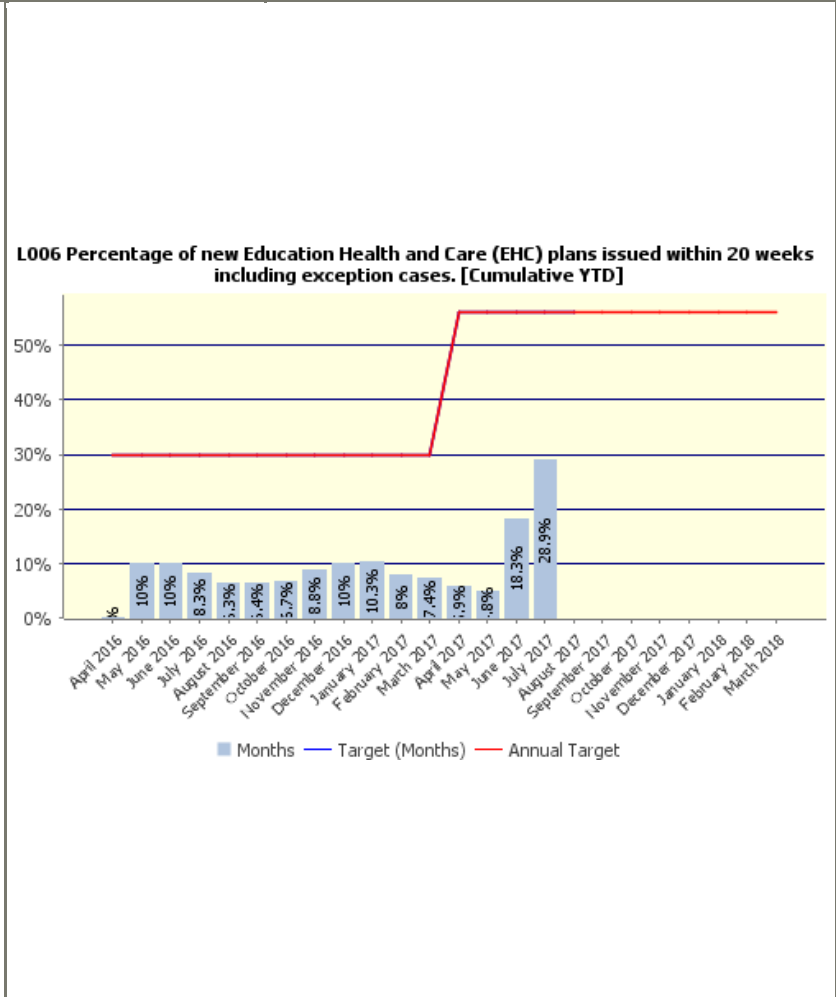
Performance has improved by 21% during July. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance each month will not be fully reflected in this measure.

**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 YTD]</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	5.9%	56%
May 2017	4.8%	56%
June 2017	18.3%	56%
July 2017	28.9%	56%
August 2017		56%
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. Between Apr-17 and Jul-17, 26 out of 90 EHC plans were issued within the 20 week timescale, an improvement of 10.6% over last month. 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.

## SECTION 4 – Partnership Indicators

### Health and Wellbeing Indicators

	<b>[Potential] Performance Measures</b>	<b>Rationale for inclusion</b>	<b>Latest Performance</b>
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 style="text-align: center;"><b>87.6%</b> (May 2017)</p> <p>Against national 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>83%</b> (May 2017)</p> <p>Against national average of 82.4%</p> <p>30 out of 36 patients were treated within 62 days.</p>
3.	<p><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 style="text-align: center;"><b>95.3%</b> (April 2017)</p> <p style="text-align: center;"><b>92.42%</b> (Year to date)</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/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file">http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/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>15.8%</b> as at 31st March 2017 (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 national NHS <b>England target for 2017/18 of 16.8%</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/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file">http://southendccg.nhs.uk/news-events/governing-body-papers/june-2017/1750-item-08-integrated-commissioning-and-performance-report-010617/file</a></p>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	<p><b>56.54%</b> achieved in April 2017, this is against the <b>66.7%</b> diagnosis ambition target.</p> <p>This is a 0.6% increase from the February figure. Southend remains the only CCG in the East of England that is compliant with the national target.</p>

6.	<p><b>Primary Care</b> – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p><a href="https://gp-patient.co.uk/surveys-and-reports">https://gp-patient.co.uk/surveys-and-reports</a></p>	<p>Provides residents views on the quality of GP service in the borough. Survey is now produced annually.</p>	<p><b>Overall experience of GP surgery – July 2017</b></p> <p>Very good – <b>42%</b> Fairly good – <b>41%</b> Neither good nor poor – <b>11%</b> Fairly poor – <b>4%</b> Very poor – <b>3%</b></p> <p>National Average of patients rating ‘Good’ is 85%</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>	<p>Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020. Can be produced monthly.</p>	<p><b>Southend: 90.9%</b></p> <p>The PPoD achievement for Southend in July 2017 is 30 out of 33.</p> <p><b>(no national target at present)</b></p>

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



## Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">April 2016</th> <th style="text-align: center;">April 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #cccccc;"><b>Average Price</b></td> <td style="text-align: center;">£242,109</td> <td style="text-align: center;">£261,827</td> </tr> <tr> <td style="background-color: #cccccc;"><b>% Change</b></td> <td style="text-align: center;">14.51% (Apr 15-16)</td> <td style="text-align: center;">8.14% (Apr 16-17)</td> </tr> </tbody> </table>			April 2016	April 2017	<b>Average Price</b>	£242,109	£261,827	<b>% Change</b>	14.51% (Apr 15-16)	8.14% (Apr 16-17)
	April 2016	April 2017										
<b>Average Price</b>	£242,109	£261,827										
<b>% Change</b>	14.51% (Apr 15-16)	8.14% (Apr 16-17)										
2.	Planning Applications	<p style="margin: 0;"><b>Economic Scorecard Reported Quarterly</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tbody> <tr> <td style="text-align: center;">July 2015 - June 2016</td> <td style="text-align: center;">1734</td> </tr> <tr> <td style="text-align: center;">July 2016 - June 2017</td> <td style="text-align: center;">1913</td> </tr> </tbody> </table>		July 2015 - June 2016	1734	July 2016 - June 2017	1913					
July 2015 - June 2016	1734											
July 2016 - June 2017	1913											
3.	Job Seekers Allowance Claimants	<p style="margin: 0;"><b>Economic Scorecard Reported Quarterly</b></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr style="background-color: #cccccc;"> <th></th> <th style="text-align: center;">June 2016</th> <th style="text-align: center;">June 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #cccccc;"><b>JSA Claimants (Number)</b></td> <td style="text-align: center;">1,498</td> <td style="text-align: center;">1,517</td> </tr> <tr> <td style="background-color: #cccccc;"><b>JSA Claimants %</b></td> <td style="text-align: center;">1.4%</td> <td style="text-align: center;">1.4%</td> </tr> </tbody> </table> <p style="margin-top: 5px;">Source: Office of National Statistics</p>			June 2016	June 2017	<b>JSA Claimants (Number)</b>	1,498	1,517	<b>JSA Claimants %</b>	1.4%	1.4%
	June 2016	June 2017										
<b>JSA Claimants (Number)</b>	1,498	1,517										
<b>JSA Claimants %</b>	1.4%	1.4%										

## Community Safety Indicators

Short name	Month's value (April-July cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																													
Score against 10 BCS crimes; Theft of Vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	2656	<p>There was a significant increase in footfall in June with the warm weather and missing children was a re-occurring challenge. The promotion and use of free child safety wristbands was utilised. Multi-agency high street patrols continued to engage with the homeless, whilst active patrols dealt with persistent street drinkers by issuing formal warnings. An operation was undertaken to tackle antisocial behaviour (ASB) in identified hotspots and a criminal behaviour order was issued to a serious and persistent offender of ASB.</p> <p>June also saw another large unauthorised car cruise (only 11 days after the previous one), Community safety responded to this, with the aid of Safer Roads Team, Fire and Rescue, Essex Police and Active Citizens.</p> <p>Reviews of the Southend CSP and Community Safety Hub are on-going.</p> <p><b>June BCS Breakdown:</b>                      Theft of a vehicle – <b>4%</b>; Theft from a vehicle - <b>7%</b> ; Vehicle interference – <b>1%</b>; Burglary in a dwelling – <b>0%</b>; Bicycle Theft – <b>4%</b>; Theft from the person - <b>2%</b>; Criminal damage (exc 59) - <b>19%</b>; HMIC Violence without injury – <b>39%</b>; Wounding (Serious or Other) – <b>22%</b>; Personal Robbery – <b>3%</b>.</p>																																													
Performance Measures	Rationale for inclusion	Latest Performance Available																																													
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> <th style="text-align: center;">Cumulative Solved Rates Difference ** %</th> </tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">7029</td> <td style="text-align: center;">↓1.5</td> <td style="text-align: center;">*</td> </tr> <tr> <td>Theft of a vehicle</td> <td style="text-align: center;">36</td> <td style="text-align: center;">369</td> <td style="text-align: center;">↑8.5</td> <td style="text-align: center;">↓0.6</td> </tr> <tr> <td>Theft from Vehicle</td> <td style="text-align: center;">67</td> <td style="text-align: center;">879</td> <td style="text-align: center;">↓11.6</td> <td style="text-align: center;">↓1.3</td> </tr> <tr> <td>Vehicle Interference</td> <td style="text-align: center;">8</td> <td style="text-align: center;">168</td> <td style="text-align: center;">↓4.0</td> <td style="text-align: center;">↓2.8</td> </tr> <tr> <td>Burglary in a dwelling</td> <td style="text-align: center;">0</td> <td style="text-align: center;">641</td> <td style="text-align: center;">↑19.4</td> <td style="text-align: center;">↓2.2</td> </tr> <tr> <td>Bicycle theft</td> <td style="text-align: center;">32</td> <td style="text-align: center;">467</td> <td style="text-align: center;">↑15.9</td> <td style="text-align: center;">↓0.4</td> </tr> <tr> <td>Theft from the person</td> <td style="text-align: center;">18</td> <td style="text-align: center;">222</td> <td style="text-align: center;">↓18.4</td> <td style="text-align: center;">↓0.5</td> </tr> <tr> <td>Criminal Damage (exc 59)</td> <td style="text-align: center;">138</td> <td style="text-align: center;">1784</td> <td style="text-align: center;">↓7.7</td> <td style="text-align: center;">↓2.4</td> </tr> </tbody> </table>	Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %	10 BCS Crimes - total	*	7029	↓1.5	*	Theft of a vehicle	36	369	↑8.5	↓0.6	Theft from Vehicle	67	879	↓11.6	↓1.3	Vehicle Interference	8	168	↓4.0	↓2.8	Burglary in a dwelling	0	641	↑19.4	↓2.2	Bicycle theft	32	467	↑15.9	↓0.4	Theft from the person	18	222	↓18.4	↓0.5	Criminal Damage (exc 59)	138	1784	↓7.7	↓2.4
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			Violence Without Injury	404	2924	↑13.4	↓4.3
			Wounding (Serious or Other)	165	*	*	*
			Robbery (Personal Property)	23	206	↑14.4	↓0.3
		<p>*Not recorded.</p> <p>**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.</p>					
Potential Performance Measures		Rationale for inclusion		Latest Performance			
				Number (Rolling 12 months to June)		Increase/Decrease %	
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes		<b>Total number of Incidents</b>	<b>Total number of Crimes</b>	<b>Crimes -</b> ↓3.17%	
				4071 (June)	15118	<b>Incidents</b> ↑9.03%	
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.		7029		↓1.5%	
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.		368		↑6.6%	
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...		189 (14.4%)		↓27.03%	
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.		3749		↑2.27%	
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.		129		↑46.6%	





# **Revenue Budget Monitoring 2017/18**

## **Period 4**

**as at 31 July 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 July 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 July, an underspend to the overall Council budget of £2,026,000 is currently being forecast for the year-end. This position reflects a projected overspend of £278,000 in Council departmental spending offset by a £2,304,000 underspend on financing costs. The variances which services are reporting are detailed in section 3. The forecast net underspend of £2,026,000 is currently expected to be transferred to earmarked reserves to ensure the General Fund balance remains at £11 million.

### General Fund Portfolio Forecast Comparison 2017/18 at 31 July 2017 - Period 4

Portfolio	Latest Budget 2017/18 £000	Projected Outturn 2017/18 £000	July Forecast Variance £000	June Forecast Variance £000
Leader	2,371	2,312	(59)	0
Culture, Tourism & the Economy	12,538	12,613	75	55
Corporate and Community Support Services	11,954	11,877	(77)	110
Housing, Planning & Sustainability	5,122	5,122	0	0
Children & Learning	26,709	27,621	912	809
Health & Adult Social Care	39,090	39,317	227	213
Transport, Waste & Regulatory Services	22,617	21,817	(800)	(800)
Technology	4,390	4,390	0	100
<b>Total Portfolio</b>	<b>124,791</b>	<b>125,069</b>	<b>278</b>	<b>487</b>
Non-Service Areas	15,436	13,132	(2,304)	(165)
Earmarked Reserves	(17,074)	(15,048)	2,026	(322)
<b>Net Expenditure / (Income)</b>	<b>123,153</b>	<b>123,153</b>	<b>0</b>	<b>0</b>

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

### 3. Service Variances - £278,000 forecast overspend

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

<b>Portfolio</b>	<b>Unfavourable £'000</b>	<b>Favourable £'000</b>	<b>Net £'000</b>	<b>Previous period £'000</b>
<b>Leader</b>				
Part year vacancy for Chief Executive post		(50)		0
Treasury Management costs		(9)		0
	<b>0</b>	<b>(59)</b>	<b>(59)</b>	<b>0</b>
<b>Culture, Tourism &amp; the Economy</b>				
Theatre contract negotiations ongoing	75			75
Grounds Maintenance income shortfall	50			50
Pier admission income		(50)		(50)
Pier repairs and maintenance due to capital scheme				(20)
	<b>125</b>	<b>(50)</b>	<b>75</b>	<b>55</b>
<b>Corporate and Community Support</b>				
Underspend on PA costs for Director of Legal and Democratic Services		(10)		0
Vacant posts in the Financial Planning and Control team		(60)		0
Vacant post in Asset Management team		(33)		0
Additional rents (including Backrent) for SBC Properties		(50)		0
Income relating to Council Tax Court Costs		(25)		0
Benefits Admin Team Staffing	41			60
Civic Centre contract cleaning	60			0
Income in the Registrations team		(5)		0
Vacant hours in the Voluntary Organisations team		(10)		0
Members internet costs		(20)		0
Overtime costs for Mayor's Chauffeur	10			0
Legal Services Court Costs and Barristers' Fees	25			50
	<b>136</b>	<b>(213)</b>	<b>(77)</b>	<b>110</b>
<b>Housing, Planning &amp; Sustainability</b>				
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Children and Learning</b>				
Children with disabilities and associated cost of direct payments	20			4
Children's Placements - forecast for current cohort of PVI looked after children	356			356
Leaving Care accommodation costs and support costs	193			164
Staffing pressure costs in children services	120			61
Support costs for Children under Sect 17 and Sect 20		(76)		(44)
Funding pressures at the Marigold Assessment centre mostly attributable to transport costs	82			88
Forecast on current in-house fostering placements and impact of adoption referral income	217			180
	<b>988</b>	<b>(76)</b>	<b>912</b>	<b>809</b>



<b>...Continued</b>			
<b>Health and Adult Social Care</b>			
People with a Learning Disability - Lower than estimated residential care placements and direct payments		(120)	(131)
People with Mental Health Needs - Higher than estimated residential care placements, direct payments and supported living	110		106
Older People - residential care packages and complex packages	292		279
Physical and Sensory Impairment - Higher than estimated residential care placements	28		29
Health contribution towards Integrated commissioning		(70)	(70)
Underspend on service contracts		(13)	0
	<b>430</b>	<b>(203)</b>	<b>227</b>
<b>Transport, Waste &amp; Regulatory Services</b>			
Flood Defences pump station servicing	60		60
Flood Defences land licence	40		40
Waste MBT still in commissioning phase		(900)	(900)
	<b>100</b>	<b>(900)</b>	<b>(800)</b>
<b>Technology</b>			
ICT capitalisation of temporary staff not completed in full			100
	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>1,779</b>	<b>(1,501)</b>	<b>278</b>

#### **Non Service Variances (£2,304,000 forecast underspend)**

##### Financing Costs – (£2,304K)

This provision is forecast to be underspent against budget at the year-end as; revised Minimum Revenue Provision Policy (£1,924K); PWLB interest is lower (£470K) due to reduced borrowing; HRA interest (£4K); interest on short term borrowing £69K; reduced interest to be received on energy efficiency schemes £25K.

#### **4. Appropriations to / from Earmarked Reserves**

Net appropriations from Earmarked Reserves totalling £12,282,000 were agreed by Council when setting the 2017/18 budget in February 2017. The current outturn position allows for further in-year net appropriations from reserves totalling £2,765,760. Total net appropriations from/(to) reserves for 2017/18 will therefore equal £15,047,760.

- £4,086,000 from the Capital Reserve as agreed at Cabinet in June 2017
- £90,550 from the Business Transformation Reserve to enable the progression of projects
- £75,000 from the Public Health Reserve Grant Reserve
- £644,710 from the General Grants Reserve
- £20,500 from the Public Health DAAT Reserve
- £125,000 to the Election Reserve (2017-18 is a fallow year)
- £2,026,000 appropriation to Reserves at the year end for projected year end underspend

**£2,765,760** Total from Reserves

#### **5. Revenue Contributions to Capital Outlay (RCCO)**

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

## 6. Performance against Budget savings targets for 2017/18

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

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

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

Although the current forecast is showing a shortfall of £1,128,000 against the required savings total of £7.502 million, it is currently expected that the total savings will be delivered in full as part of each Department's overall budget total by the end of the financial year either by finding alternative savings or ensuring amber and red savings are delivered in full.

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

The HRA budget was approved by Council on 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.

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

## 8. Budget Virements

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

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

	DR £	CR £
Virements over £50,000 in reported period	1,148	(1,148)
Virements over £50,000 previously reported	2,101	(2,101)
Virements approved under delegated authority	456	(456)
<b>Total virements</b>	<b>3,705</b>	<b>(3,705)</b>

The virements for Cabinet approval this period are:

- £ 102,900 Align MARAT funding with Children Social Care
  - £ 408,310 Transfer Access Team budget to create a Single Point of Access Team in Adult Services
  - £ 65,100 Create 2 Occupational Therapist roles in Adult Services
  - £ 250,000 Transfer budget from Learning Disability Residential to Mental Health Residential
  - £ 126,600 Transfer 3 posts from Broker Team to Single Point of Access Team
  - £ 137,650 Transfer 2 Mobile Trusted Assessors & van costs from Occupational Therapists Team to Single Point of Access Team
  - £ 58,000 Movement of funding to correct Legal & Democratic and Non-Domestic Rates budgets
- £1,148,560 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 July 2017 - Period 4**  
**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	(16)	2,371	2,312	(59)	3,201	3,136	(65)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	(55)	12,538	12,613	75	4,251	4,464	213
Corporate and Community Support Services	121,679	(109,623)	12,056	(102)	11,954	11,877	(77)	4,604	4,372	(232)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,122	0	1,681	1,852	171
Children & Learning	105,228	(78,991)	26,237	472	26,709	27,621	912	8,891	9,592	701
Health & Adult Social Care	67,470	(28,522)	38,948	142	39,090	39,317	227	11,425	11,569	144
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	223	22,617	21,817	(800)	7,718	7,413	(305)
Technology	5,354	(971)	4,383	7	4,390	4,390	0	1,467	1,523	56
<b>Portfolio Net Expenditure</b>	<b>360,369</b>	<b>(236,249)</b>	<b>124,120</b>	<b>671</b>	<b>124,791</b>	<b>125,069</b>	<b>278</b>	<b>43,238</b>	<b>43,921</b>	<b>683</b>
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(6,277)	(6,278)	(1)
Levies	590	0	590	0	590	590	0	187	187	0
Financing Costs	16,594	0	16,594	0	16,594	14,290	(2,304)	3,376	2,291	(1,085)
Contingency	5,228	0	5,228	(63)	5,165	5,165	0	1,180	0	(1,180)
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	221	221
<b>Sub Total</b>	<b>6,419</b>	<b>4,629</b>	<b>11,048</b>	<b>(63)</b>	<b>10,985</b>	<b>8,681</b>	<b>(2,304)</b>	<b>(1,534)</b>	<b>(3,579)</b>	<b>(2,045)</b>
<b>Net Operating Expenditure</b>	<b>366,788</b>	<b>(231,620)</b>	<b>135,168</b>	<b>608</b>	<b>135,776</b>	<b>133,750</b>	<b>(2,026)</b>	<b>41,704</b>	<b>40,342</b>	<b>(1,362)</b>
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,064)	(1,434)	(370)
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,268	0	(1,268)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(4,792)	(17,074)	(15,048)	2,026	(6,185)	(16,894)	(10,709)
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>35,723</b>	<b>22,014</b>	<b>(13,709)</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 July 2017 - Period 4  
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	24	17	(7)
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(16)	1,568	1,509	(59)	2,935	2,831	(104)
c Emergency Planning	85	0	85	0	85	85	0	28	25	(3)
d Strategy & Performance	645	0	645	0	645	645	0	214	263	49
<b>Total Net Budget for Portfolio</b>	<b>2,567</b>	<b>(180)</b>	<b>2,387</b>	<b>(16)</b>	<b>2,371</b>	<b>2,312</b>	<b>(59)</b>	<b>3,201</b>	<b>3,136</b>	<b>(65)</b>

**Virements**

**£000**

Transfer from earmarked reserves	0
↳ Allocation from Contingency	0
In year virements	(16)
	<u>(16)</u>

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Leader  
Portfolio Holder - Cllr J Lamb**

<b>Forecast Outturn Variance</b>	<b>Year to Date Variance</b>
a.	
b. The Chief Executive post was vacant for the first three months of the year, resulting in an expected underspend of £50k against budget. A forecast underspend of £9k on Debt Management Expenses (enhanced cash fees being deducted at source rather than by invoice).	Year to date budgets for Corporate Initiatives and Pension Costs are currently underspent however due to the ad-hoc and high value nature it is not possible to forecast outturn with any degree of confidence. Any underspend against the Carbon Reduction budget will be used to repay the investment in the Energy/Climate change team.
c.	
d.	Salary mismatch with the Partnership team which will be resolved once further information is received

**General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
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	145	178	33
b Amenity Services Organisation	3,615	(670)	2,945	0	2,945	2,995	50	1,107	1,223	116
c Culture Management	67	(6)	61	0	61	61	0	20	19	(1)
d Library Service	3,394	(394)	3,000	0	3,000	3,000	0	1,208	1,188	(20)
e Museums and Art Gallery	1,135	(68)	1,067	0	1,067	1,067	0	373	362	(11)
f Parks And Amenities Management	1,693	(665)	1,028	0	1,028	1,028	0	281	236	(45)
g Sports Development	53	0	53	0	53	53	0	18	18	0
h Sport and Leisure Facilities	615	(304)	311	0	311	311	0	53	51	(2)
i Southend Theatres	849	(27)	822	0	822	897	75	279	302	23
j Resort Services Pier and Foreshore and Southend Marine Activity Centre	2,689	(884)	1,805	0	1,805	1,755	(50)	363	335	(28)
k Tourism	136	(18)	118	0	118	118	0	39	43	4
l Economic Development	571	(250)	321	0	321	321	0	65	104	39
m Town Centre	210	(59)	151	0	151	151	0	67	46	(21)
n Better Queensway	0	0	0	0	0	0	0	0	24	24
o Climate Change	106	(43)	63	(60)	3	3	0	37	146	109
p Closed Circuit Television	450	(32)	418	0	418	418	0	140	146	6
q Community Safety	213	(32)	181	0	181	181	0	56	43	(13)
<b>Total Net Budget for Portfolio</b>	<b>16,350</b>	<b>(3,757)</b>	<b>12,593</b>	<b>(55)</b>	<b>12,538</b>	<b>12,613</b>	<b>75</b>	<b>4,251</b>	<b>4,464</b>	<b>213</b>

**Virements**

**£000**

Transfer from earmarked reserves

38

Allocation from Contingency

0

In year virements

(93)

(55)

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Culture, Tourism & the Economy  
Portfolio Holder - Cllr A Holland**

Forecast Outturn Variance	Year to Date Variance
a.	
b. There has been a reduction in the income anticipated, based on the current position and compared against income received in 16/17.	Bulk of supplies purchased at the start of the year for use throughout.
c.	
d.	
e.	
f.	Due to vacant post and annual income being received at the start of the year.
g.	
h.	
i. Commercial negotiations in relation to the Theatres contract remain on-going.	
j. Pier admission figures are higher than anticipated so far resulting in increased income to date.	
k.	
l.	
m.	
n.	
o.	Carbon Reduction Credits purchased in advance at a lower price.
p.	
q.	

54



**General Fund Forecast 2017/18**  
**at 31 July 2017 - Period 4**  
**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	761	(10)	234	143	(91)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	594	552	(42)
c Accounts Payable	126	(5)	121	0	121	121	0	42	33	(9)
d Accounts Receivable	185	(75)	110	0	110	110	0	37	37	0
e Insurance	155	(245)	(90)	0	(90)	(90)	0	51	55	4
f Asset Management	383	(5)	378	0	378	345	(33)	127	112	(15)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	31	29	(2)
h Corporate and Industrial Estates	430	(2,611)	(2,181)	0	(2,181)	(2,231)	(50)	(720)	(845)	(125)
i Council Tax Admin	854	(595)	259	0	259	234	(25)	90	(46)	(136)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(110)	0	44	34	(10)
g k Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	0	795	836	41	264	165	(99)
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	(135)	141	276
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	217	141	(76)
n Buildings Management	2,645	(113)	2,532	64	2,596	2,656	60	1,164	1,199	35
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	0	(1,262)	(1,262)	0	(351)	(282)	69
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,695	0	563	554	(9)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	29	20	(9)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(47)	(5)	(14)	(43)	(29)
s Transport Management	160	0	160	7	167	167	0	56	53	(3)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	57	71	14
u Partnership Team	277	0	277	0	277	277	0	92	43	(49)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	259	255	(4)
w Human Resources	1,745	(497)	1,248	0	1,248	1,248	0	416	409	(7)
x People & Organisational Development	406	(91)	315	0	315	315	0	106	96	(10)
y Tickfield Training Centre	290	(97)	193	0	193	193	0	85	88	3
z Democratic Services Support	354	0	354	9	363	363	0	122	116	(6)
aa Mayoralty	185	0	185	0	185	195	10	76	79	3
ab Member Support	705	0	705	25	730	710	(20)	237	231	(6)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	135	98	(37)

ad Local Land Charges	192	(297)	(105)	0	(105)	(105)	0	2	(13)	(15)
ae Legal Services	1,170	(243)	927	(58)	869	894	25	289	286	(3)
af Corporate Procurement	610	0	610	0	610	610	0	203	242	39
ag Property Management and Maintenance	567	(109)	458	(38)	420	420	0	202	319	117
<b>Total Net Budget for Portfolio</b>	<b>121,679</b>	<b>(109,623)</b>	<b>12,056</b>	<b>(102)</b>	<b>11,954</b>	<b>11,877</b>	<b>(77)</b>	<b>4,604</b>	<b>4,372</b>	<b>(232)</b>

**Virements**

**£000**

Transfer from earmarked reserves	(125)
Allocation from Contingency	10
In year virements	13
	<u>(102)</u>

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Corporate and Community Support  
Portfolio Holder - Cllr A Moring**

Forecast Outturn Variance	Year to Date Variance
a. The full budget for the post of PA to the Director of Legal & Democratic Services will not be required.	An underspend relating to the salary budget for the former Director of Corporate Services will be used to fund the Level 4 Management Review
b. An underspend due to vacant posts in the Accounts Payable and Financial Planning and Control team. A post in the Financial Planning and Control team has been vacant for over a year due to problems recruiting at the Level advertised. This has now been job evaluated and interviews will be held imminently.	
c.	
d.	
e.	
f. Underspend resulting from a vacancy where due to market forces, the post continues to remain unfilled	
g.	
h. Income for rentals is higher than forecast due to back-rent for the café at the Forum, the Cockle Sheds at Leigh, and Borough Combination Ground. There is also a forecast increase in the on-going rental streams due to the impending acquisition of the Range site and rent reviews of the properties detailed above for back rents.	
i. Higher than budgeted Court Costs income will be partially offset by a corresponding increase to the Bad Debt Provision	
j.	
k. The DWP imposes targets to avoid Administration Delay and Errors to Housing Benefit claims. It is more cost effective for the service to incur agency and overtime costs than breach the targets. The service manager is actively working to reduce the overspend and the reliance on contractors.	Income received from ECC and Thurrock for the Social Fund is offsetting an overspend on Housing Benefit Administration
l.	Period 4 monitored position
m.	Vacant posts are offsetting the overspend on contractors

Forecast Outturn Variance	Year to Date Variance
n. Contract cleaning is forecast to over spend against budget. A review is currently underway to reduce this.	
o.	Income for the service is currently below the profiled budget although it is expected to increase during the winter period.
p.	
q.	
r. A small underspend of £5k is currently forecast by year end.	Due to the seasonal nature of weddings, income is currently higher than budget.
s.	
t.	
u.	Salary mismatch with the Partnership team which will be resolved once further information is received
v. Vacant hours in the Voluntary Organisation team are expected to result in an underspend.	
w.	
x.	
y.	
z.	
aa. Overtime for the mayor's chauffeur	
ab. An expected £20k underspend relating to internet costs. These are category managed meaning that any underspend will offset the anticipated overspend across the organisation for ICT spend.	
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. An underspend on the employees' budget due to vacancies is offsetting a pressure on court costs and legal fees. Further work is being undertaken to ensure that all relevant costs (outside of day to day business) are being recharged to the correct department. The income budget was increased in the previous financial year, however to date the service has been unable to meet this target due to the reduced uptake by schools as they become Academies.	

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**Forecast Outturn Variance**

**Year to Date Variance**

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af.

ag.

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**General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
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	550	551	1
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	95	135	40
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	836	1,156	320
<b>Planning</b>										
e Building Control	400	(410)	(10)	0	(10)	(10)	0	(4)	(1)	3
f Development Control	862	(603)	259	0	259	259	0	126	(36)	(162)
g Regional and Local Town Plan	235	0	235	0	235	235	0	78	47	(31)
<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>1,681</b>	<b>1,852</b>	<b>171</b>

**Virements**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

£000

0  
0  
0  
0

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Housing, Planning & Sustainability  
Portfolio Holder - Cllr M Flewitt**

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

**General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
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>Retained</b>										
a Childrens Commissioning	935	(316)	619	82	701	701	0	241	211	(30)
b Children with Special Needs	1,149	(169)	980	0	980	1,000	20	326	338	12
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	390	391	1
d Children Fieldwork Services	5,562	(135)	5,427	27	5,454	5,744	290	2,143	2,312	169
e Children Fostering and Adoption	4,546	(191)	4,355	(15)	4,340	4,557	217	1,446	1,621	175
f Youth Service	2,602	(1,483)	1,119	320	1,439	1,439	0	485	503	18
g Other Education	940	(754)	186	0	186	186	0	61	55	(6)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,711	356	1,118	1,454	336
i Children Specialist Commissioning	1,751	(60)	1,691	102	1,793	1,822	29	259	282	23
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	2,021	2,042	21
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	401	383	(18)
<b>Delegated</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>472</b>	<b>26,709</b>	<b>27,621</b>	<b>912</b>	<b>8,891</b>	<b>9,592</b>	<b>701</b>

**Virements**

**£000**

Transfer from earmarked reserves  
Allocation from Contingency  
In year virements

431

31

10

472



**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Children and Learning  
Portfolio Holder - Cllr J Courtenay**

Forecast	Outturn	Variance	Year to Date	Variance
a.				
b.	Small overspend	variance on Children with Disabilities		
c.				
d.	Overspend pressure on leaving care accommodation and support costs and staffing pressures in relation to teams running at full establishment, with agency cover.		Reflecting Year to date pressures on leaving care accommodation and support costs	
e.	Over spend pressures within Inhouse fostering care provision due to the increased numbers of children looked after and service running at increased capacity. Early forecasts also indicate continued pressure on transport costs at the Marigold Assessment centre, and a marginal overspend on Adoption services.		Reflecting Year to date pressures on Inhouse fostering care provision, marigold assessment centre	
f.				
g.				
h.	Overspend pressure due to increased Looked after children numbers during 2016/17. Additional financial pressures are also included due to 2 high cost secured placements. The service is taking undertaking measures which will reduce further financial pressures through the work of the Edge of Care team.		Year to date overspend on PVI reflecting current financial pressures.	
i.				
j.	Note – whilst this report presents the Council’s financial position. It needs to be noted there are significant financial pressures in the High Needs DSG block funding. This position has been highlighted to the Education Board throughout 2016/17, and the Education Board on the 6 <sup>th</sup> July have agreed the high needs budget allocation for 2017/18 including the required savings targets. There is considerable risk on the delivery of these savings targets within 2017/18. The main financial pressures have risen through increased demand on Education Health And Care plan top up funding to mainstream schools including out of borough top up funding, as well as increased Southend Occupancy attending Southend’s Special school with higher funding needs awarded to pupils. Council Officers and the Education Board are working towards a revised and consistent top up funding approach across all school settings for intended implementation from April 2018.			

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k.

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l.

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**General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
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	154	(70)	74	85	11
b Commissioning Team	2,120	(346)	1,774	(188)	1,586	1,573	(13)	528	531	3
c Strategy & Development	1,797	(215)	1,582	22	1,604	1,604	0	587	584	(3)
d People with a Learning Disability	14,383	(1,421)	12,962	(250)	12,712	12,592	(120)	4,228	4,175	(53)
e People with Mental Health Needs	3,350	(167)	3,183	250	3,433	3,543	110	1,142	1,206	64
f Older People	28,807	(14,592)	14,215	210	14,425	14,717	292	4,803	4,914	111
g Other Community Services	2,522	(865)	1,657	66	1,723	1,723	0	574	572	(2)
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	32	3,393	3,421	28	1,119	1,131	12
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	18	29	11
<b>Health</b>										
j Public Health	6,991	(7,141)	(150)	(21)	(171)	(171)	0	(1,266)	(1,276)	(10)
k Drug and Alcohol Action Team	2,313	(2,230)	83	21	104	104	0	(338)	(338)	0
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	(44)	(44)	0
<b>Total Net Budget for Portfolio</b>	<b>67,470</b>	<b>(28,522)</b>	<b>38,948</b>	<b>142</b>	<b>39,090</b>	<b>39,317</b>	<b>227</b>	<b>11,425</b>	<b>11,569</b>	<b>144</b>

**Virements**

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

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
Health and Adult Social Care  
Portfolio Holder - Cllr L Salter**

Forecast Outturn Variance	Year to Date Variance
a. Health contribution towards Integrated Commissioning.	
b.	
c.	
d. Early outturn forecasts are predicting the full 2017/18 PE1 Learning Disability saving delivery of £500k. The £120k under spend is in relation to daycare services.	
e. Initial outturn on Mental Health is showing a year end pressure of £110K. This is mainly due to opening budget pressures on care package costs, particularly in residential care.	Year to date overspending largely because of higher than anticipated residential care packages.
f. Early outturn forecasts are predicting the full 2017/18 PE1 Older People savings delivery of £1mil. The £279K forecast overspend is reflecting the budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	Pressures on homecare, direct payments and residential care packages.
g.	
h. Early outturn forecasts are predicting budget pressures on complex intensive homecare services, direct payments and residential care. This forecast will be monitored closely during the financial year.	
i.	
j.	
k.	
l.	

**General Fund Forecast 2017/18**  
**at 31 July 2017 - Period 4**  
**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	151	7,933	7,933	0	2,638	2,785	147
b Bridges and Structural Engineering	412	0	412	0	412	412	0	137	137	0
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(509)	0	(165)	(131)	34
d Car Parking Management	1,031	(6,485)	(5,454)	0	(5,454)	(5,454)	0	(1,634)	(1,686)	(52)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	1,597	1,540	(57)
f Passenger Transport	400	(64)	336	0	336	336	0	156	186	30
g Road Safety and School Crossing	234	0	234	0	234	234	0	78	76	(2)
h Transport Planning	599	(854)	(255)	0	(255)	(255)	0	(497)	(648)	(151)
i Traffic and Parking Management	503	(5)	498	0	498	498	0	174	204	30
<b>Waste and Cleansing</b>										
j Public Conveniences	550	0	550	0	550	550	0	197	166	(31)
k Waste Collection	4,393	0	4,393	(27)	4,366	4,366	0	1,452	1,555	103
l Waste Disposal	5,533	0	5,533	0	5,533	4,633	(900)	1,841	1,409	(432)
m Street Cleansing	1,381	(7)	1,374	9	1,383	1,383	0	445	448	3
n Household Recycling	486	0	486	(7)	479	479	0	152	155	3
o Environmental Care	386	(4)	382	(143)	239	239	0	78	59	(19)
p Waste Management	487	0	487	(10)	477	477	0	96	96	0
<b>Other Services</b>										
q Flood and Sea Defence	745	(11)	734	0	734	834	100	244	312	68
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	0	1,354	1,354	0	451	483	32
<b>Regulatory</b>										
s Regulatory Business	523	(11)	512	23	535	535	0	174	158	(16)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(43)	(30)	13
u Regulatory Management	227	0	227	0	227	227	0	74	55	(19)
v Regulatory Protection	244	(14)	230	0	230	230	0	73	84	11
<b>Total Net Budget for Portfolio</b>	<b>33,996</b>	<b>(11,602)</b>	<b>22,394</b>	<b>223</b>	<b>22,617</b>	<b>21,817</b>	<b>(800)</b>	<b>7,718</b>	<b>7,413</b>	<b>(305)</b>

**Virements**

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

**£000**

223

0

0

223

**General Fund Forecast 2017/18  
at 30 June 2017 - Period 3  
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. Tree maintenance costs also lower than anticipated.
b.	
c.	
d.	Annual car parking permit income received in advance.
e.	
f.	
g.	
h.	South Essex Active Travel programme currently behind the anticipated spend profile for the grant.
i.	
j.	
k.	
l.	<p>As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.</p> <p>As a result of the Waste Mechanical Biological Treatment facility (MBT) remaining in a commissioning phase for longer than anticipated, the gate fee is still at a reduced rate which will result in a significant underspend this year. Our future waste disposal options are still being discussed with Essex County Council and as such, disposal costs in future years remain unquantified.</p>
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 pumping stations across the Borough.
r.	
s.	

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t.

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u.

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v.

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**General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
Technology  
Portfolio Holder - Cllr T Byford**

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Information Communications and a Technology	5,354	(971)	4,383	7	4,390	4,390	0	1,467	1,523	56
<b>Total Net Budget for Portfolio</b>	<b>5,354</b>	<b>(971)</b>	<b>4,383</b>	<b>7</b>	<b>4,390</b>	<b>4,390</b>	<b>0</b>	<b>1,467</b>	<b>1,523</b>	<b>56</b>

**Virements**

Transfer from/(to) earmarked reserves

£000

7

Allocation from Contingency

0

In year virements

0

7

General Fund Forecast 2017/18  
at 31 July 2017 - Period 4  
Technology  
Portfolio Holder - Cllr T Byford

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Forecast Outturn Variance	Year to date Variance
a.	

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**Housing Revenue Account Forecast 2017/18**  
**at 31 July 2017 - Period 4**  
**Deputy Chief Executive - Simon Leftley**

Description	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Employees	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	244	255	11
c Repairs	4,831	0	4,831	4,831	0	1,858	1,855	(3)
d Supplies & Services	68	0	68	68	0	23	5	(18)
e Management Fee	5,827	0	5,827	5,827	0	2,241	2,241	0
f MATS	1,124	0	1,124	1,124	0	375	371	(4)
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	2,629	2,633	4
<b>Expenditure</b>	<b>24,544</b>	<b>0</b>	<b>24,544</b>	<b>24,577</b>	<b>33</b>	<b>7,369</b>	<b>7,360</b>	<b>(10)</b>
i Fees & Charges	(393)	0	(393)	(393)	0	(131)	(100)	30
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(8,896)	(9,097)	(200)
k Other	(277)	0	(277)	(276)	0	(259)	(342)	(83)
l Interest	(135)	0	(135)	(135)	0	0	0	0
m Recharges	(459)	0	(459)	(459)	0	(153)	(122)	31
<b>Income</b>	<b>(27,936)</b>	<b>0</b>	<b>(27,936)</b>	<b>(28,186)</b>	<b>(250)</b>	<b>(9,439)</b>	<b>(9,660)</b>	<b>(221)</b>
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	217	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
<b>Net Expenditure / (Income)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>1,322</b>	<b>1,091</b>	<b>(231)</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>			

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

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**Capital Programme Budget  
Monitoring 2017/18**

**Period 4**

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

**Departmental Summary**

## Capital Programme Monitoring Report – July 2017

### 1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £94.737million which includes all changes agreed at June Cabinet. Actual capital spend at 31<sup>st</sup> July is £15.844million representing approximately 17% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.963million 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 July 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	7,377	20,604	(3,565)	(29)
People	16,709	805	15,827	(882)	(882)
Place	41,751	6,065	41,041	(710)	(225)
Housing Revenue Account (HRA)	12,108	1,597	12,108	-	-
<b>Total</b>	<b>94,737</b>	<b>15,844</b>	<b>89,580</b>	<b>(5,157)</b>	<b>(1,136)</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	28,830	10,483	2,438	<b>41,751</b>
Housing Revenue Account (HRA)	11,635	-	473	<b>12,108</b>
<b>Total</b>	<b>69,928</b>	<b>21,876</b>	<b>2,933</b>	<b>94,737</b>
As a percentage of total budget	73.8%	23.1%	3.1%	

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

The grants and external contributions position to 31<sup>st</sup> July 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	3,687	7,722
Place	10,483	2,438	12,921	7,237	5,684
Housing Revenue Account (HRA)	-	473	473	473	-
<b>Total</b>	<b>21,876</b>	<b>2,933</b>	<b>24,809</b>	<b>11,397</b>	<b>13,412</b>

## 2. Department Budget Performance

### Department of the Chief Executive

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

Department of the Chief Executive	Revised Budget 2017/18 £'000	Outturn to 31 July 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Asset Management (Property)	23,319	7,175	19,754	(3,565)	(29)
Cemeteries & Crematorium	492	202	492	-	-
<b>Subtotal</b>	<b>23,811</b>	<b>7,377</b>	<b>20,246</b>	<b>(3,565)</b>	<b>(29)</b>
Priority Works (see table)	358	-	358	-	-
<b>Total</b>	<b>24,169</b>	<b>7,377</b>	<b>20,604</b>	<b>(3,565)</b>	<b>(29)</b>

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

Actual spend at 31<sup>st</sup> July stands at £7.377million. This represents 31% of the total available budget.

#### Asset Management (Property)

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

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

The former gas works site was purchased on 21<sup>st</sup> July and this cost is reflected in the spend to date.

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



## **Cemeteries and Crematorium**

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

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

## **Priority Works**

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

## **Summary**

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

## Department for People

The revised Department for People budget totals £16.709million.

Department for People	Revised Budget 2017/18 £'000	Outturn to 31 July 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	64	876	(882)	(882)
General Fund Housing	3,246	263	3,246	-	-
Children & Learning Other	64	14	64	-	-
Condition Schemes	704	64	704	-	-
Devolved Formula Capital	173	173	173	-	-
Early Years	536	60	536	-	-
Primary and Secondary School Places	10,228	167	10,228	-	-
<b>Total</b>	<b>16,709</b>	<b>805</b>	<b>15,827</b>	<b>(882)</b>	<b>(882)</b>

Actual spend at 31<sup>st</sup> July stands at £0.805million. This represents 5% of the total available budget.

### Adult Social Care

The Community Capacity grant is used to enable vulnerable individuals to remain in their own homes and to assist in avoiding delayed discharges from hospital. Plans for 2017/18 include project management for social care redesign, costs of sheltered housing review outcomes, development of independent living centre and investment in technology and equipment to promote independence. Total spend of £500k is forecast for 2017/18 therefore an accelerated delivery request of £54k will be included in the report to November Cabinet.

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

### 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.

Under the Disabled Facilities scheme, the deadline for the Adaptations Framework Agreement tender was 24<sup>th</sup> July. Tender evaluations are now taking place.

## **Children & Learning Other Schemes**

Retentions of £50k are being held for Kingsdown Special School roof works and will be paid once outstanding snagging and defects works are completed and fully signed off. This figure is included in the outstanding creditors shown above.

## **Condition Schemes**

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

## **Devolved Formula Capital**

This is an annual devolution of dedicated capital grant to all maintained schools. The grant for 2017/18 is £173k. This grant amount will reduce as further maintained schools convert to academy status.

## **Primary and Secondary School Places**

The primary expansion programme is now complete with final retention payments of £98k being held against five projects until the twelve month snagging period is over. A watching brief of demand against availability will be kept. If a need is identified, a further expansion of primary places will be explored to ensure that the council's statutory duty to provide a good school place for all those that request it can be met.

A secondary expansion programme is progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed. One secondary school has planning permission and the project is about to complete the tender stage. A second secondary school is completing the feasibility stage and two other secondary schools are progressing towards feasibility stage.

## **Summary**

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

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

## Department for Place

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

Department for Place	Revised Budget 2017/18 £'000	Outturn to 31 July 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	299	5,266	-	-
ICT Programme	4,914	792	4,704	(210)	-
Enterprise, Tourism & Regeneration	5,848	1,322	5,848	-	-
Southend Pier	3,767	313	3,767	-	-
Coastal Defence & Foreshore	923	55	648	(275)	-
Highways and Infrastructure	6,339	1,372	6,339	-	-
Parking Management	612	41	612	-	-
Section 38 & 106 Agreements	2,293	17	2,068	(225)	(225)
Local Transport Plan	2,974	264	2,974	-	-
Local Growth Fund	5,477	1,275	5,477	-	-
Community Safety	420	-	420	-	-
Transport	540	44	540	-	-
Energy Saving Projects	2,378	271	2,378	-	-
<b>Total</b>	<b>41,751</b>	<b>6,065</b>	<b>41,041</b>	<b>(710)</b>	<b>(225)</b>

Actual spend at 31<sup>st</sup> July stands at £6.065million. This represents 15% of the total available budget.

### Culture

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

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

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

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

## **ICT**

As part of the Barracuda Replacement scheme, corporate spam and virus filtering has now been directed to Microsoft 365. Cyber security consultancy services are currently being commissioned to provide a holistic view of all security platforms.

The tender process is underway and evaluations have started as part of the Place Business Transformation in End to End Reporting scheme. A contractor has been appointed to support transformation of the symology system, which manages infrastructure assets including highways, land, property, bridges, structures, public lighting and distribution networks. This scheme will continue with phase two in the next financial year therefore a carry forward request of £210k will be included in the report to November Cabinet.

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. Sign off has now been received for the children's system configuration and training has commenced.

## **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 nearing completion except from the utility elements which will continue through September. Planning approval for the rugby clubhouse has now been received and the relocation agreement and pre-commencement conditions are still to be completed.

Recruitment of a consultation lead is underway for the Airport Business Park scheme. The consultation is expected to commence in October 2017 for an outcome and decision by Cabinet in January 2018.

## **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. The main area to be worked on include the airport, City Beach and Shoebury Common. Surveys are to be carried out by the contractor for gully defects and repairs.

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

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

### **Highways and Infrastructure**

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

The Street Lighting budget is a multi-million pound, multi-year scheme to be part funded by the Challenge fund from the Department for Transport. The luminaire installations are now 96% complete and the Columns are 98% complete. Works have started earlier than planned on the individual and entire road column replacements and all Central Management System base stations have been installed.

### **Parking Management**

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

### **Section 38 and Section 106 Schemes**

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

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

### **Local Transport Plans (LTP Schemes)**

The Local Transport Plan schemes cover various areas including better networks, traffic management, better operation of traffic control systems and bridge strengthening.

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

### **Local Growth Fund**

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

The final business case for A127 Kent Elms junction improvements has been approved by the South East Local Enterprise Partnership and all funding has been received.

Work commenced at Kent Elms on 21<sup>st</sup> November 2016 and a dedicated Public Liaison Officer is in place. School crossing patrols are in place for the duration of the works. Utility diversion works are underway although there has been a delay to Nation Grids works which has had a knock on effect causing a delay to completing BT diversions. Three lanes inbound and two new pedestrian crossings were in place at the end of June. Traffic signal calibration and validation is now complete.

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

## **Transport**

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

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

## **Energy Saving Projects**

Several projects are being surveyed for potential use of the energy efficiency budget and procurement documents for feasibility are being drafted for energy works on the pier.

## **Summary**

Carry forward requests to be included in the report to November Cabinet are various S106 schemes totalling £225k, Place Business Transformation in End to End Reporting for £210k and Shoebury Common Sea Defence scheme for £275k

## 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 July 2017/18 £'000	Expected outturn 2017/18 £'000	Forecast Variance to Year End 2017/18 £'000	Previous Forecast Variance to Year End 2017/18 £'000
Decent Homes Programme	7,703	1,450	7,703	-	-
Council House Adaptations	565	114	565	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,495	33	3,495	-	-
<b>Total</b>	<b>12,108</b>	<b>1,597</b>	<b>12,108</b>	<b>-</b>	

The actual spend at 31<sup>st</sup> July of £1.597million represents 13% of the HRA capital budget.

### Decent Homes Programme

The 2017/18 programme for Decent Homes is progressing in accordance to plan. Fire safety works at Chiltern are progressing well and the fire doors and screens to Pennine and Quantock are in the process of being manufactured.

### 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 with planning permission for 15 units at Rochford Road granted by the Development Control Committee on 2<sup>nd</sup> August. Initial highways works have now commenced with the Council's approved contractor and the tender for the build works contractor is now open. The deadline for this tender is 29<sup>th</sup> August. An update has now been issued to local residents confirming the next steps of the project and the proposed timescales.



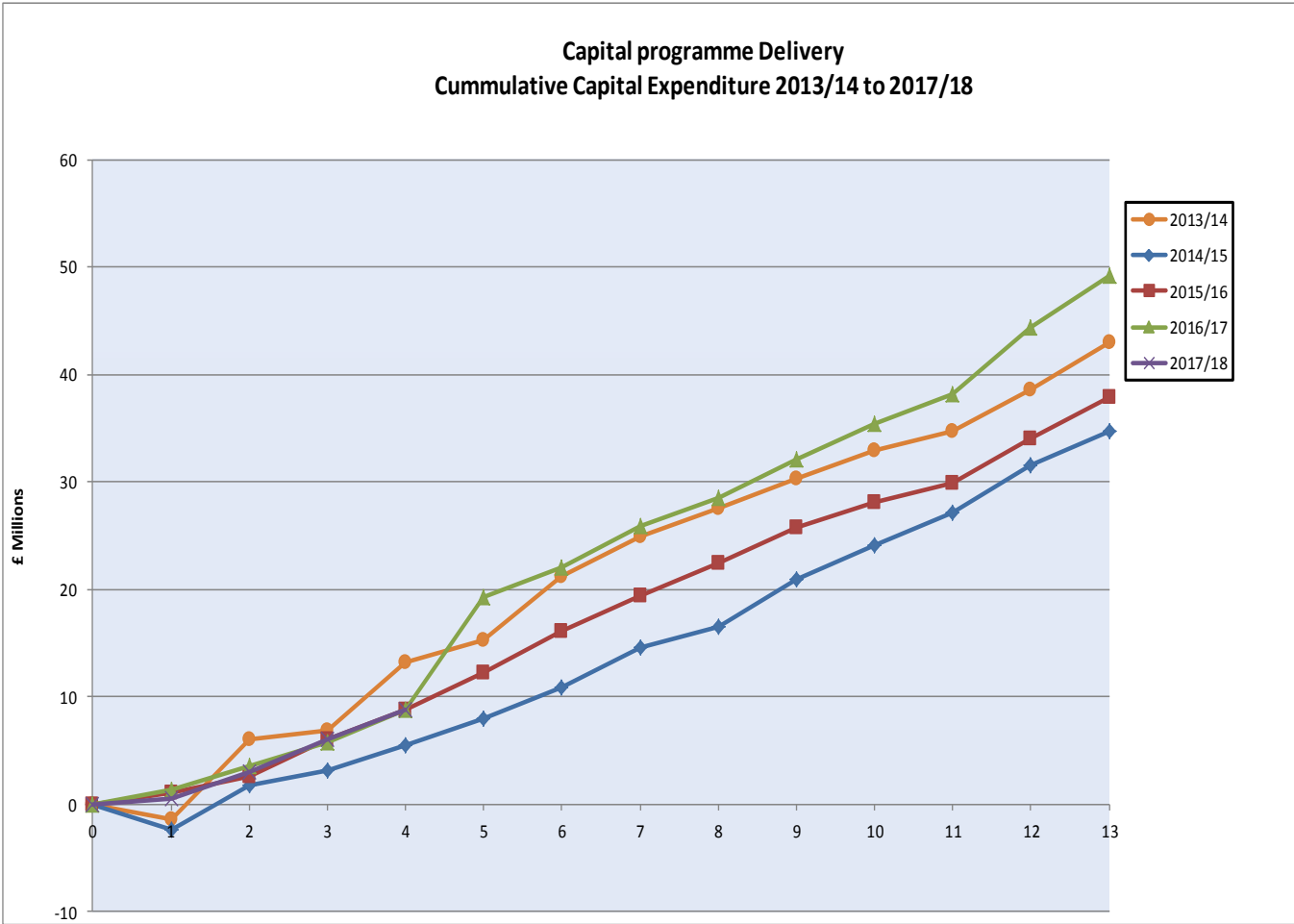
Summary of Capital Expenditure at 31st July 2017

Appendix 1

	Original Budget 2017/18 £000	Revisions £000	Revised Budget 2017/18 £000	Actual 2017/18 £000	Forecast outturn 2017/18 £000	Forecast Variance to Year End 2017/18 £000	% Variance
Chief Executive	6,400	17,769	24,169	7,377	20,604	(3,565)	31%
People	13,582	3,127	16,709	805	15,827	(882)	5%
Place	48,140	(6,389)	41,751	6,065	41,041	(710)	15%
Housing Revenue Account	8,610	3,498	12,108	1,597	12,108	0	13%
	<u>76,732</u>	<u>18,005</u>	<u>94,737</u>	<u>15,844</u>	<u>89,580</u>	<u>(5,157)</u>	<u>17%</u>
<b>Council Approved Original Budget - February 2017</b>	<b>76,732</b>						
Chief Executive amendments	18,427						
People amendments	(1,041)						
Place amendments	(385)						
HRA amendments	4,864						
Carry Forward requests from 2016/17	6,206						
Accelerated Delivery requests to 2016/17	(856)						
Budget re-profiles (June Cabinet)	(11,927)						
New external funding	2,717						
<b>Council Approved Revised Budget - June 2017</b>	<b><u>94,737</u></b>						

**Actual compared to Revised Budget spent is £15.844M or 17%**

**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

# Southend-on-Sea Borough Council

Report of Chief Executive

to

Cabinet

on

19 September 2017

Report prepared by: Veronica Dewsbury  
Group Manager Benefits

Agenda  
Item No.

6

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**Risk based Verification Policy**  
**Policy and Resources Scrutiny Committee**  
**Executive Councillor: Councillor Moring**  
***A Part 1 Public Agenda Item***

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**1. Purpose of Report**

To introduce a policy for risk based verification within the benefits service.

**2. Recommendation**

That Cabinet agree the implementation of the Risk Based Verification Policy attached at Appendix 1.

**3. Background**

3.1 The Council's benefit service strives to prevent and detect fraud and error within both housing benefit and the local council tax support scheme. We continually look for new ways to improve and drive down fraud and error.

3.2 Certain circumstances within a household carry a higher risk of fraud and error. Currently we verify all new claims to the same level regardless of household composition or circumstances.

3.3 Failure to declare earnings and employment continues to be the main cause of fraud and claimant error overpayments of Housing Benefit. We have a large number of claimants who are regularly in and out of work, or on zero hour's contracts or self Employed. These claims are at the highest risk of receiving incorrect housing benefit payments.

3.4 The Government has launched a new scheme, Right Benefit Initiative, which aims to remove fraud and error from the housing benefit scheme. This will be achieved both through regular updates from HMRC and robust screening of high and medium risk claims.

## 4. Risk Based Verification

- 4.1 Adopting a risk based verification policy will allow the benefits team to fast track low risk claims, freeing up resource needed to introduce telephone and face to face interviews for claims identified as high risk. The policy must be in place before any such approach can be adopted.
- 4.2 Risk based verification is applied through the use of software provided by the Revenues and Benefits system provider. Parameters are built within the system detailing incomes and/or circumstances that are considered high, medium and low risk. When staff then input a claim the software will use these parameters to determine the risk level. This determines the level of evidence required for that claim.
- 4.3 For the purposes of applying verification on a risk basis, each claim is ranked into one of three categories; these categories are Low, Medium and High Risk.

**Low Risk** - The only checks to be made on cases classed as low risk are proof of identity, production of a National Insurance Number and, if they are a student, formal confirmation.

**Medium Risk** - Cases in this category must have the same checks as low risk plus for every type of income or capital declared, documentation proof is required. The documentation can be photocopies or scanned images through email as originals are not required in this instance.

**High Risk** - All high risk categorised cases must have the same checks as low risk and documentation provided for each declared type of income or capital; however the documents must be **original and verified** by trained staff.

- 4.4 This approach is in operation in many other Local Authorities and has proved to be effective.
- 4.5 There will be no negative impacts on the customer service centre as all interviews and contacts required will be undertaken by the Benefits Service. In fact the amount of scanning required should decrease as low risk cases will not be asked to submit evidence.
- 4.6 Benefit and internal audit staff have been involved in the development of this policy through workshops and meetings. We have also consulted with other Essex Authorities that already operate a risk based verification solution to learn from their experiences.
- 4.7 A formal audit of the system and policy is on the audit annual plan should the policy be adopted.

## 5. Other Options

We could continue to work as we are but this would not free up the additional resources required to do the additional checks.

We have considered recruiting additional resource but there is insufficient funding to make this viable, however, the automated approach being proposed is for a better solution.

## 6. Reasons for Recommendations

To improve performance in reducing fraud and error leading to additional Government funding through the Right Benefit initiative.

## 7. Corporate Implications

### 7.1 Contribution to Council's Vision & Corporate Priorities

### 7.2 Financial Implications

The financial implications will be positive when the policy is in operation. By signing up to the Right Benefit initiative we will receive £47k in set up funding. Post set up the additional funding received will depend on the level of reduction in housing benefit payments.

The adoption of this policy will allow staff to prioritise the higher risk claims and therefore will lead to reduced fraud and error and consequently improved Housing Benefit funding.

### 7.3 Legal Implications

The policy must be formally adopted by the Council for the risk based verification approach to be accepted by external auditors operating the subsidy audit.

### 7.4 People Implications

None

### 7.5 Property Implications

None

### 7.6 Consultation

None

### 7.7 Equalities and Diversity Implications

### 7.8 Risk Assessment

There are no identified risks in adopting the policy but a full risk assessment will be completed during the workshops to identify the risk criteria to be used as part of the scheme.

### 7.9 Value for Money

The policy will enable more efficient use of staff resources and should mean more Housing Benefit subsidy.

7.10 Community Safety Implications

None

7.11 Environmental Impact

None

**8. Background Papers**

DWP Guidance

**9. Appendices**

Appendix A - Risk Based Verification Policy

## Appendix 1



### **Revenues & Benefits Risk Based Verification Policy - New Claims September 2017**

## Introduction

The aim of this policy is to facilitate a system which will support a tailored regime targeted at preventing fraud and error from entering the benefit system. The target date for implementation is 1st June 2017. The policy is designed to meet the DWP criteria of risk based assessment in respect of new Housing Benefit and Local Council Tax Support claims

## Background

Southend on Sea Borough Council must adhere to Housing Benefit and Local Council Tax Support legislation. The regulations within the legislation do not specify what information and evidence they should obtain from a benefit customer, however, they do require an authority to have information which allows an accurate assessment of a claimant's entitlement when a claim is first made.

Housing Benefit Regulation 86 states (LCTS equivalent is 72);

*"a person who makes a claim, or a person to whom housing benefit has been awarded, shall furnish such certificates, documents, information and evidence in connection with the claim or the award, or any question arising out of the claim or the award, as may reasonably be required by the relevant authority in order to determine that person's entitlement to, or continuing entitlement to housing benefit and shall do so within one month of being required to do so or such longer period as the relevant authority may consider reasonable."*

Furthermore; Section 1 of the Social Security (Administration) Act 1992 dictates a National Insurance number must either be stated or enough information provided to trace or allocate one. This legislation applies to both customers and their partners.

*(1A) No person whose entitlement to any benefit depends on his making a claim shall be entitled to the benefit unless subsection (1B) below is satisfied in relation both to the person making the claim and to any other person in respect of whom he is claiming benefit*

*(1B) this subsection is satisfied in relation to a person if—*

*(a)The claim is accompanied by—*

*(i)a statement of the person's national insurance number and information or evidence establishing that that number has been allocated to the person; or*

*(ii)information or evidence enabling the national insurance number that has been allocated to the person to be ascertained; or*

*(b)the person makes an application for a national insurance number to be allocated to him which is accompanied by information or evidence enabling such a number to be so allocated.*

Given those requirements are at the core of the process of administering claims these shall be adhered to at all times.



## The system

For the purposes of applying verification on a risk basis, each claim is ranked into one of three categories; these categories are Low, Medium and High Risk. The table at Appendix 1 shows the level of verification required for each the risk grouping. A national Insurance number and identity confirmation **must be made in all cases** irrelevant of the risk grouping; this is to comply with aforementioned legislation.

**Low Risk** - The only checks to be made on cases classed as low risk are proof of identity, production of a National Insurance Number and, if they are a student, formal confirmation.

**Medium Risk** - Cases in this category must have the same checks as low risk plus for every type of income or capital declared, documentation proof is required. The documentation can be photocopies or scanned images through email as originals are not required in this instance.

**High Risk** - All high risk categorised cases must have the same checks as low risk and documentation provided for each declared type of income or capital; however the documents must be **original and verified** by trained staff.

Furthermore all cases shown to be high risk may be subject to one of more of the following additional checks;

☐ Home visit to verify residency

☐ Office based interview

☐ Credit Reference Check (CRA) completed to determine if there are any discrepancies between the information provided by the customer on a claim form and the information available via CRA checks.

## Recording & Monitoring

Southend on Sea Borough Council has a minimum of 4% blind sampling which means cases from lower categories will automatically be chosen to test the software assumptions. This information can be fed back into the propensity models supporting the parameters of the Risk Based Verification Portal. Cases cannot be downgraded at anytime by an assessment officer, but they can be increased with approval from a Senior Officer. All cases which are upgraded are recorded along stating reasons. This information can then be fed through to the parameters if errors are found.

Risk Based Verification uses software which will analyse the details of each new claim in order to place the claim in a risk category. The flexibility of RBV will also allow this council to take into account local issues and build in checks and balances. Different levels of checks to benefit claims will depend on a complex mathematical risk profile given to each customer. This in effect means being able to target activity toward checking those cases deemed to be at highest risk of involving fraud and/or error. The purpose of Risk Based Verification is to increase the levels of fraud and error

detected by focusing resource appropriately. The profile for identifying risk at the new claim stage uses a different set of rules to those applied within a claim period.

Southend on Sea Borough Council will monitor the numbers of claims verified as low, medium or high risk on a quarterly basis using IT tools available. This monitoring will ensure that no more than 55% of claims are assessed as low risk, with around 25% as medium risk and 20% high risk. The monitoring reports will show the level of splits by percentage and the level of fraud across the authority in comparison to its baseline of 5%. This detection level will also be split across the areas of Low, Medium and High Risk. Information will be derived from cells 222 and 231 within the SHBE extract file in order to be able to produce statistical data.

**Verification for NEW CLAIMS**

An analysis of the likely impact RBV will have on new claims has already been completed. We have identified at local level the demographic of our client base more likely to produce a high risk result. The claims falling into this category are predominantly those made by the employed working age. Employed working age claimants represent 35% of all new claimants. Within this group 71% of all claims have produced either a medium or high risk score. As a result of this local intelligence we will continue to apply the top levels of verification (medium or high verification criteria) to the customer potentially posing the higher risks via the new claim appointment. We can then simplify the claim procedure for the section of the customer base that is more likely to fall into the low risk group. The majority of low risk claims are made by customers in receipt of income support, jobseekers allowance, employment support allowance or pension credit. This section of the customer base currently makes up 60% of all new claims. The analysis already completed has confirmed that 65% of claims within this group are low risk and require no verification at all.

This Policy has been produced in line with Department of Work and Pensions guidance on the use of Risk Based Verification circular S11/11, Appendix 2.

**Group Manager Benefits**

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**Group Manager Revenues**

.....

**Group Manager Customer Services**

.....

**Section 151 Officer**

.....

Issue to be verified	Sub-category of evidence	Low Risk	Medium Risk	High Risk
Identity and s19	Identity	Originals or photocopies	Originals or photocopies	Originals required
	S19	Originals or photocopies	Originals or photocopies	Originals required
Residency and/or rent	Private tenants		Originals or photocopies	Originals required Optional visit Optional interview
	Social tenants		Originals or photocopies	Originals required Optional visit Optional interview
	Registered		Originals or photocopies	Originals required Optional visit Optional interview
Household composition	Partner ID/s19/income/capital	Originals or photocopies	Originals or photocopies	Originals required Optional visit Optional interview
	Dependants under 18		Originals or photocopies	Originals required Optional visit Optional interview
	Non-dependants remunerative work		Originals or photocopies	Originals required Optional visit Optional interview
	Non-dependants passported benefit			Optional visit
	Non-dependant student		Original or photocopies	Originals required Optional visit
	Non-dependant not in remunerative work/other		Original or photocopies	Originals required Optional visit
Income	State Benefits			
	Earnings/SMP/SSP		Originals or photocopies	Originals required
	Self Employed earnings		Originals or photocopies	Originals required
Child care costs			Originals or photocopies	Originals required
Student status	Income also required	Originals or photocopies	Originals or photocopies	Originals required
Capital	Below capital limit		Originals or copies if over £5500 for working age or over £9500 for pensioners	Originals required of all capital accounts and investments
	Above lower capital limit		Originals or photocopies	Originals required
	Property		Originals or	Originals required

			photocopies	
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## Report of Chief Executive

To

**Cabinet**

on

**19<sup>th</sup> September 2017**

Report prepared by: Bridgette Cowley  
Revenues Group Manager

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### **Debt Management- Position to 31<sup>st</sup> July 2017**

**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 purpose of this report is to apprise Cabinet of the following:

- The current position of outstanding debt to the Council, as at 31<sup>st</sup> July 2017;
- Debts that have been written off, or are recommended for write off, in the current financial year as at 31<sup>st</sup> July;
- Obtain approval for the write off of irrecoverable debts that are over £25,000.

#### **2. Recommendation**

That Cabinet:-

2.1 Notes the current outstanding debt position as at 31<sup>st</sup> July 2017 and the position of debts written off to 31<sup>st</sup> July 2017 as set out in Appendices A & B

2.2 Approves the write offs as detailed in Appendix B.

#### **3. Background**

3.1 It was agreed by Cabinet on 19<sup>th</sup> March 2013, following a report of debts over £25k to be written off, that the Director of Finance and Resources would submit a report on a regular basis to Cabinet on all aspects of the Council's outstanding debt, along with the required write off position. This is the first report for the financial year 2017/18.

3.2 Southend-on-Sea is made up of a number of service areas responsible for the collection and administration of outstanding debt. The main areas are Accounts Receivable and Revenues which are linked to the billing and collection of the vast majority of debts that fall due to be paid to the Council for chargeable services, such as social care (see 4.5 ) and statutory levies such as Council tax and Non Domestic Rates (Business Rates).

However, there are other areas of debt that are included in this report, namely recovery of Housing Benefit Overpayments, Parking and Enforcement penalties and library fines. In addition, there are also debts for the Housing Revenue Account for rent arrears and service charges.

3.3 The process and legislative framework for the collection and write off of debt were detailed in the report to Cabinet on 17<sup>th</sup> September 2013. However, it is worth noting that the Council has a good success rate in collection of debt, and the collection targets are agreed annually as part of the Councils service planning process.

3.4 Debts are only considered for write off where all other courses of recovery available have been undertaken or explored and the debt is considered irrecoverable.

#### 4. Councils Debt Types

##### 4.1 Council Tax

£88.4m of Council Tax is due to be collected in 2017/18, with a collection target of 97.3%.

In 2016/17 97.5% of the outstanding Council Tax due was collected, and collection continues for the outstanding arrears for that year and for previous years. The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been written off.

	Council Tax Performance	
	As at 31st March of relevant year	As at 31 <sup>st</sup> July 2017
1st April 2013 - 31st March 2014	97.1%	99.5%
1st April 2014 - 31st March 2015	96.8%	99.3%
1st April 2015 - 31st March 2016	97.2%	99.0%
1st April 2016 - 31st March 2017	97.5%	98.2%

#### 4.2 Non Domestic Rates (Business Rates)

£46.7m of Non Domestic rates is due to be collected in 2017/18, with a collection target of 97.9%.

The Council achieved an overall collection of 98.0% in 2016/17 which was 0.2% above target and collection is continuing for outstanding arrears for previous financial years.

The chart below shows the actual in year collection rate over the past 4 years, and the collection rate of each year's charge to date, including debts that have been already written off.

	<b>Non-Domestic Rates Performance</b>	
	<b>As at 31st March of relevant year</b>	<b>As at 31st July 2017</b>
<b>1st April 2013 - 31st March 2014</b>	<b>97.5%</b>	<b>99.9%</b>
<b>1st April 2014 - 31st March 2015</b>	<b>97.6%</b>	<b>99.7%</b>
<b>1st April 2015 - 31st March 2016</b>	<b>97.8%</b>	<b>99.6%</b>
<b>1st April 2016 - 31st March 2017</b>	<b>98.0%</b>	<b>99.5%</b>

#### 4.3 Housing Benefit Overpayment

This is any entitlement to a rent allowance or rent rebate that a person has received but is not entitled to. Most commonly this accumulates when there is a change to a person's circumstance and they fail to notify us in good time. The overpayment will be invoiced unless they are in receipt of Housing Benefit in which case their benefit entitlement is reduced to enable recovery of the overpayment. The vast majority of Housing Benefit overpayment is due to claimant error.

#### 4.4 Libraries

Library debt is made up of overdue fines and replacing lost or non-returned books.

#### 4.5 Department for People - Adult Services (formerly Social care)

Adult Services make charges for the following services;

- Contributions to residential accommodation
- Charges for non-residential services i.e. Home Care, Community Support, Day Services and transport to services
- Charges to other local authorities

- Charges to Health Authority

Adult Social Care Debt as at 31<sup>st</sup> July 2017 was £5,281,277 in comparison to £5,386,836 on 31<sup>st</sup> July 2016.

It should be noted that of the total amount outstanding;

- £1,792,879 is debt secured against property
- £1,280,583 is being collected by Direct Debit
- £643,267 is under 30 days old

#### 4.6 Parking

The recovery of unpaid Penalty Charge Notices is undertaken by semi-judicial process under the current Traffic Management Act 2004.

From 1<sup>st</sup> April 2017 to 31<sup>st</sup> July 2017 a total of 14,865 Penalty Charge Notices (PCNs) have been issued identifying a projected income of £469,417. It should be noted that PCNs are issued at a higher rate and lower rate (£70.00 and £50.00 respectively) depending on the seriousness of the parking contravention. PCNs may be paid at a discounted rate of 50% of the charge if paid within 14 days of the date of issue.

This value is continuously being amended as payments are received and it should be recognised that payments made at the 50% discount amount will reduce the projected income level. Generally, 75% of paid PCN's are paid at the discounted payment.

The value of cancelled notices is £36,893 and cases written off where no keeper has been identified totals £18,503.

#### 4.7 Miscellaneous Income

This will include a range of services that the Council will charge for including such areas as rental income on commercial properties, recharges to other bodies for services we have provided, and recovering overpaid salaries from staff that have left.

It is important to note that collection can vary month by month depending on the value of invoices raised as a reasonable period needs to be allowed for payment to be made.

#### 4.8 Housing

Under the management of South Essex Homes there are the arrears of outstanding debt of Rent and Service Charges. The cost of any write-offs for this category of debt is specifically charged to the Housing Revenue Account and not to Council Tax Payers.



## 5. Write-Off Levels

5.1 Write off approval levels currently in place are shown in the tables below, which are in accordance with the Financial Procedure rules set out in the Constitution and the corporate debt recovery policy.

### Debt Type: Council Tax/ Accounts Receivable/Social Care/ Housing and Council Tax Benefit

Designation	Amount
Assistant Manager/Manager	under £5,000
Director of Service	Between £5,000 and £25,000
Cabinet	£25,000 and above

### Debt Type: NNDR (Non Domestic Rates)

Designation	Amount
Assistant Manager	under £5,000
Manager	Between £5,000 and £10,000
Director of Service	Between £10,000 and £25,000
Cabinet	£25,000 and above

### Debt Type: Parking

Designation	Amount
Notice Processing Officer & Section Leader.	under £5,000
Section Leader	Between £5,000 and £10,000
Group Manager	Between £10,000 and £25,000
Cabinet	£25,000 and above

### Debt Type: Housing Rents and Service Charges

South Essex Homes, as managing agent, submit proposed write-offs to the Council, following which the following approval levels are exercise

Designation	Amount
Head of Service	Under £25,000
Cabinet	£25,000 and above

5.2 Write offs for Cabinet approval are shown in Appendix B.

## **6. Council Debt Position (as at 31/07/17)**

Appendices A and B show the current debt position within each service area, and the amount that has been written off so far in the current year.

For Council tax and Non Domestic rates there is a net collectable debt at the beginning of the year. Although this can change depending on changes to liability or property being removed or introduced to the lists, it is fairly consistent.

However other service areas may see greater fluctuations as new debts are created during the financial year.

## **7. Other Options**

This is a report notifying members of the current position of the Council's debt and related write offs, and therefore there are no other options.

## **8. Reasons for Recommendations**

All reasonable steps to recover the debt have been taken, and therefore where write off is recommended it is the only course of action available.

If the Council wishes to pursue debts for bankruptcy proceeding, it will follow the agreed and published recovery policy that covers this.

## **9. Corporate Implications**

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

Efficient write off of bad and irrecoverable debts, where appropriate, is good financial practice and reduces the bad debt provision and financial impact in the Authority's accounts.

### **9.2 Financial Implications**

Debts that are written off will have been provided for within the Councils bad debt provision and as such there should be no specific financial implications. However it is possible that unforeseen and unplanned additional write offs occur, which lead to the value of debts written off in any year exceeding the bad debt provision.

Where this is likely to happen, this report will act as an early warning system and will enable additional control measures to be agreed and taken to either bring the situation back under control, or to make appropriate adjustments to the bad debt provision.

Relevant service areas have to bear the cost of debts that are written off within their budget.

### 9.3 Legal Implications

If there are debts to be written off that exceed the level at which officers have delegated powers to deal with the matter, authorisation is required from the Cabinet.

### 9.4 People Implications

The people implications have been considered and there are none relevant to this report

### 9.5 Property Implications

The property implications have been considered and there are none relevant to this report

### 9.6 Consultation

Consultation is not required for write off of debt

### 9.7 Equalities and Diversity Implications

Each write-off is considered on an individual basis, there is no equalities and diversity implication to consider

### 9.8 Risk Assessment

There is a financial implication to the bad debt provision if write offs are not dealt with within the current financial year

### 9.9 Value for Money

It is a matter of good financial practice and good debt management to report value of debt and write off regularly.

### 9.10 Community Safety Implications

There are no Community Safety Implications

### 9.11 Environmental Impact

There is no environmental impact

## 10. Background Papers

Full details of recovery action against each recommended write-off are held within the services computer systems.

## 11. Appendices

Appendix A Summary of outstanding debt  
Appendix B Summary of Write offs

**Summary of Outstanding Debt****Outstanding Debt pre 1<sup>st</sup> April 2017 (arrears)**

<b>Debt pre 1/4/17</b>	<b>Council Tax (a)</b>	<b>Business Rates (a)</b>	<b>Housing Benefit Overpayments (b)</b>	<b>Social Care</b>	<b>Miscellaneous Income</b>	<b>HRA (Care Line/Service Charges)</b>	<b>Parking (c)</b>	<b>Libraries (d)</b>	<b>HRA Current Tenants (e)</b>	<b>HRA Former Tenants (e)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Collectable Debt	5,879	1,746	6,664	4,094	5,272	311	11,459	n/a	-	337
Amount Paid @ 31.07.2017	1,137	357	1,153	1,058	3,953	174	9,635	438	-	77
Number of Accounts	14,692	352	2387	1,090	1,112	180	n/a	n/a	-	198
<b>Total Outstanding</b>	<b>4,649</b>	<b>1,348</b>	<b>3,031</b>	<b>3,036</b>	<b>1,319</b>	<b>137</b>	<b>1,824</b>	<b>n/a</b>	<b>-</b>	<b>261</b>

**Current Year Debt (Debt raised in respect of 2017/18)**

<b>Debt post 1/4/17</b>	<b>Council Tax (a)</b>	<b>Business Rates (a)</b>	<b>Housing Benefit Overpayments (b)</b>	<b>Social Care</b>	<b>Miscellaneous Income</b>	<b>HRA (Care Line/Service Charges)</b>	<b>Parking (c)</b>	<b>Libraries (d)</b>	<b>HRA Current Tenants (e)</b>	<b>HRA Former Tenants (e)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Net Collectable Debt at 31.07.2017	83,273	47,578	1,248	4,779	9,795	989	618	n/a	11,154	76
Amount Paid @31.07.2017	31,605	18,353	1,153	2,529	6,985	463	332	10	11,139	8
Number of Accounts	74,497	2,512	1,842	1,513	871	3,187	n/a	n/a	1,684	104
<b>Total Outstanding</b>	<b>56,918</b>	<b>28,387</b>	<b>2,632</b>	<b>2,250</b>	<b>2,810</b>	<b>526</b>	<b>286</b>	<b>n/a</b>	<b>442</b>	<b>68</b>

## **NOTES**

- (a) Council Tax and Business Rates includes adjustments for write offs, credits and outstanding court costs.
- (b) HB Overpayment is not attributable to a financial year in the same way that Council Tax or NDR are i.e. a yearly debit is not raised. It is also not feasible to state when a payment is made which age of debt it has been paid against. For these reasons the outstanding amounts in the report reflect the actual outstanding debt at the date requested, it does not reflect the outstanding debt against current year and previous year debts.
- (c) Parking total outstanding is net of PCNs cancelled and written off.
- (d) The figure of £438k relates to total payments received since January 2005 until 31/03/2017.
- (e) HRA tenancy debts (residential rent accounts) are rolling amounts, with no breaks in years or rollovers. Any cash received is applied to the oldest rent week outstanding. The figures shown are total arrears outstanding, and therefore include arrears still outstanding from prior years.

Summary of Write Off's

Debts written off in 2017/18

Period 1 April 2017 – 31 March 2018 relating to any year

Write Offs	Council Tax £	Business Rates £	Housing Benefit Overpayment £	Social Care £	Miscellaneous Income £	HRA (Care Line/Service Charges) £	Parking £	Libraries £	HRA Tenants £
Under £5k	118,165.68	34,650.98	89,272	14,041	3,664	0	18,503	4478	63,518
£5k-£25k	0	20,372.71	34,949	5,674	0	0	0	0	0
Over £25k	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>118,165.68</b>	<b>55,023.69</b>	<b>124,221</b>	<b>19,715</b>	<b>3,664</b>	<b>0</b>	<b>18,503</b>	<b>4,478</b>	<b>63,518</b>

**Write off greater than £25,000 for approval**

Amount of Write off £	Reason for Write Off	Service Area
£35,738.91	<b>S X (Southend) Limited (In Liquidation).</b> The company were in occupation of Basement, Maitland House effective from 10 <sup>th</sup> September 2014. Full recovery action was taken each year resulting in Liability Orders being granted by Magistrates Court. Each financial year has been issued to a Bailiff company for collection and payments were received. S X (Southend) Limited was liquidated on 2 <sup>nd</sup> January 2017 leaving a debt of £35,738.91 in respect of the financial year 2016/2017.	Non-Domestic Rates
£106,286.90	<b>Vitbaas Property &amp; Leasing Ltd</b> Company held lease for this property 159/163 High Street, Southend-on-Sea for period 25 <sup>th</sup> November 2015 to 3 <sup>rd</sup> December 2016. Full recovery action was taken each year resulting in Liability Orders being granted by Magistrates Court. Debts were issued to Bailiff Companies to enforce the Liability Order's which resulted in some payments being made to the account. Company was dissolved on 14 <sup>th</sup> March 2017.	Non-Domestic Rates
£29,325.52	<b>Housing Benefit Overpayment.</b> After an investigation held between the DWP and SBC It was deemed that the applicant failed to notify the Pension Service when an application was made that the he had a property abroad. (This application would also be used for an application to Housing Benefit)	Housing Benefits Overpayment

	<p>At the end of the investigation the DWP disallowed Pension Credit and Housing benefit was re-assessed creating a Housing Benefit Overpayment of £29,325.52.</p> <p>Whilst trying to recover the overpayment the applicant is now residing in a Care Home and has been diagnosed with Parkinson's Disease. It has been advised the applicant would be unable to agree or disagree to any of the investigation.</p> <p>The applicant has no saving or estate other than the property in Spain and the Council is unable to place a Charging Order on this property as it is abroad.</p> <p>No further prospect of recovery on this debt.</p>	
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# Southend-on-Sea Borough Council

## Report of Chief Executive

to  
**Cabinet**

on  
**19 September 2017**

Agenda  
Item No.

**8**

Report prepared by: Alan Richards  
Group Manager Corporate Property and Asset Management

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### **Appropriation of Land at Burr Hill Chase**

**Policy and Resources Scrutiny Committee**  
**Executive Councillor: Councillor Andrew Moring**  
***A Part 1 Public Agenda Item***

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

To agree the appropriation of the land of Priory School on Burr Hill Chase from education use for planning purposes to enable the wider redevelopment of the land following relocation of the School.

#### **2 Recommendation**

- 2.1 That under S122(1) of the Local Government Act 1972 the land of Priory School on Burr Hill Chase is appropriated from education use for planning purposes immediately following the vacation of the site to enable its redevelopment following relocation of the school in accordance with the consent of the Secretary of State for Education.

#### **3 Background**

- 3.1 Cabinet considered a Part 2 report on 10 November 2015 titled "The Acquisition of Land and Buildings for School Improvement and Secondary Places" and agreed, amongst other things, to apply to the Secretary of State for Education for the disposal (by appropriation) of the education land at Site C [Land at Burr Hill Chase] (Minute 421 refers).
- 3.2 The consent of the Secretary of State has now been secured for this appropriation and it can now therefore be actioned.
- 3.3 The land is let under a short term licence to Parallel Learning Trust pending relocation to Wentworth Road on completion of refurbishment works underway there. The appropriation should take effect immediately on termination of the licence when the school has relocated.

## **4 Statutory ability to appropriate**

- 4.1 Section 122(1) of the Local Government Act 1972 provides that a council "...may appropriate for any purpose for which the council are authorised ... to acquire land by agreement any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation...".
- 4.2 It is pertinent to appropriate the subject land now as the arrangements for the academisation, consolidation and relocation of the schools operating from the site have been finalised subject to the completion of works at Wentworth Road. The demolition of the buildings at Burr Hill chase will follow the relocation to prepare the land for future development in connection with the adjacent Priory House, The Viking Centre and Delaware House in Shoebury.
- 4.3 The ownership of the asset will not change; the Council itself owns all the assets regardless of the power under which they are held. It is only the designation of the land for a particular purpose which will change.

## **5 Accounting Arrangements**

- 5.1 As the land is currently, and will continue to be held in the General Fund, the value of the land is not relevant to this appropriation.
- 5.2 The changes in circumstance and the appropriation will be taken in to consideration on the revaluation of the asset. The Schools portfolio is scheduled for revaluation in 2017-18 and this will therefore be picked up in this year's routine asset valuation work.

## **6 Other Options**

- 6.1 As the Cabinet has agreed the future use of the land subject to the consent of the Secretary of State for education which has now been received, other options are not relevant in this case.

## **7 Reason for the Recommendation**

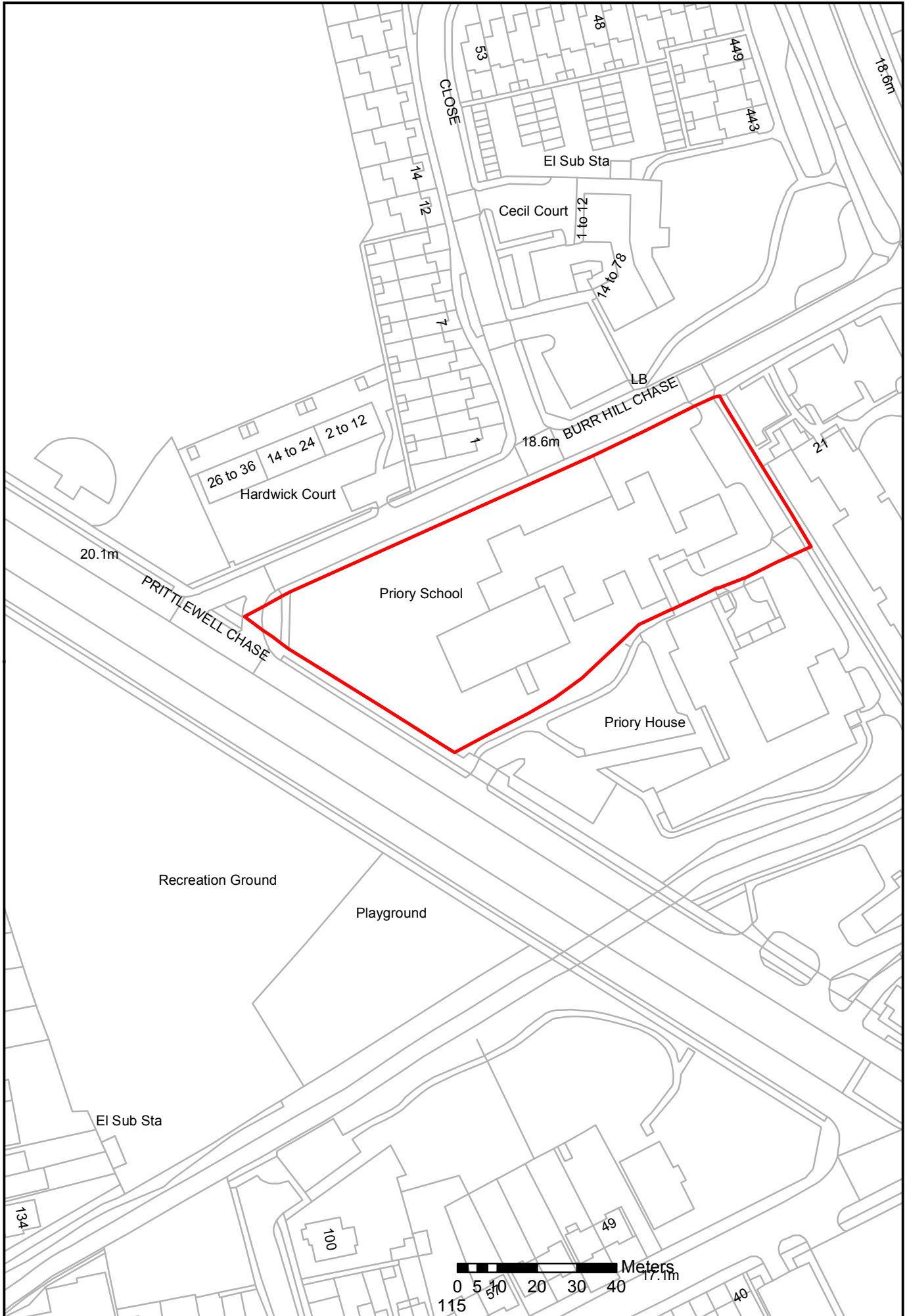
- 7.1 The appropriation of the land is required to ensure that the use is appropriately recorded and the land is enabled for future development.

## **8 Corporate Implications**

- 8.1 **Contribution to Council's Vision & Critical Priorities**  
The recommendations in this report contribute directly to the Council's corporate priority to enable well-planned quality housing and developments that meet the needs and expectations of all of Southend's residents.
- 8.2 **Financial Implications**  
As set out above, there are not financial implications other than that the asset will be revalued on a different basis for accounting purposes at the next revaluation.

- 8.3 Legal Implications  
As set out in the report
- 8.4 People Implications  
There are no people implications arising from this report
- 8.5 Property Implications  
This report will merely result in the appropriation of the asset out of education use to provide the Council with freedom in relation to its future development. There is no actual change in ownership.
- 8.6 Consultation  
There are no consultation implications arising from this report however the Secretary of State for Education has been consulted through the application process and consent has been given.
- 8.7 Equalities Impact Assessment  
There are no equalities implications arising from this report
- 8.8 Risk Assessment  
There are no risk implications arising from this report
- 8.9 Value for Money  
The proposals within this report are consistent with the Council's plans to continue to improve value for money within the services it offers.
- 8.10 Community Safety Implications  
There are no community safety implications arising from this report
- 8.11 Environmental Impact  
There are no environmental implications arising from this report
- 9 Background Papers**  
None
- 10 Appendices**
- Appendix 1** Site plan

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## Summary Report to Policy & Resources Scrutiny Committee 12<sup>th</sup> October 2017

At the Council meeting in May 2015, Council agreed to make it a requirement that the Council nominee(s) to four specific outside bodies shall submit summary reports to the Policy & Resources Scrutiny Committee. The specific bodies identified were: -

- Essex Fire Authority
- Southend University Hospital - NHS Foundation Trust
- Essex Police and Crime Panel
- Kent & Essex Inshore Fisheries & Conservation Authority

In your response, please indicate which Group / Body this report relates to.  
Notes:-

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- *Council has agreed that updates shall be submitted to every other ordinary meeting of the Scrutiny Committee.*

*Last update January 2017*

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### Name of Group / Body:- **Essex Fire Authority** Update on Key Issues

“The end of September marked the end of an era for the Essex Fire Authority which was formed nearly 20years ago in 1998. In the time that has elapsed much has changed in society and the Fire and Rescue Service has had to evolve to meet the changing expectations of a range of stakeholders, not least those of the public that they are there to serve.

It is without doubt that the Fire and Rescue Service in Essex is better, safer, more efficient and effective than it was 10 or even 5 years ago. It now has:

1. Better and newer fire engines
2. Better and newer rescue equipment
3. Better and newer breathing apparatus
4. A more diverse range of community safety services that are preventing incidents from occurring and protecting people when incidents occur
5. Better and newer height vehicles
6. Better and a more diverse range of special appliances
7. Better, safer and more effectively managed fire fighting PPE

8. A more effective and efficient headquarters that is fit for purpose and has potential to meet expanding demands
9. A more efficient and effective ICT infrastructure
10. A more efficient and effective mobilising Control Centre
11. Better facilities and property standards on the majority of fire stations
12. An improved organisation that is continually evolving

Having now handed over the responsibility of the fire and rescue service in a joint administration with the police to the Police and Crime Commissioner it is imperative that the collaboration and expertise continues so that the people of Essex feel safe in their homes and on the streets.”

**Person / Persons Making Response:**

Councillor Ron Woodley

Date 2<sup>nd</sup> October 2017





# Essex Fire Authority

## Report to the Constituent Authorities of the meeting on 6 September 2017

The items reported below are the main issues considered by Essex Fire Authority at its meeting on 6 September 2017. Full details of all the matters considered, together with the minutes of the meetings, can be viewed on the Essex County Fire and Rescue Service website, [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk).

### **1. Progress made against the Recommendations contained within the Lucas Report and outcomes of the Exit Review conducted by Sir Ken Knight**

The Authority received and noted a report by the Service *'Evolving our Culture – Building on Firm Foundations'* which looked at progress against the recommendations contained within the Lucas Report.

The Authority received and noted the Final Report of the Expert Advisory Panel to Essex Fire Authority and Essex County Fire and Rescue Service. The Chairman of the Expert Advisory Panel paid credit to the Essex Fire Authority, for initiating an Independent Review into the culture of the Fire and Rescue Service in Essex and subsequently accepting all thirty-five recommendations made in the report. This had been a difficult process to manage and there was still a considerable amount of work to do in evolving the culture of the service. However a lot of work had been done to address the recommendations and the foundations were in place to build on for the future.

The Authority received and noted the Exit Review Report by Sir Ken Knight who also paid credit to the Chairman and the Authority for initiating the independent intervention and accepting all of the recommendations made. It was noted that although there was still work to do, the authority had come along way through the process and was now in a good position to conclude the work of the Expert Advisory Panel prior to the changes in governance arrangements taking place.

It was acknowledged that changing the culture of an organisation was a difficult process to go through. However it was recognised that significant progress had been made and there was a commitment to ongoing work to continue the journey.

The Authority recognised the contribution that the Expert Advisory Panel and Sir Ken Knight had made in the cultural transformation journey, registered its gratitude to each member of the Panel and Sir Ken Knight and agreed that the formal relationship could now be drawn to a close.

## **2. Annual Performance Report and Target Setting**

The Authority received and noted the updates made to the report following on from recommendations made at its June meeting. The performance and commentary against the targets for 2016/17 was noted along with an update on targets for 2017/18.

The Service did not have universal control over all of the targets set, particularly some around community safety. However the Service was committed to using its expertise to try to influence preventative areas of work such as decreasing the number of killed and seriously injured people in road traffic collisions and reduce the number of fires.

Although some improvements were required in the priority areas of on-call recruitment and response times, the Authority noted explanations around why some of the targets had not been met.

## **3. Medium Term Financial Projections and Report on Progress against Efficiency Plan**

The Authority considered a report which provided the annual review of the medium term financial projections and the first years report into progress against the Authority's efficiency plan agreed in September 2016.

The Authority noted that the Efficiency Plan had assumed an overall increase of 1.5% in the tax base for the year from 2016/17 to 2019/20. This had been increased to 1.75% for 2018/19 and 2019/20. The Billing Authorities own assumptions range between 1% and 1.5% reflecting their own more cautious approach.

The Authority noted that there was a risk associated with increases in pay in future. However with the current reserves it was unlikely to affect the Plan for this year but in future years this would need to be off-set against Council Tax or Government Funding.

It was noted that there was an ongoing risk regarding the recruitment and retention of on-call firefighters particularly in some parts of Essex.

The Authority noted the forecast projections of income and expenditure and the risks around achievement of the Efficiency Plan if higher pay settlements are not offset by increased Authority income. The Authority agreed that the strategy of using reserves to manage timing differences from the 2020 programme should continue in 2018/19 and that the basis of preparation for the 2018/19 budget should be a planned use of £684k of reserves. The updated 2016-2020 Efficiency Plan Report would be published.

## **4. Appointment of Chief Fire Officer**

The Authority confirmed the appointment of Adam Eckley as Chief Fire Officer on a fixed term basis until the end of March 2018.

## **Summary Report to Policy & Resources Scrutiny Committee 12<sup>th</sup> October 2017**

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*Last update January 2017*

.....  
**Name of Group / Body:-** [Essex Police and Crime Panel](#)

### **Update on Key Issues**

“The last two meetings were mainly talking about the transition to Essex Police Fire and Crime panel. The members wanted to know more about the Fire Authority which I was able to assist. They are requesting more admin support as they see it being a bigger workload.

A couple of members attended an LGA Fire Scrutiny Training workshop which they thought was useful.

The PCC gave us an update on joint governance and they are looking at both Constitutions at the moment, with panel members also giving input.

The PCC spoke briefly on recruitment of Specials and Active Citizens.

We had an additional Workshop to cover more fully the above Fire transition and changes to Terms of Reference.”

**Person / Persons Making Response:**

Councillor Ann Holland  
Date 2<sup>nd</sup> October 2017

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