

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

People Scrutiny Committee

Date: Tuesday, 28th November, 2017 @ 18.30

Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott - Principal Democratic Services Officer

Email: committeesection@southend.gov.uk

AGENDA

**** **Part 1**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Questions from Members of the Public
- 4 Minutes of the Special Meeting held on Monday, 18th September, 2017
- 5 Minutes of Meeting held on Tuesday, 10th October, 2017
- 6 Minutes of the Special Meeting held on Wednesday, 18th October, 2017

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

- 7 **Monthly Performance Report**
Referred direct to Scrutiny

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

- 8 **Comments, Compliments and Complaints**
Minute 440 (Cabinet Book 1 – Agenda Item 6 refers)
Referred direct to Scrutiny and called in by Councillors A Jones and C Willis
- 9 **Mid-Year Adoption Report & RAA Update**
Minute 450 (Cabinet Book 2 – Agenda Item 16 refers)
Called in by Councillors A Jones and I Gilbert
- 10 **Corporate Parenting Annual Report**
Minute 451 (Cabinet Book 2 – Agenda Item 17 refers)
Called in by Councillors A Jones and M Borton
- 11 **Local Account**
Minute 451 (Cabinet Book 2 – Agenda Item 17 refers)
Called in by Councillors A Jones and M Borton
- 12 **Annual Report of Implementation of SEN Strategy**

Minute 453 (Cabinet Book 2 – Agenda Item 19 refers)
Called in by Councillors A Jones and I Gilbert

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

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

**** **OTHER SCRUTINY MATTERS**

13 Schools Progress Report

Report of Deputy Chief Executive (People)

14 Scrutiny Committee - updates

Report of Chief Executive

15 Minutes of Chairmen's Scrutiny Forum held Monday 20th November 2017

TO: The Chairman & Members of the People Scrutiny Committee:

Councillor C Nevin (Chair), Councillor L Davies (Vice-Chair)
Councillors B Arscott, M Borton, H Boyd, A Bright, S Buckley, M Butler, A Chalk,
C Endersby, D Garston, S Habermel, A Jones, C Mulroney, G Phillips,
M Stafford and C Walker

Co-opted Members

Church of England Diocese –

E Lusty (Voting on Education matters only)

Roman Catholic Diocese –

VACANT (Voting on Education matters only)

Parent Governors

(i) M Rickett (Voting on Education matters only)

(ii) VACANT (Voting on Education matters only)

SAVS – A Semmence (Non-Voting)

Healthwatch Southend – L Crabb (Non-Voting)

Southend Carers Forum – T Watts (Non-Voting)

Observers

Youth Council -

(i) M Riley (Non-voting)

(ii) Y Bey (Non-Voting)

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Monday, 18th September, 2017

Place: Committee Room 1 - Civic Suite

4

Present: Councillor C Nevin (Chair)
Councillors L Davies (Vice-Chair), B Arscott, M Borton, H Boyd, A Bright, A Chalk, C Endersby, D Garston, S Habermel, A Jones, C Mulroney, G Phillips, M Stafford and C Walker
E Lusty and L Crabb – co opted members

In Attendance: Councillor L Salter (Executive Councillor)
Councillors J Moyies and C Willis
F Abbott, S Leftley, D Simon and A Atherton

Start/End Time: 6.00 - 8.20 pm

299 Apologies for Absence

Apologies for absence were received from Councillor M Butler (no substitute), Councillor Buckley (no substitute), T Watts and A Semmence (co opted members).

300 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillor Boyd - agenda item relating to IVF consultation – non-pecuniary – Dr J Garcia Lobera is GP at her practice;
- (b) Councillor Borton - agenda item relating to IVF consultation – non-pecuniary – one of the presenters is GP at her practice;
- (c) Councillor Salter - agenda item relating to Mid and South Essex STP – non-pecuniary interest – husband is Consultant Surgeon at Southend Hospital and holds senior posts at the Hospital; son-in-law is GP; daughter is a doctor at Broomfield Hospital;
- (d) Councillor Nevin - agenda item relating to Mid and South Essex STP - non-pecuniary – 2 children work at MEHT; step sister works at Basildon Hospital; previous association at Southend and MEHT Hospitals; NHS employee in Trust outside area;
- (e) Ms E Lusty - agenda item relating to Mid and South Essex STP – non-pecuniary interest – husband is orthopaedic Consultant Surgeon at Southend Hospital / Wellesley Hospital.

301 Questions from Members of the Public

Councillor Salter, the Executive Councillor for Health & Adult Social Care responded to a written question from Mr Fieldhouse.

302 Public Consultation on In Vitro Fertilisation (IVF) in Southend-on-Sea

The Committee considered a report of the Chief Executive which advised that the CCG are currently consulting on proposals to change the service restriction policy with regard to In Vitro fertilisation (IVF) in Southend-on-Sea. The consultation runs from 26th July – 26th October 2017.

The Chairman welcomed the following health representatives to the meeting for this item:-

- Dr Jose Garcia Lobera – Chair, NHS Southend CCG
- Mr Ian Stidston – Accountable Officer, NHS Southend CCG
- Dr Krishna Chaturvedi – Clinical Executive Committee Chair, NHS Southend CCG
- Mr Matt Ranguie – Chief Nurse, NHS Southend CCG

The Committee received a detailed presentation on the proposals and received an update on the consultation responses to date, including:-

- Rationale for proposal and are reviewing all services which are commissioned;
- CCG has to make £18.2m worth of savings;
- Referred to NICE guidelines and NHS Commissioning Guidance;
- CCG's need to take account of the needs of the population overall;
- Outlined current clinically based service restriction policy and the proposal being consulted on which is that the CCG would no longer routinely fund IVF and other assisted conception treatments other than for 2 exceptions;
- IVF is often unsuccessful with success rates varying between 2% and 32% mainly depending on age of mother;
- Outlined ways in which NHS can help couples;
- IVF is not routinely funded in other areas already, including within Essex – Basildon & Brentwood, Mid Essex and North East Essex. West Essex is currently looking at the provision of IVF and specialist fertility services;
- Provided some information on responses received to the consultation to date and workshop. Further workshops are being planned. The themes, concerns and suggestions will be included in final report to be considered by the CCG Governing Body.

This was followed by questions from the members of the Committee which were responded to by the CCG, as summarised below:-

- Impact of change, especially mental health – will look this as there are links between mental & physical health and will also encourage people to access other services such as Talking Therapy;
- How the CCG is publicising the consultation and encouraging people to respond – the consultation is on the CCG website and has been circulated to stakeholders and the local press, social media, stakeholder groups etc. - the CCG will re circulate information about the consultation to GP's / Practice Managers to remind them about the consultation and to disseminate. Hard copies of the document can also be provided;

- Number of responses seems low & query if representative – will provide breakdown on demographics and will also ensure differentiate between those who live in or outside borough in analysis;
- Other areas considering same matter & ‘post code lottery’ issue – will provide information on situation in London area;
- The proposals are cost driven rather than clinical – issue needs to be considered in the round and around other services which need to be provided to residents.

In conclusion, the Committee made the following comments:-

- Extremely difficult decision and disappointing that IVF will no longer be offered (funded) for Southend residents (except for the exceptions mentioned);
- Contraception pill possibly had impact on fertility;
- Right to review the service but if the CCG Governing Body does decide to go ahead with the change there will need to be careful managing of expectations (message) / human side there;
- Whether have considered impact on other services (Adoption Service mentioned);
- There needs to be more detailed analysis of responses at the end of the consultation (age range, who responded etc.);
- The CCG should consider extending the consultation deadline to encourage more responses.

Resolved:-

That the views of the Committee be forwarded to NHS Southend CCG and the CCG present the results from the consultation to a future meeting.

Note:- This is a Scrutiny Function.

303 Mid and South Essex Sustainability and Transformation Plan

The Committee considered a report of the Chief Executive which updated members on the Mid and South Essex Sustainability and Transformation Plan and the role of the Scrutiny Committee going forward.

The Committee also had before it an update briefing on current progress towards consultation. The Mid and South Essex STP is finalising a business case for potential service changes over the next five years, including proposals to reconfigure some hospital services. It is anticipated that the draft consultation document and plan will be shared with the Committee by the end of the month.

Resolved:-

1. That agreement to the establishment of a Joint Committee with Essex and Thurrock Councils be deferred to the next meeting of the Committee or when the draft consultation document and plan has been forwarded to the Committee for consideration.
2. That NHS England be invited to attend the meeting when this matter is considered.
3. That the briefing by NHS England regarding the STP be noted.

4. To note the formation of the CCG STP Joint Committee as detailed in section 5 of the Report.

Note:- This is a Scrutiny Function

Chairman: _____

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Tuesday, 10th October, 2017
Place: Committee Room 1 - Civic Suite

5

Present: Councillor C Nevin (Chair)
Councillors B Arscott, B Ayling*, M Borton, H Boyd, A Bright, S Buckley, M Butler, A Chalk, C Endersby, S Habermel, A Jones, D McGlone*, C Mulroney, G Phillips, M Stafford and C Walker
A Semmence, L Crabb and T Watts (co-opted members)
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors J Courtenay and L Salter (Executive Councillors)
J K Williams, F Abbott, S Leftley, A Atherton, B Martin, J O'Loughlin, S Houlden, C Braun, C Papas, S D Ford and S Baker

Start/End Time: 6.30 - 8.45 pm

365 Apologies for Absence

Apologies for absence were received from Councillor L Davies (substitute Cllr B Ayling), Councillor D Garston (substitute Cllr D McGlone) and E Lusty (co-opted member).

In the absence of Councillor Davies, Councillor Borton acted as Vice Chair at the meeting.

366 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Salter and Courtenay (Executive Councillors) - 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 Salter – agenda item relating to School Admissions for Community Schools – non-pecuniary – lives in the Chalkwell Schools catchment area;
- (c) Councillor Salter – agenda item relating to Scrutiny Committee – updates - husband is Consultant Surgeon at Southend Hospital and holds senior posts at the Hospital; son-in-law is GP; daughter is a doctor at Broomfield Hospital;
- (d) Councillor Nevin - agenda item relating to School Admissions for Community Schools – non-pecuniary – lives in area affected by proposals;
- (e) Councillor Nevin - agenda item relating to Scrutiny Committee – updates – non-pecuniary - 2 children work at MEHT; step sister works at Basildon Hospital; previous association at Southend and MEHT Hospitals; NHS employee in Trust outside area;
- (f) Councillor Boyd - agenda item relating to School Progress report – non-pecuniary – Governor at Westcliff High School for Girls and South East Essex Academy Trust, South East Essex Teaching School Alliance;

- (g) Councillor Boyd - agenda item relating to School Admissions for Community Schools – non-pecuniary interest – owns a property in Leigh-on-Sea;
- (h) Councillor Arscott - agenda item relating to Schools Progress report – non pecuniary – Governor at Our Lady of Lourdes Catholic Primary School;
- (i) Councillor Arscott - agenda item relating to School Admissions for Community Schools – non-pecuniary – lives within Darlinghurst School catchment area;
- (j) Councillor Walker - agenda item relating to School Admissions for Community Schools – non-pecuniary – wife is teacher at West Leigh School;
- (k) Councillor Walker – agenda item relating to Schools progress report – non-pecuniary – Head Teacher at school referred to in report is involved with Southend Choirs Trust;
- (l) Councillor Bright - agenda item relating to School Admissions for Community Schools – non-pecuniary – uncle is on Board of Governors at West Leigh School and lives in affected catchment;
- (m) Councillor Chalk - agenda item relating to School Admissions for Community Schools – non-pecuniary – Governor at Bournes Green school;
- (n) Councillor Buckley - agenda item relating to School Admissions for Community Schools – non-pecuniary – Eastwood primary school is in ward;
- (o) Councillor McGlone - agenda item relating to School Admissions for Community Schools – non-pecuniary – Eastwood primary school is in ward;
- (p) Councillor Habermel - agenda item relating to School Admissions for Community Schools – non-pecuniary – lives in Chalkwell Schools catchment area;
- (q) Councillor Mulroney - agenda item relating to School Admissions for Community Schools – non-pecuniary – lives in North Street school catchment area;
- (r) Councillor Phillips - agenda item relating to School Admissions for Community Schools – disqualifying pecuniary interest –main residence is affected by Model K and would be removed from catchment / house value change - withdrew from meeting during consideration of this item.

367 Questions from Members of the Public

Councillor Salter, the Executive Councillor for Health and Adult Social Care responded to a written question from Mr Garne and from Mr Webb. Councillor Courtenay, the Executive Councillor for Children and Learning responded to a written question from Mr Webb.

368 Minutes of the Meeting held on Tuesday, 11th July 2017

Resolved:-

That the Minutes of the Meeting held on Tuesday, 11th July, 2017 be confirmed as a correct record and signed.

369 School Admissions for Community Schools 2019/20

The Committee considered Minute 364 of Cabinet held earlier on 10th October 2017, which had been referred direct by Cabinet to the Scrutiny Committee, together with a report of the Deputy Chief Executive (People). This outlined the

reasons to review Admission Arrangements and summarised the recent public engagement exercise regarding changes to catchment areas for primary schools in Leigh-on-Sea.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the proposed Admission Arrangements for Southend Community Schools for the academic year 2019/20 (incorporating revised admission criteria), as set out in Appendix 1 to the submitted report, be approved for a formal consultation process in accordance with the Admissions Code 2014.

2. That the proposed changes to catchment areas for primary community schools in Leigh-on-Sea, as set out in Section 5.10 of the report (and Appendix 2) be approved for a formal consultation process in accordance with the Admissions Code 2014.

3. That the formal consultations referred to in recommendations 1 and 2 above be undertaken between 6th November and 15th December 2017 in accordance with the Admissions Code 2014.”

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

370 Monthly Performance Report (July)

The Committee considered Minute 308 of Cabinet held on 19th September 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 July 2017, which had been circulated recently.

In response to comments on CP3.8 (number of people successfully completing 4 week stop smoking course), the Director of Public Health said that the target would be reviewed going forward.

Resolved:-

That the report be noted.

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

371 Suicide Prevention Strategy

The Committee considered Minute 316 of the meeting of Cabinet held on 19th September 2017, which had been called in to Scrutiny together with a report of the Deputy Chief Executive (People) presenting the draft Suicide Prevention Strategy for Southend, Essex and Thurrock entitled ‘Let’s Talk About Suicide.’

In response to questions, the Deputy Chief Executive (People) said that he would look into issue of whether there is a Council protocol in place for example Revenue & Benefits staff.

Resolved:

That the following decision of Cabinet be noted:-

“That the Suicide Prevention Strategy and associated actions, be approved.”

Note: This is an Executive function
Eligible for call in to: People Scrutiny Committee
Executive Councillor: Salter

372 Local Account of Adult Social Care

(This is a pre-Cabinet scrutiny item).

The Committee considered a report by the Deputy Chief Executive (People) by way of pre-Cabinet scrutiny. This presented the draft of the Local Account of Adult Social Care services in 2016/17, including priorities and plans for 2017/18.

In response to questions, the Director of Adult Services and Housing responded to comments / questions on the following matters:

- Tables in report which indicate that official published figures are awaited (Append 1, pages, 8, 9 10) - confirmed the figures will be released mid / end October;
- Spend for ASC by primary support reason (Appendix 1, page 7) – the new Liquid Logic system is a more sophisticated system and will be able to show greater level of detail on spend;
- ‘Keep Safe’ (Appendix 1, page 11) – agreed to provide figures on take up of the service and the list local businesses who participate in the scheme.

The Committee discussed the report in detail and there was general consensus and support for this local account and about the content of the report.

Resolved:-

That the draft report be noted and endorsed for submission to Cabinet for consideration at its meeting on 7th November 2017.

Note:- This is an Executive Function.
Executive Councillor:- Salter

373 Schools Progress Report

The Committee received a report of the Deputy Chief Executive (People) which informed Members of the current position with regard to the performance of all schools, including those causing concern and updated on known Academy developments and actions the Council is taking to support further improvements in schools.

The Director of Learning was pleased to report the pupil outcomes at end of EYFS and KS2 and KS4 in particular.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- Courtenay

374 Scrutiny Committee - updates

The Committee received a report of the Chief Executive which updated Members on a number of scrutiny matters.

The Committee noted a special meeting of the Committee has been arranged for Wednesday 18th October at 6.30 pm, to consider the following items:-

- Presentation from the East of England Ambulance Trust on new ambulance standards; and
- Mid & South Essex Sustainability & Transformation Partnership.

A member briefing by EPUT will also be arranged at a later date on the new clinical model for mental health services across the county.

In response to questions on the St Luke's Primary Care Development, set out in Appendix 4, the Scrutiny Officer agreed to find out further details about the membership of the stakeholder group.

Resolved:-

That the report and actions taken be noted.

Note:- This is a Scrutiny Function

Chairman: _____

This page is intentionally left blank

Public Document Pack

SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Wednesday, 18th October, 2017

Place: Committee Room 1 - Civic Suite

6

Present: Councillor C Nevin (Chair)
Councillors B Arscott, M Borton, H Boyd, A Bright, M Butler,
C Endersby, D Garston, S Habermel, A Jones, C Mulroney,
G Phillips and M Stafford
E Lusty and T Watts (co-opted members)

In Attendance: Councillor L Salter (Executive Councillor),
Councillors J Moyies and R Woodley
F Abbott and A Atherton

Start/End Time: 6.30 - 9.35 pm

385 Apologies for Absence

Apologies for absence were received from Councillor L Davies (no substitute), Councillor S Buckley (no substitute), Councillor A Chalk (no substitute) and Councillor C Walker (no substitute), A Semmence and L Crabb (co-opted members).

In the absence of Councillor Davies, Councillor Borton acted as Vice Chair at the meeting.

386 Declarations of Interest

The following interests were made at the meeting:-

- (a) Councillor Salter - agenda item relating to Mid and South Essex STP – non-pecuniary interest – husband is Consultant Surgeon at Southend Hospital and holds senior posts at the Hospital; son-in-law is GP; daughter is a doctor at Broomfield Hospital;
- (b) Councillor Nevin - agenda item relating to Mid and South Essex STP - non-pecuniary – 2 children work at MEHT; step sister works at Basildon Hospital; previous association at Southend and MEHT Hospitals; NHS employee in Trust outside area;
- (c) Ms E Lusty - agenda item relating to Mid and South Essex STP – non-pecuniary interest – husband is orthopaedic Consultant Surgeon at Southend Hospital / Wellesley Hospital;
- (d) Councillor Habermel - agenda item relating to Mid and South Essex STP – non-pecuniary interest – sister is a nurse at Southend Hospital;
- (e) Councillor Habermel - agenda item relating to Ambulance Trust – non-pecuniary interest – brother is a paramedic with Thames Ambulance Service.

387 Questions from Members of the Public

There were no questions from members of the public.

388 Mid and South Essex Sustainability and Transformation Partnership

Referring to Minute 303 of the meeting held on 18th September 2017, the Committee considered a report of the Chief Executive which updated members on the Mid and South Essex Sustainability and Transformation Partnership (STP) and the role of the Scrutiny Committee going forward. On behalf of the Committee, the Chairman also welcomed Mr A Vowles, Programme Director to the meeting. Mr Vowles had been invited to provide an update on the development of the STP and the plans for public consultation, as detailed in Appendix 2 to the report.

Mr Vowles advised the Committee that the proposals are still subject to assurance processes and it is likely that the public consultation will now begin in mid-November and will be a 14 week consultation. A copy of the draft document will be shared with the Committee for comments and input and any recommendations for further action.

The presentation was followed by questions and comments from the Committee covering a number of issues, including - A&E services; capital investment in hospital needed; the role of Ambulance service in 'treat and transfer' model; need for the consultation to be meaningful with right design / format and needs to reach people 'where they are' and reach as many as possible; need to see wide ranging clinical support to changes (e.g. front line staff); concern about proposals for stroke services; need to see clinical evidence and be reassured about the financial modelling.

Resolved:-

1. To note the progress report on the development of the STP and the plans for public consultation, as set out in the briefing paper at Appendix 2 and as outlined at the meeting but the Committee still has significant reservations about the proposals and has yet to see the detailed clinical evidence and financial modelling.
2. That authority be given to the principle of establishing a Joint Scrutiny Committee with Essex County Council and to support an invitation to Thurrock Council to join.
3. To approve in principle the draft indicative terms of reference for the Joint Scrutiny Committee, as set out at Appendix 3 to the report.
4. That Southend should be the lead authority for the Joint Scrutiny Committee.
5. That the following Members be appointed to sit on the Joint Scrutiny Committee – Councillors C Nevin, A Jones, B Arcscott, S Habermel and that Councillors M Borton and H Boyd be appointed as substitutes.

Note:- This is a Scrutiny Function.

389 The NHSE Ambulance Response Programme

Referring to Minute 374 of the meeting held on 10th October 2017, the Chairman welcomed Gary Baines, Sector Head of Service Development, A&E Operations Mid and South Essex and Karl Edwards, Deputy Director of Service Delivery East of England Ambulance Trust to the meeting.

Mr Edwards presented the Ambulance Response Programme (ARP) and outlined the developments and changes and advised that the ARP had 'gone live' in this region the previous evening and is a 3 year programme. Mr Edwards also provided information on the Independent Service Review.

Mr Edwards responded to a number of questions and comments from the Committee, including – visit by members to the control room at Broomfield recently had been very helpful and much appreciated; change in use of rapid response vehicles; staffing; investment issues.

Resolved:-

That Mr Edwards and Mr Baines be thanked for the presentation and wished the Trust success going forward.

Note:- This is a Scrutiny Function.

Chairman: _____

This page is intentionally left blank

MONTHLY PERFORMANCE REPORT

August 2017

Contents

Section 1
Pages 1 - 11

2017-18 Exceptions – Current Month’s Performance

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

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

CP 4.3 - Council Tax

CP 4.4 – Non Domestic Rates

CP 3.2 – Discharge from hospital

CP 3.3 – Delayed transfers of care

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

CP 1.7 – Concluded section 42 enquiries

CP 4.8 – Current rent arrears

Section 2
Pages 12 - 15

2017-18 Corporate Performance Indicators

Performance Information for all Corporate Priority Indicators

Section 3
Pages 16 - 28

Detail of Indicators Rated Red or Amber

Performance detail for indicators rated Red or Amber

Section 4
Pages 29 - 33

Partnership Indicators

Health Wellbeing Indicators

Local Economy Indicators

Community Safety Indicators

Section 5
Pages 35 - 65

Budget Management Statements

Budget monitor and forecast by Portfolio

Section 6
Pages 67- 80

Capital Expenditure







Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: timmacgregor@southend.gov.uk (01702) 534025 or Louisabowen@southend.gov.uk (01702) 212039

Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2017/18	Annual target for 2017/18
<u>Outcome</u>	<p>Symbol based on a traffic light system; Red, Amber, Green indicating whether an indicator's performance is on track to achieve the annual target. Symbols used and their meaning are:</p> <p> = at risk of missing target</p> <p> = some slippage against target, but still expected to meet year-end target (31/03/2018)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: timmacgregor@southend.gov.uk (01702) 534025 or Louisabowen@southend.gov.uk (01702) 212039

Section 1: 2017-2018 Exceptions - Current Month Performance





Comments on Indicators rated Red or Amber

Generated on: 09 October 2017 09:52



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

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

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

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



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A	-	TBC		-	Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny



Expected Outcome At risk of missing target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	August 2017	297	350	1,100			Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.	People Scrutiny







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



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.6 20	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	August 2017	325.3	296.6	296.6			<p>This month Performance has once again improved on this indicator (for the 5th consecutive month). This indicates that the processes within Fieldwork Services in relation to contact, referral and assessment are beginning to lead to more positive performance. The positive impact is enhanced by the work being undertaken within longer term teams to ensure families move swiftly to other services when it safe for them to do so.</p> <p>The comment from August 2017 remains appropriate, namely that;</p> <p>As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had been low compared to statistical neighbours for a number of years. Robust operational management is now in place to ensure that all children classed as in need do actually require statutory support.</p>	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department of the Chief Executive


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	August 2017	2.74	2.61	7.20			<p>The Corporate sickness target has not been met for the month of August, and sickness levels are above the year to date target. HR is continuing to provide advice and guidance to managers to enable them to proactively manage sickness absence. The HR team are working with First care to continue to develop management reports so that trends and issues can be highlighted</p>	Policy & Resources Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Department for People


MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	August 2017	41.3	55.7	50.4-55.7			The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area.	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	August 2017	86.1%	90%	90%			<p>An action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis.</p> <p>It is acknowledged that this performance indicator remains below target however there has been good improvement which is expected to continue. This remains an area of continued focus and the action plan taken to Executive DMT is being progressed.</p> <p>The details of that plan is as follows:</p> <ul style="list-style-type: none"> - visiting being included in all social worker PMR, assurance reporting from team managers on a weekly basis to service managers includes children who have not been visited within the last 20 working days (process introduced on 22-Apr-17); and - proactive use of the weekly performance reports to team managers. Failure to complete visits to children forms part of capability processes where required. 	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	August 2017	29.8%	33.5%	33.5%			At the end of August, 522 of 1751 long term service clients were receiving a Direct Payment. Performance on this indicator remains slightly below target but stable and above the national benchmark. It is acknowledged that further action needs to be taken in this area to reach target, the Service Transformation Team will be approached this month for suggestions to contribute towards improving performance in this area.	People Scrutiny

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

Expected Outcome Some slippage against target
Responsible OUs Department for Place



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.1 N	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	August 2017	40	45	45			Reported missed collections have reduced as operations have improved, effective contract management has contributed and no further disruptions from service changes	Place Scrutiny



Expected Outcome Some slippage against target
Responsible OUs Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	August 2017	1,826	2,398	5,740			Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public Health team offering support to all practices to improve uptake.	People Scrutiny



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





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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.4 24	% of Non-Domestic Rates for 2017/18 collected in year [Cumulative]	Aim to Maximise	August 2017	47.30%	44.50%	97.90%			<p>Business Rates collection for the current financial year has seen an increase against target and previous year's collection. The increase in collection is due to reviewed processes, particularly on the collection of arrears, which will still give some flexibility, allowing us to support local businesses that are struggling, however, it will also ensure that the majority of businesses that fall into arrears will have a shorter timeframe to pay arrears to clear their debt.</p> <p>We promote the support from government that is in place for businesses where appropriate through new initiatives schemes and legislation. We are developing new relationships with our business partners to promote Southend and attract additional business.</p> <p>We have also developed our relationship with our Enforcement Agents with a more structured performance reviews.</p> <p>We have a knowledgeable team who through training and development supported by the authority, play a significant part in what we have achieved in the financial year to date.</p>	Policy & Resources Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	August 2017	90.1%	88.6%	88.6%			Performance has improved significantly this month, seeing a 4% improvement on last month, taking this indicator above target. This reporting period shows that out of 71 Adults using the reablement service, 64 were still at home 91 days later. Of the 7 not at home, 2 had passed away, 1 moved into nursing care, 4 into residential care. No Adults had been	People Scrutiny

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

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

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





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

Expected Outcome On course to achieve target
Responsible OUs Public Health

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

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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.7 27	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	August 2017	90.4%	74%	74%			Performance on this measure continues to be significantly above the target and benchmarks. The England Average is 67%.	People Scrutiny
CP 4.8	Current Rent Arrears as % of rent due.	Aim to Minimise	August 2017	1.33%	1.77%	1.77%			This indicator represents the current arrears as a percentage of the total rent collectable for the year. Whilst we will always see seasonal fluctuations in the arrears position, we are currently meeting the target , however the further "roll out" of Universal credit which started on the 19th July, coupled with the school summer holidays has seen the figure increase slightly this month .	Policy and Resources Scrutiny

Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 09 October 2017 09:52







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











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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	August 2017	41.3	55.7	50.4-55.7			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	August 2017	74.6	66	66			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	August 2017	79.1%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	August 2017	86.1%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	August 2017	325.3	296.6	296.6			John O'Loughlin	People Scrutiny
CP 1.7	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	August 2017	90.4%	74%	74%			Sharon Houlden	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	August 2017	40	45	45			Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	August 2017	96%	93%	93%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	June 2017	N/A	-	TBC	-	-	Carl Robinson	Place Scrutiny

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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	August 2017	3,306,027	1,812,500	4,350,000	✔	↑	Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	August 2017	19	16	40	✔	↓	Andrea Atherton	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	August 2017	297	350	1,100	⚠	↓	Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	August 2017	1,826	2,398	5,740	⚠	↓	Andrea Atherton	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	August 2017	59.3%	90%	90%	⚠	↑	John O'Loughlin	People Scrutiny
CP 3.11	The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).	Aim to Maximise	August 2017	91	-	-	-	↓	John O'Loughlin	People Scrutiny

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

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

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

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

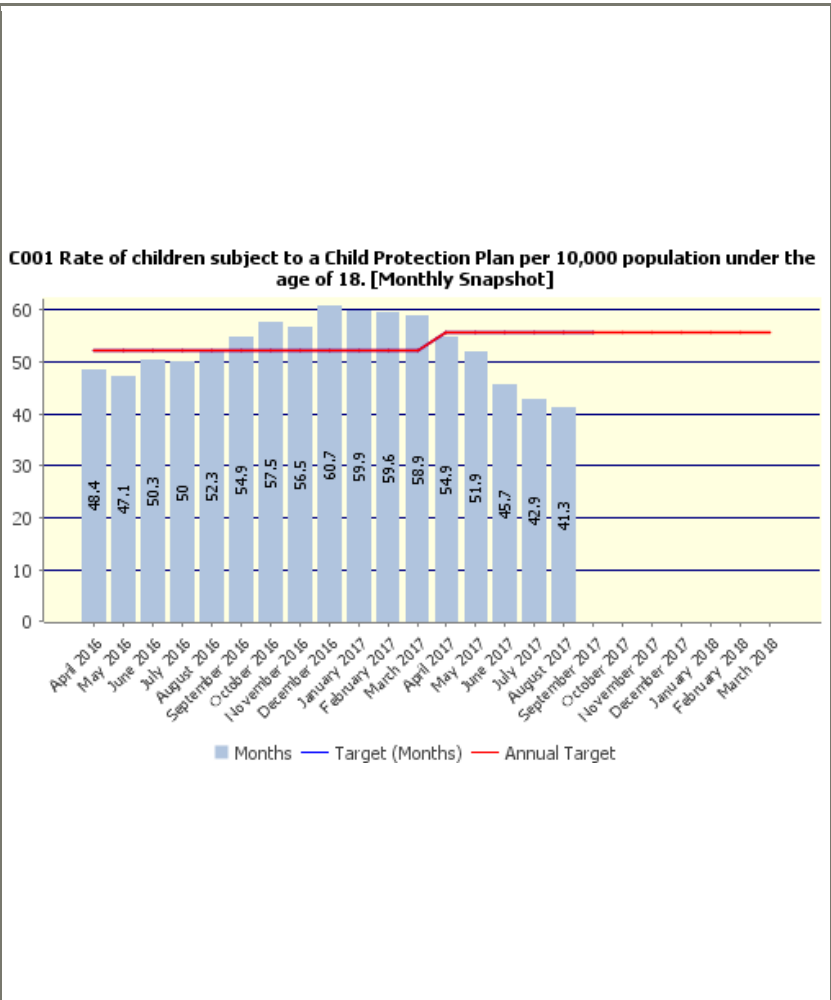
MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore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

Section 3: Detail of indicators rated Red or Amber

Aim: SAFE: Priorities • Create a safe environment across the town for residents, workers and visitors. • Work in partnership with Essex Police and other agencies to tackle crime. • Look after and safeguard our children and vulnerable adults.
 Expected Outcome: At risk of missing target 3 Some slippage against target 2

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

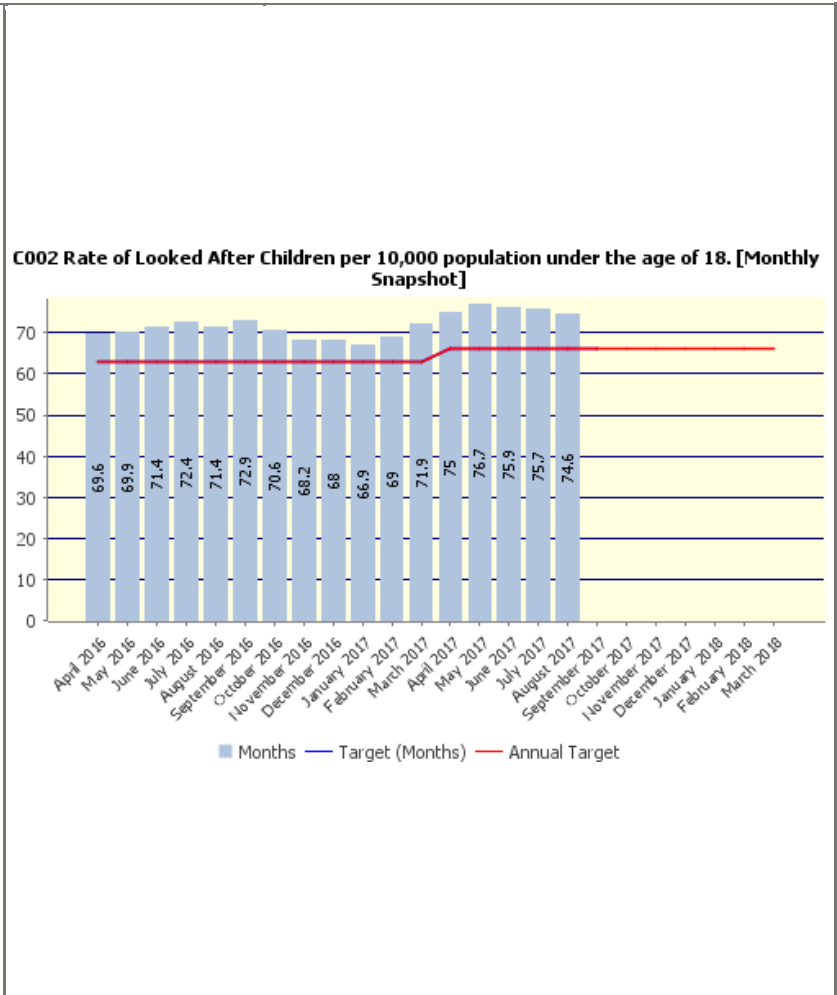
Date Range 1		
	Value	Target
April 2016	48.4	52.3
May 2016	47.1	52.3
June 2016	50.3	52.3
July 2016	50	52.3
August 2016	52.3	52.3
September 2016	54.9	52.3
October 2016	57.5	52.3
November 2016	56.5	52.3
December 2016	60.7	52.3
January 2017	59.9	52.3
February 2017	59.6	52.3
March 2017	58.9	52.3
April 2017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



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

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

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



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

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

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

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

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

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

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

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

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

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

C009 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.																			
	<table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>April 2017</td><td>83.7%</td><td>90%</td></tr> <tr><td>May 2017</td><td>79.4%</td><td>90%</td></tr> <tr><td>June 2017</td><td>83.2%</td><td>90%</td></tr> <tr><td>July 2017</td><td>81.7%</td><td>90%</td></tr> <tr><td>August 2017</td><td>86.1%</td><td>90%</td></tr> </tbody> </table>	Month	Value	Target	April 2017	83.7%	90%	May 2017	79.4%	90%	June 2017	83.2%	90%	July 2017	81.7%	90%	August 2017	86.1%	90%
Month	Value	Target																	
April 2017	83.7%	90%																	
May 2017	79.4%	90%																	
June 2017	83.2%	90%																	
July 2017	81.7%	90%																	
August 2017	86.1%	90%																	

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

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

The details of that plan is as follows:

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

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

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


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

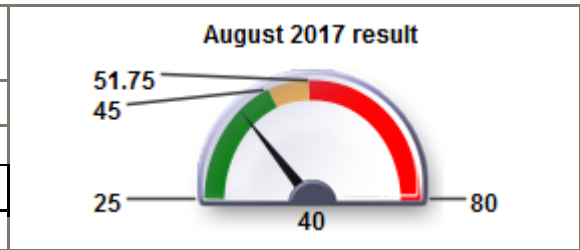
The comment from August 2017 remains appropriate, namely that;

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

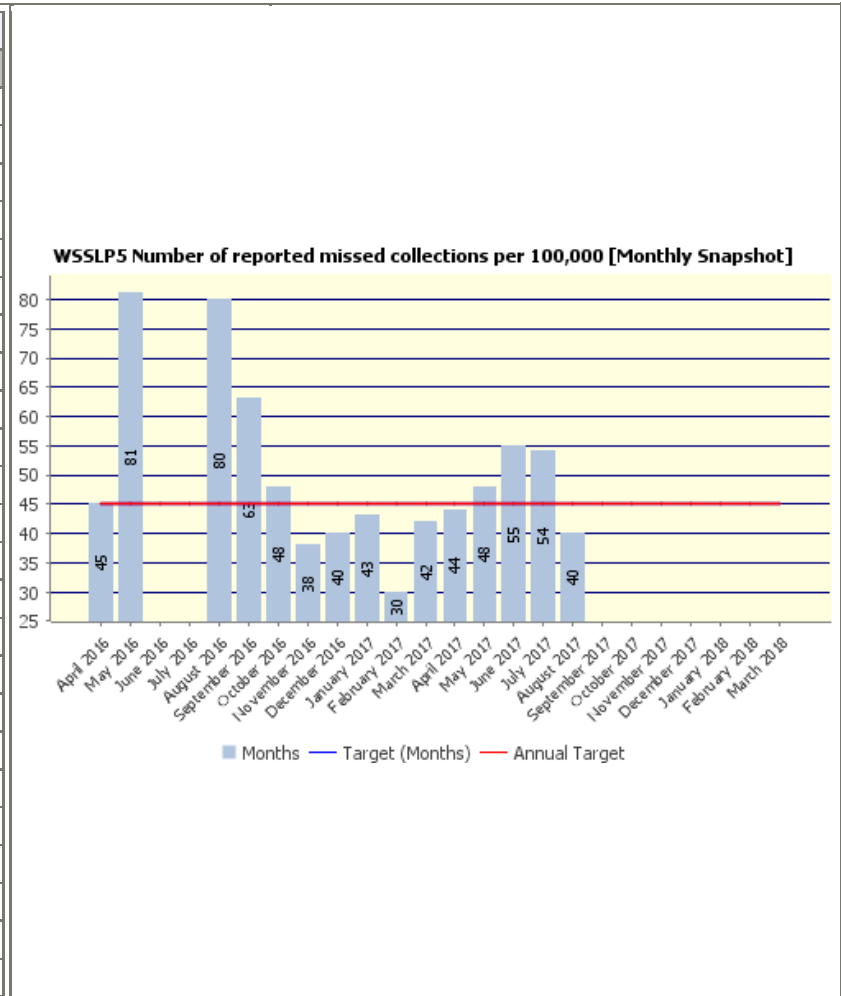
Aim: CLEAN: Priorities • Continue to promote the use of green technology and initiatives to benefit the local economy and environment. • Encourage and enforce high standards of environmental stewardship.

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


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



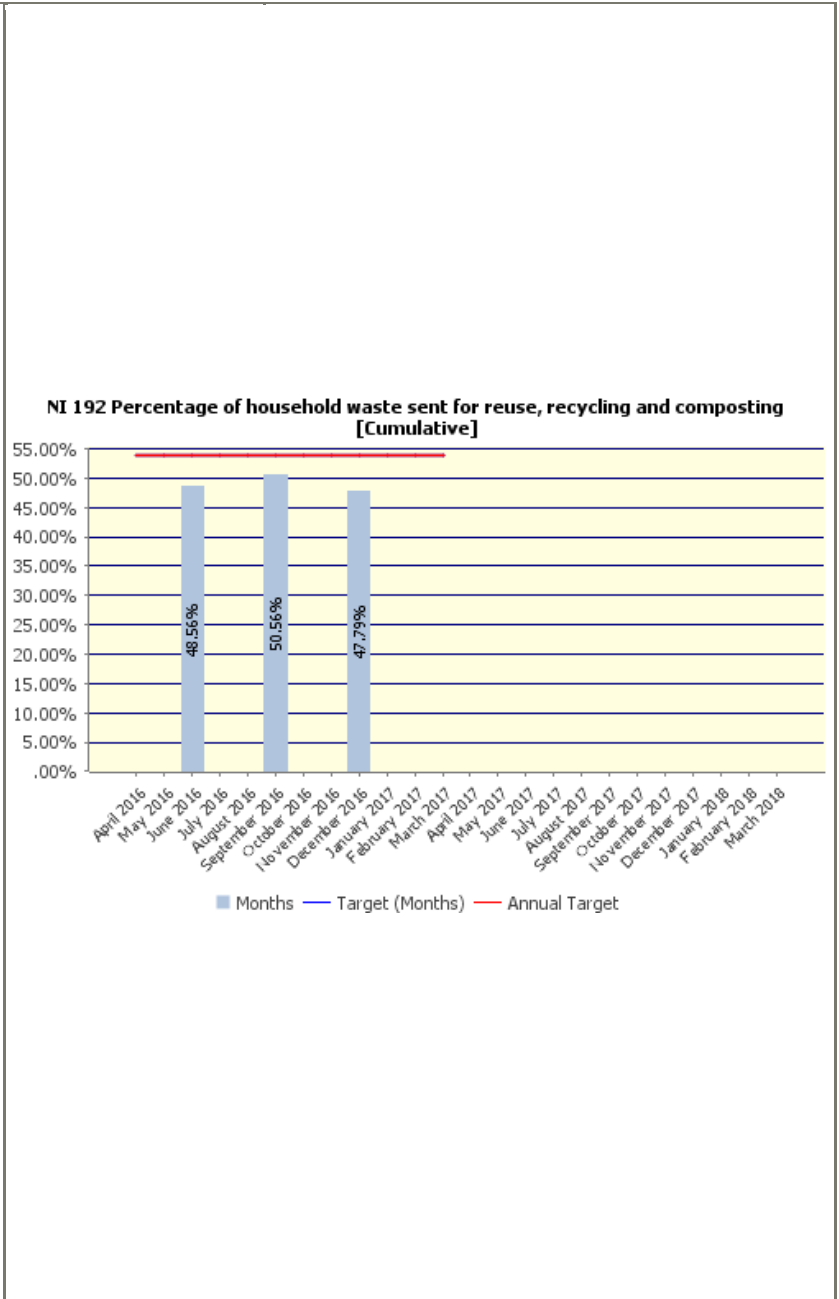
Date Range 1		
	Value	Target
April 2016	45	45
May 2016	81	45
June 2016	N/A	45
July 2016	N/A	45
August 2016	80	45
September 2016	63	45
October 2016	48	45
November 2016	38	45
December 2016	40	45
January 2017	43	45
February 2017	30	45
March 2017	42	45
April 2017	44	45
May 2017	48	45
June 2017	55	45
July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



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

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


Date Range 1		
	Value	Target
April 2016	N/A	54.00%
May 2016	N/A	54.00%
June 2016	48.56%	54.00%
Q1 2016/17		
July 2016	N/A	54.00%
August 2016	N/A	54.00%
September 2016	50.56%	54.00%
Q2 2016/17		
October 2016	N/A	54.00%
November 2016	N/A	54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017	N/A	54.00%
February 2017	N/A	54.00%
March 2017	N/A	54.00%
Q4 2016/17		
April 2017	N/A	TBC
May 2017	N/A	TBC
June 2017	N/A	TBC
Q1 2017/18		
July 2017		
August 2017		
September 2017		
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		

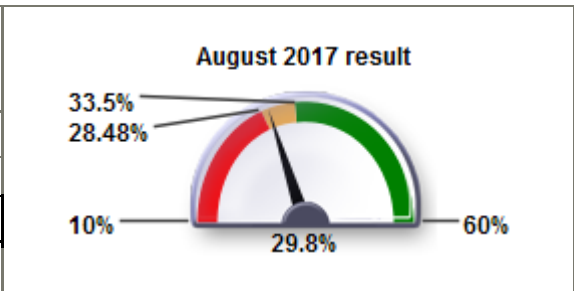


Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.

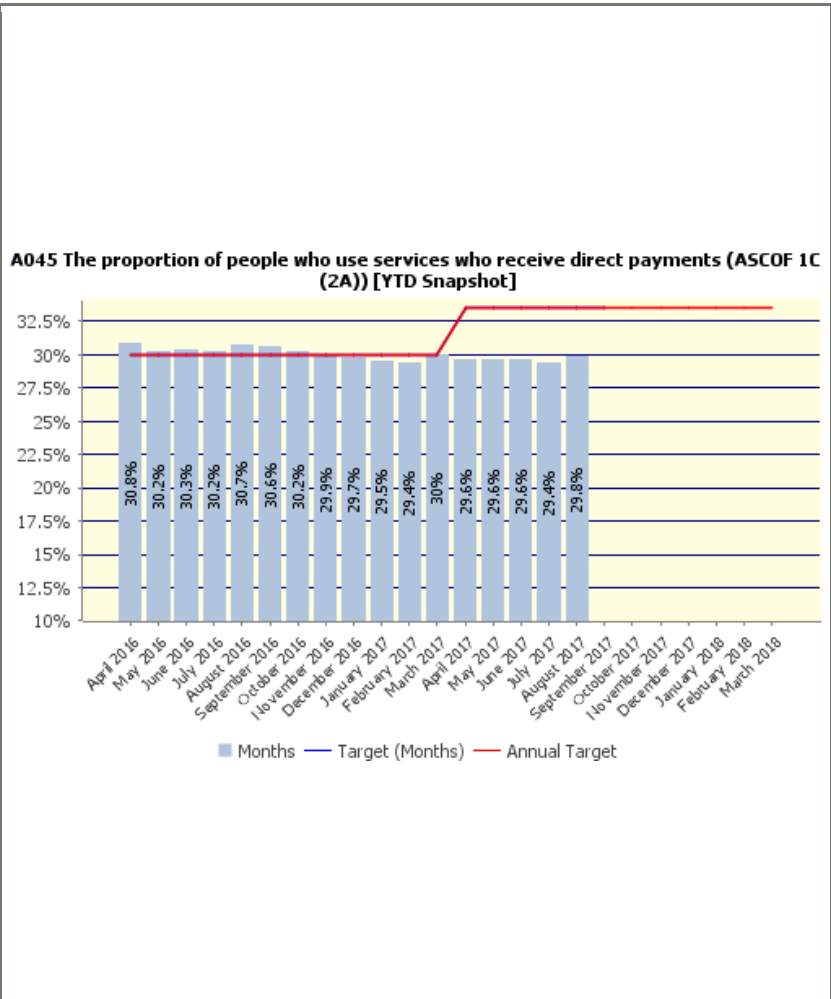
Aim: HEALTHY: Priorities • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing. • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social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

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


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

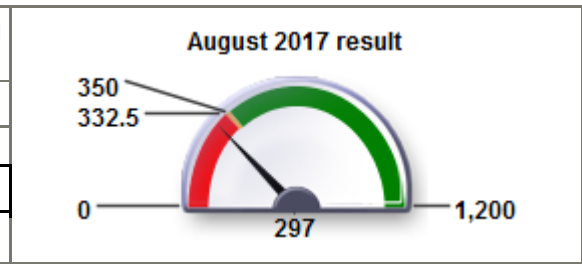


Date Range 1		
	Value	Target
April 2016	30.8%	30%
May 2016	30.2%	30%
June 2016	30.3%	30%
July 2016	30.2%	30%
August 2016	30.7%	30%
September 2016	30.6%	30%
October 2016	30.2%	30%
November 2016	29.9%	30%
December 2016	29.7%	30%
January 2017	29.5%	30%
February 2017	29.4%	30%
March 2017	30%	30%
April 2017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

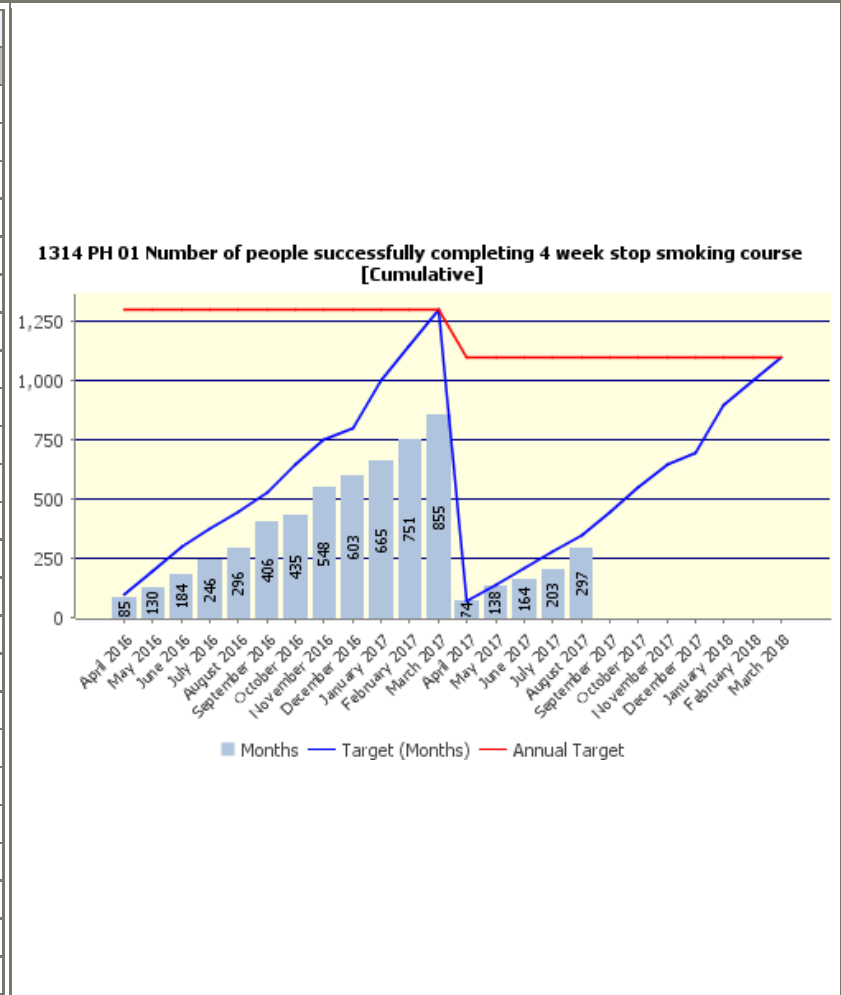


At the end of August, 522 of 1751 long term service clients were receiving a Direct Payment. Performance on this indicator remains slightly below target but stable and above the national benchmark. It is acknowledged that further action needs to be taken in this area to reach target, the Service Transformation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


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

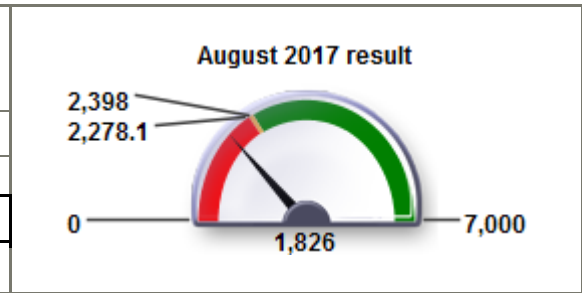


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017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

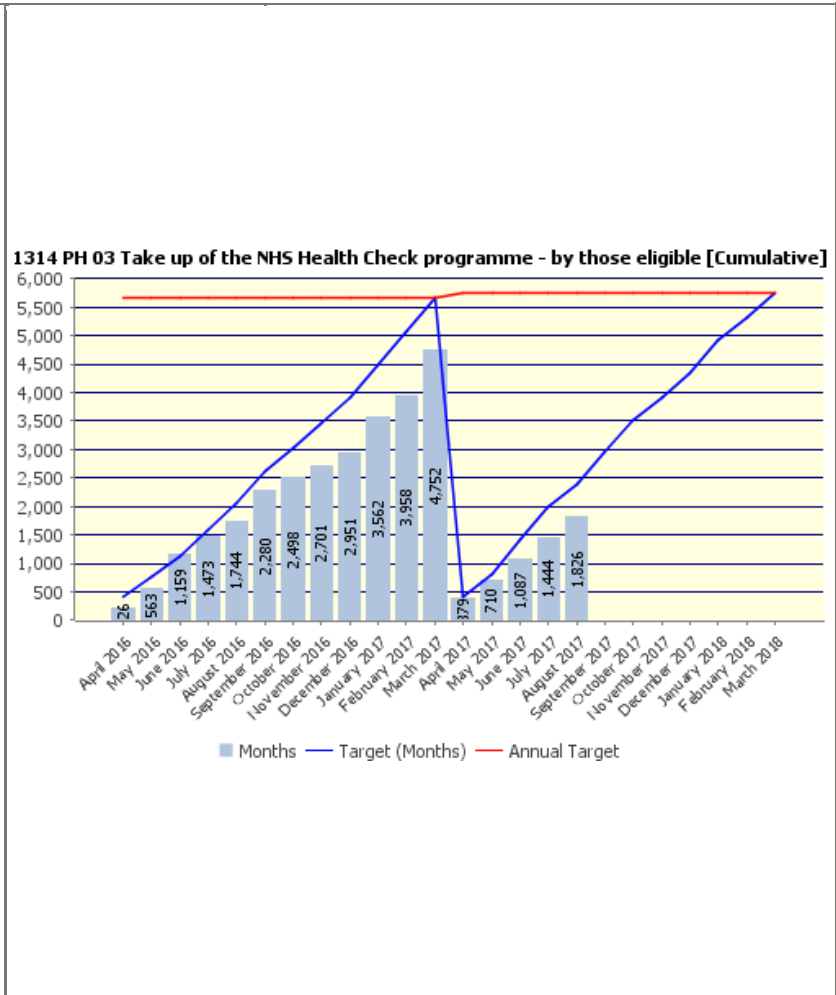


Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics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

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



Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017		2,976
October 2017		3,506
November 2017		3,920
December 2017		4,334
January 2018		4,912
February 2018		5,326
March 2018		5,740



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


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

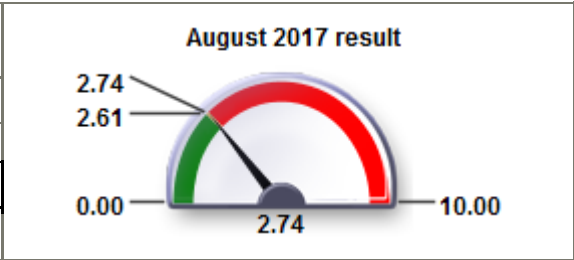
Date Range 1		
	Value	Target
April 2017	27.3%	90%
May 2017	26.5%	90%
June 2017	33.3%	90%
July 2017	54.5%	90%
August 2017	59.3%	90%
September 2017		
October 2017		
November 2017		
December 2017		
January 2018		
February 2018		
March 2018		

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

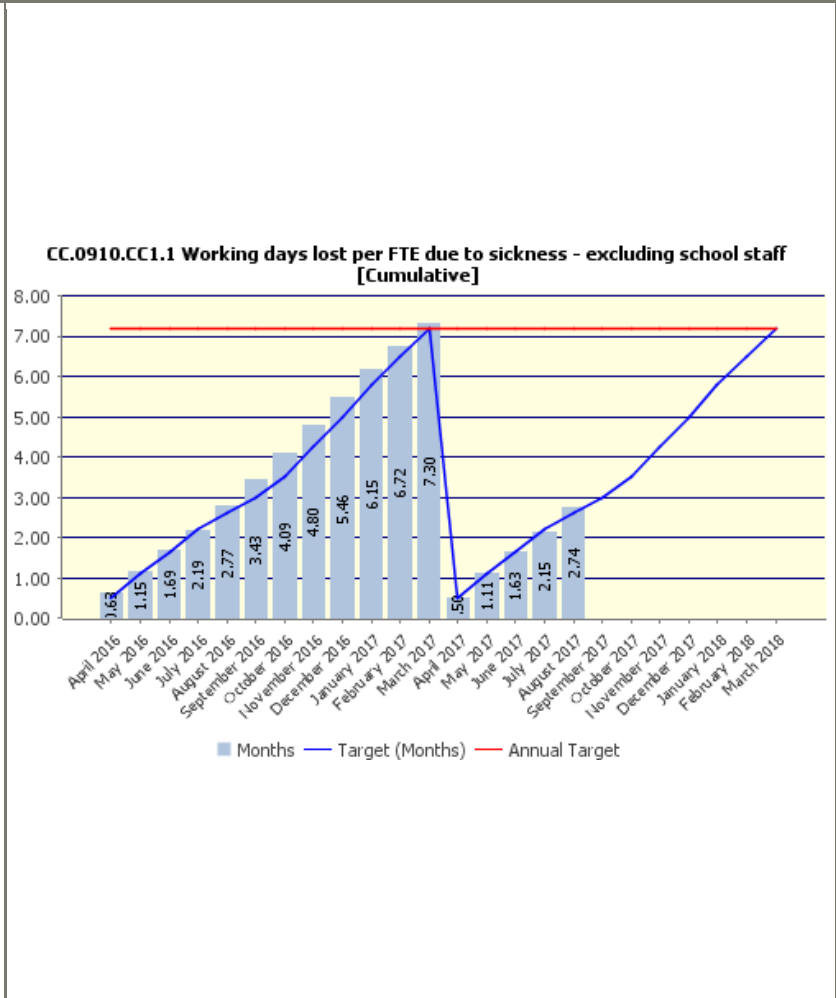
It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further 5% during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance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

Aim: EXCELLENT: Priorities • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.
 Expected Outcome: Some slippage against target 2


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

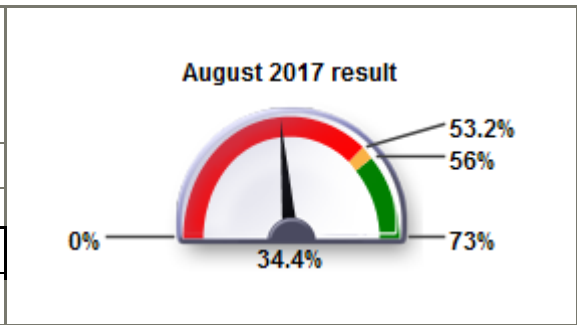


Date Range 1		
	Value	Target
April 2016	0.63	0.51
May 2016	1.15	1.10
June 2016	1.69	1.65
July 2016	2.19	2.21
August 2016	2.77	2.61
September 2016	3.43	3.01
October 2016	4.09	3.51
November 2016	4.80	4.27
December 2016	5.46	4.99
January 2017	6.15	5.82
February 2017	6.72	6.49
March 2017	7.30	7.20
April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

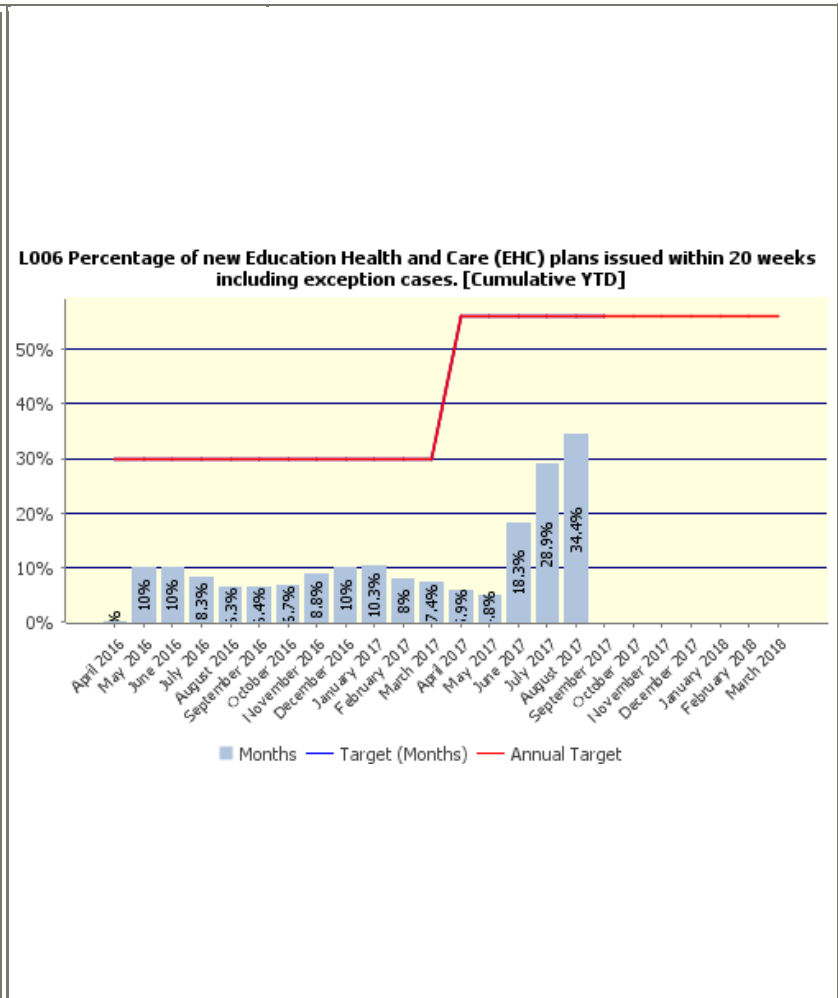


The Corporate sickness target has not been met for the month of August, and sickness levels are above the year to date target. HR is continuing to provide advice and guidance to managers to enable them to proactively manage sickness absence. The HR team are working with First care to continue to develop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

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



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



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

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

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

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

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

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th></th> <th style="text-align: center;">April 2016</th> <th style="text-align: center;">April 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">Average Price</td> <td style="text-align: center;">£242,109</td> <td style="text-align: center;">£261,827</td> </tr> <tr> <td style="background-color: #d3d3d3;">% Change</td> <td style="text-align: center;">14.51% (Apr 15-16)</td> <td style="text-align: center;">8.14% (Apr 16-17)</td> </tr> </tbody> </table>			April 2016	April 2017	Average Price	£242,109	£261,827	% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)
	April 2016	April 2017										
Average Price	£242,109	£261,827										
% Change	14.51% (Apr 15-16)	8.14% (Apr 16-17)										
2.	Planning Applications	<p style="margin: 0;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;">July 2015 - June 2016</td> <td style="text-align: center;">1734</td> </tr> <tr> <td style="text-align: center;">July 2016 - June 2017</td> <td style="text-align: center;">1913</td> </tr> </tbody> </table>		July 2015 - June 2016	1734	July 2016 - June 2017	1913					
July 2015 - June 2016	1734											
July 2016 - June 2017	1913											
3.	Job Seekers Allowance Claimants	<p style="margin: 0;">Economic Scorecard Reported Quarterly</p> <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th></th> <th style="text-align: center;">June 2016</th> <th style="text-align: center;">June 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">JSA Claimants (Number)</td> <td style="text-align: center;">1,498</td> <td style="text-align: center;">1,517</td> </tr> <tr> <td style="background-color: #d3d3d3;">JSA Claimants %</td> <td style="text-align: center;">1.4%</td> <td style="text-align: center;">1.4%</td> </tr> </tbody> </table> <p style="margin: 5px 0 0 0;">Source: Office of National Statistics</p>			June 2016	June 2017	JSA Claimants (Number)	1,498	1,517	JSA Claimants %	1.4%	1.4%
	June 2016	June 2017										
JSA Claimants (Number)	1,498	1,517										
JSA Claimants %	1.4%	1.4%										

Community Safety Indicators

Short name	Month's value (April-July cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																								
Score against 10 BCS crimes; Theft of Vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	2656	<p>Southend CSP continues to focus its partner resources around key areas of concern, these include night time economy demands (particularly with increasing need to police seafront car cruises, and high footfall events such as Halloween weekend and Fireworks), street based crime (drug/knife crime), and other violence including domestic violence.</p> <p>The changes around crime activities (such as increasing gang related crime and knife crime) do pose challenges to partners and resources to tackle such. Furthermore, new areas of challenge such as strengthening town centre safety and security, and issues related to town centre ASB (eg street drinking and aggressive begging) require new strategic thinking around how best to tackle.</p> <p>The current reviews of CSP structure and remit, the review of Borough wide ASB response, plus a review of the new Community Safety Hub (based at the Police Station) will support new thinking to approach the new challenges (and existing challenges) that confront police and partners in 2017</p> <p>June BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 7% ; Vehicle interference – 1%; Burglary in a dwelling – 0%; Bicycle Theft – 4%; Theft from the person - 2%; Criminal damage (exc 59) - 19%; HMIC Violence without injury – 39%; Wounding (Serious or Other) – 22%; Personal Robbery – 3%.</p>																																								
Performance Measures	Rationale for inclusion	Latest Performance Available																																								
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> <th style="text-align: center;">Cumulative Solved Rates Difference ** %</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">7029</td> <td style="text-align: center;">↓1.5</td> <td style="text-align: center;">*</td> </tr> <tr> <td style="text-align: center;">Theft of a vehicle</td> <td style="text-align: center;">36</td> <td style="text-align: center;">369</td> <td style="text-align: center;">↑8.5</td> <td style="text-align: center;">↓0.6</td> </tr> <tr> <td style="text-align: center;">Theft from Vehicle</td> <td style="text-align: center;">67</td> <td style="text-align: center;">879</td> <td style="text-align: center;">↓11.6</td> <td style="text-align: center;">↓1.3</td> </tr> <tr> <td style="text-align: center;">Vehicle Interference</td> <td style="text-align: center;">8</td> <td style="text-align: center;">168</td> <td style="text-align: center;">↓4.0</td> <td style="text-align: center;">↓2.8</td> </tr> <tr> <td style="text-align: center;">Burglary in a dwelling</td> <td style="text-align: center;">0</td> <td style="text-align: center;">641</td> <td style="text-align: center;">↑19.4</td> <td style="text-align: center;">↓2.2</td> </tr> <tr> <td style="text-align: center;">Bicycle theft</td> <td style="text-align: center;">32</td> <td style="text-align: center;">467</td> <td style="text-align: center;">↑15.9</td> <td style="text-align: center;">↓0.4</td> </tr> <tr> <td style="text-align: center;">Theft from the person</td> <td style="text-align: center;">18</td> <td style="text-align: center;">222</td> <td style="text-align: center;">↓18.4</td> <td style="text-align: center;">↓0.5</td> </tr> </tbody> </table>	Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %	10 BCS Crimes - total	*	7029	↓1.5	*	Theft of a vehicle	36	369	↑8.5	↓0.6	Theft from Vehicle	67	879	↓11.6	↓1.3	Vehicle Interference	8	168	↓4.0	↓2.8	Burglary in a dwelling	0	641	↑19.4	↓2.2	Bicycle theft	32	467	↑15.9	↓0.4	Theft from the person	18	222	↓18.4	↓0.5
Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	Cumulative Solved Rates Difference ** %																																						
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
			Violence Without Injury	404	2924	↑13.4	↓4.3
			Wounding (Serious or Other)	165	*	*	*
			Robbery (Personal Property)	23	206	↑14.4	↓0.3
		<p>*Not recorded.</p> <p>**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.</p>					
Potential Performance Measures		Rationale for inclusion	Latest Performance				
			Number (Rolling 12 months to June)		Increase/Decrease %		
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	Total number of Incidents 4071 (June)	Total number of Crimes 15118	Crimes - ↓3.17%		Incidents ↑9.03%
3	Anti-social Behaviour	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	7029		↓1.5%		
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.	368		↑6.6%		
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...	189 (14.4%)		↓27.03%		
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	3749		↑2.27%		
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	129		↑46.6%		



Revenue Budget Monitoring 2017/18

Period 5

**as at 31 August 2017
Portfolio Summary**

Contents

Commentary	3
General Fund Summary Forecast	8
Portfolio	
Leader	9
Culture, Tourism and the Economy	11
Corporate and Community Support Services	13
Housing, Planning & Sustainability	17
Children & Learning	19
Health & Adult Social Care	22
Transport, Waste & Regulatory Services	24
Technology	28
Housing Revenue Account Summary Forecast	30

1. Commentary

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

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

2. Overall Budget Performance – General Fund

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

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

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

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

3. Service Variances - £363,000 forecast overspend

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

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

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

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

Financing Costs – (£2,299K)

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

4. Appropriations to / from Earmarked Reserves

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

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

£3,355,760 Total from Reserves

5. Revenue Contributions to Capital Outlay (RCCO)

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

6. Performance against Budget savings targets for 2017/18

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

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

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

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

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

The HRA budget was approved by Council on 23rd February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

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

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

8. Budget Virements

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

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

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

The virements for Cabinet approval this period are:

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

£904,710 Total

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

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

Portfolio	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Leader	2,567	(180)	2,387	24	2,411	2,361	(50)	4,027	3,857	(170)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	399	12,992	13,099	107	5,568	5,758	190
Corporate and Community Support Services	121,679	(109,623)	12,056	(93)	11,963	11,805	(158)	5,935	5,002	(933)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,122	0	2,199	2,125	(74)
Children & Learning	105,228	(78,991)	26,237	472	26,709	27,638	929	11,110	12,261	1,151
Health & Adult Social Care	67,470	(28,522)	38,948	142	39,090	39,312	222	15,504	15,587	83
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	382	22,776	22,004	(772)	9,290	8,448	(842)
Technology	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209
Portfolio Net Expenditure	360,369	(236,249)	124,120	1,333	125,453	125,816	363	55,465	55,079	(386)
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(7,846)	(7,848)	(2)
Levies	590	0	590	0	590	590	0	234	241	7
Financing Costs	16,594	0	16,594	0	16,594	14,295	(2,299)	4,368	3,157	(1,211)
Contingency	5,228	0	5,228	(225)	5,003	5,003	0	1,329	0	(1,329)
Pensions Upfront Funding	7,467	0	7,467	0	7,467	7,467	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	228	228
Sub Total	6,419	4,629	11,048	(225)	10,823	8,524	(2,299)	(1,915)	(4,222)	(2,307)
Net Operating Expenditure	366,788	(231,620)	135,168	1,108	136,276	134,340	(1,936)	53,550	50,857	(2,693)
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,211)	(1,503)	(292)
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,585	0	(1,585)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(5,292)	(17,574)	(15,638)	1,936	(7,774)	(17,144)	(9,370)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	358,310	(235,157)	123,153	0	123,153	123,153	0	46,150	32,210	(13,940)

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Corporate Subscriptions	73	0	73	0	73	73	0	30	68	38
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(26)	1,558	1,508	(50)	3,673	3,424	(249)
c Emergency Planning	85	0	85	0	85	85	0	35	31	(4)
d Strategy & Performance	645	0	645	50	695	695	0	289	334	45
Total Net Budget for Portfolio	2,567	(180)	2,387	24	2,411	2,361	(50)	4,027	3,857	(170)

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

50

0

(26)

24

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

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

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

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

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

488

3

(92)

399

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Departmental Support for the Chief Executive	771	0	771	0	771	721	(50)	301	18	(283)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	734	691	(43)
c Accounts Payable	126	(5)	121	0	121	121	0	52	42	(10)
d Accounts Receivable	185	(75)	110	0	110	110	0	46	45	(1)
e Insurance	155	(245)	(90)	0	(90)	(90)	0	64	67	3
f Asset Management	383	(5)	378	0	378	328	(50)	158	136	(22)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	39	39	0
h Corporate and Industrial Estates	430	(2,611)	(2,181)	0	(2,181)	(2,231)	(50)	(903)	(1,064)	(161)
i Council Tax Admin	854	(595)	259	0	259	179	(80)	111	(64)	(175)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(110)	0	55	40	(15)
k Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	0	795	845	50	330	166	(164)
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	133	49	(84)
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	270	216	(54)
n Buildings Management	2,645	(113)	2,532	192	2,724	2,786	62	1,404	1,432	28
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	0	(1,262)	(1,262)	0	(465)	(338)	127
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,695	0	704	665	(39)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	36	26	(10)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(42)	0	(17)	(41)	(24)
s Transport Management	160	0	160	7	167	167	0	70	66	(4)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	71	88	17
u Partnership Team	277	0	277	0	277	277	0	115	78	(37)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	324	320	(4)
w Human Resources	1,745	(497)	1,248	8	1,256	1,256	0	520	515	(5)
x People & Organisational Development	406	(91)	315	0	315	315	0	133	104	(29)
y Tickfield Training Centre	290	(97)	193	0	193	193	0	99	101	2
z Democratic Services Support	354	0	354	9	363	363	0	152	145	(7)
aa Mayoralty	185	0	185	0	185	185	0	89	101	12
ab Member Support	705	0	705	25	730	730	0	296	285	(11)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	162	88	(74)

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

Virements

£000

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

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

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Housing										
a Strategy & Planning for Housing	164	0	164	0	164	164	0	0	0	0
b Private Sector Housing	2,734	(1,056)	1,678	0	1,678	1,678	0	694	702	8
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	169	171	2
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	1,135	1,181	46
Planning										
e Building Control	400	(410)	(10)	0	(10)	(10)	0	(5)	12	17
f Development Control	862	(603)	259	0	259	259	0	108	(16)	(124)
g Regional and Local Town Plan	235	0	235	0	235	235	0	98	75	(23)
Total Net Budget for Portfolio	7,725	(2,603)	5,122	0	5,122	5,122	0	2,199	2,125	(74)

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

0
0
0
0

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Retained										
a Childrens Commissioning	935	(316)	619	82	701	701	0	298	257	(41)
b Children with Special Needs	1,149	(169)	980	0	980	1,007	27	408	420	12
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	494	487	(7)
d Children Fieldwork Services	5,562	(135)	5,427	27	5,454	5,661	207	2,676	2,981	305
e Children Fostering and Adoption	4,546	(191)	4,355	(15)	4,340	4,500	160	1,808	2,127	319
f Youth Service	2,602	(1,483)	1,119	320	1,439	1,439	0	606	544	(62)
g Other Education	940	(754)	186	0	186	186	0	76	69	(7)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,856	501	1,398	1,877	479
i Children Specialist Commissioning	1,751	(60)	1,691	102	1,793	1,827	34	324	408	84
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	2,520	2,575	55
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	502	516	14
Delegated										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	105,228	(78,991)	26,237	472	26,709	27,638	929	11,110	12,261	1,151

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

431

31

10

472

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

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

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

k.

l.

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

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

Virements

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

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Transport										
a Highways Maintenance	9,830	(2,048)	7,782	158	7,940	7,940	0	3,274	3,408	134
b Bridges and Structural Engineering	412	0	412	0	412	412	0	172	162	(10)
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(509)	0	(185)	(169)	16
d Car Parking Management	1,031	(6,485)	(5,454)	2	(5,452)	(5,452)	0	(2,326)	(2,362)	(36)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	1,601	1,575	(26)
f Passenger Transport	400	(64)	336	0	336	336	0	184	227	43
g Road Safety and School Crossing	234	0	234	0	234	234	0	98	99	1
h Transport Planning	599	(854)	(255)	0	(255)	(255)	0	(400)	(761)	(361)
i Traffic and Parking Management	503	(5)	498	0	498	520	22	214	217	3
Waste and Cleansing										
j Public Conveniences	550	0	550	7	557	557	0	243	197	(46)
k Waste Collection	4,393	0	4,393	222	4,615	4,615	0	1,918	1,817	(101)
l Waste Disposal	5,533	0	5,533	(158)	5,375	4,475	(900)	2,235	1,706	(529)
m Street Cleansing	1,381	(7)	1,374	34	1,408	1,408	0	614	613	(1)
n Household Recycling	486	0	486	4	490	490	0	215	216	1
o Environmental Care	386	(4)	382	(143)	239	239	0	93	70	(23)
p Waste Management	487	0	487	(10)	477	477	0	114	120	6
Other Services										
q Flood and Sea Defence	745	(11)	734	0	734	840	106	305	396	91
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	16	1,370	1,370	0	570	607	37
Regulatory										
s Regulatory Business	523	(11)	512	23	535	535	0	218	157	(61)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(51)	(80)	(29)
u Regulatory Management	227	0	227	0	227	227	0	92	144	52
v Regulatory Protection	244	(14)	230	0	230	230	0	92	89	(3)
Total Net Budget for Portfolio	33,996	(11,602)	22,394	382	22,776	22,004	(772)	9,290	8,448	(842)

Virements

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

£000

223

158

1**382**

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

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

s.

t.

u.

v.

77

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Information Communications and a Technology	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209
Total Net Budget for Portfolio	5,354	(971)	4,383	7	4,390	4,475	85	1,832	2,041	209

Virements

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

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

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

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

Description	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Employees	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	244	255	11
c Repairs	4,831	0	4,831	4,831	0	1,858	1,855	(3)
d Supplies & Services	68	0	68	68	0	23	5	(18)
e Management Fee	5,827	0	5,827	5,827	0	2,241	2,241	0
f MATS	1,124	0	1,124	1,124	0	375	371	(4)
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	2,629	2,633	4
Expenditure	24,544	0	24,544	24,577	33	7,369	7,360	(10)
i Fees & Charges	(393)	0	(393)	(393)	0	(131)	(100)	30
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(8,896)	(9,097)	(200)
k Other	(277)	0	(277)	(276)	0	(259)	(342)	(83)
l Interest	(135)	0	(135)	(135)	0	0	0	0
m Recharges	(459)	0	(459)	(459)	0	(153)	(122)	31
Income	(27,936)	0	(27,936)	(28,186)	(250)	(9,439)	(9,660)	(221)
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	217	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	(0)	(0)	1,322	1,091	(231)
Use of Reserves								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
Balance as at 31 March 2018	3,502	0	3,502	3,502	0			

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

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

18



**Capital Programme Budget
Monitoring 2017/18**

Period 5

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

Capital Programme Monitoring Report – August 2017

1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £94.737million which includes all changes agreed at June Cabinet. Actual capital spend at 31st August is £23.288million representing approximately 25% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.867million have been removed from this figure).

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

Department	Revised Budget 2017/18 £'000	Outturn to 31 August 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Revised Budget 2017/18 £'000	Previous Expected Variance to Revised Budget 2017/18 £'000
Chief Executive	24,169	12,784	20,604	(3,565)	(3,565)
People	16,709	1,086	15,827	(882)	(882)
Place	41,751	7,583	40,091	(1,660)	(710)
Housing Revenue Account (HRA)	12,108	1,835	12,108	-	-
Total	94,737	23,288	88,630	(6,107)	(5,157)

The capital programme is expected to be financed as follows:

Department	External Funding			Total Budget £'000
	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	
Chief Executive	24,163	-	6	24,169
People	5,300	11,393	16	16,709
Place	28,830	10,483	2,438	41,751
Housing Revenue Account (HRA)	11,635	-	473	12,108
Total	69,928	21,876	2,933	94,737
As a percentage of total budget	73.8%	23.1%	3.1%	

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

The grants and external contributions position to 31st August is as follows:

Department	Grant Budget £'000	Developer & Other Contributions Budget £'000	Total external funding budget £'000	External funding received £'000	External funding outstanding £'000
Chief Executive	-	6	6	-	6
People	11,393	16	11,409	4,189	7,220
Place	10,483	2,438	12,921	7,627	5,294
Housing Revenue Account (HRA)	-	473	473	473	-
Total	21,876	2,933	24,809	12,289	12,520

2. Department Budget Performance

Department of the Chief Executive

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

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

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

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

Asset Management (Property)

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

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

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

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

Cemeteries and Crematorium

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

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

Priority Works

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

Summary

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

Department for People

The revised Department for People budget totals £16.709million.

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

Actual spend at 31st August stands at £1.086million. This represents 6% of the total available budget.

Adult Social Care

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

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

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

General Fund Housing

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

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

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

Children & Learning Other Schemes

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

Condition Schemes

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

Devolved Formula Capital

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

Primary and Secondary School Places

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

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

Summary

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

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

Department for Place

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

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

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

Culture

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

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

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

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

ICT

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

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

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

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

Enterprise, Tourism & Regeneration

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

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

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

Southend Pier

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

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

Coastal Defence and Foreshore

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

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

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

Highways and Infrastructure

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

The Street Lighting budget is a multi-million pound, multi-year scheme to be part funded by the Challenge fund from the Department for Transport. The luminaire installations are now 99% complete and the Column installations are complete. A substantial completion date of 30th September has been scheduled for the works on individual and entire road column replacements and concrete sleeves. Lighting works have now completed in the Civic Centre car park and on the pier with works on-going in the parks.

Parking Management

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

Section 38 and Section 106 Schemes

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

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

Local Transport Plans (LTP Schemes)

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

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

Local Growth Fund

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

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

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

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

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

Transport

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

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

Energy Saving Projects

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

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

Summary

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

Housing Revenue Account

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

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

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

Decent Homes Programme

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

Council House Adaptions

This budget relates to minor and major adaptations in council dwellings. Spend depends on the demand for these adaptations and works are currently in progress for 2017/18.

Sheltered Housing

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

Other HRA

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

Summary of Capital Expenditure at 31st August 2017

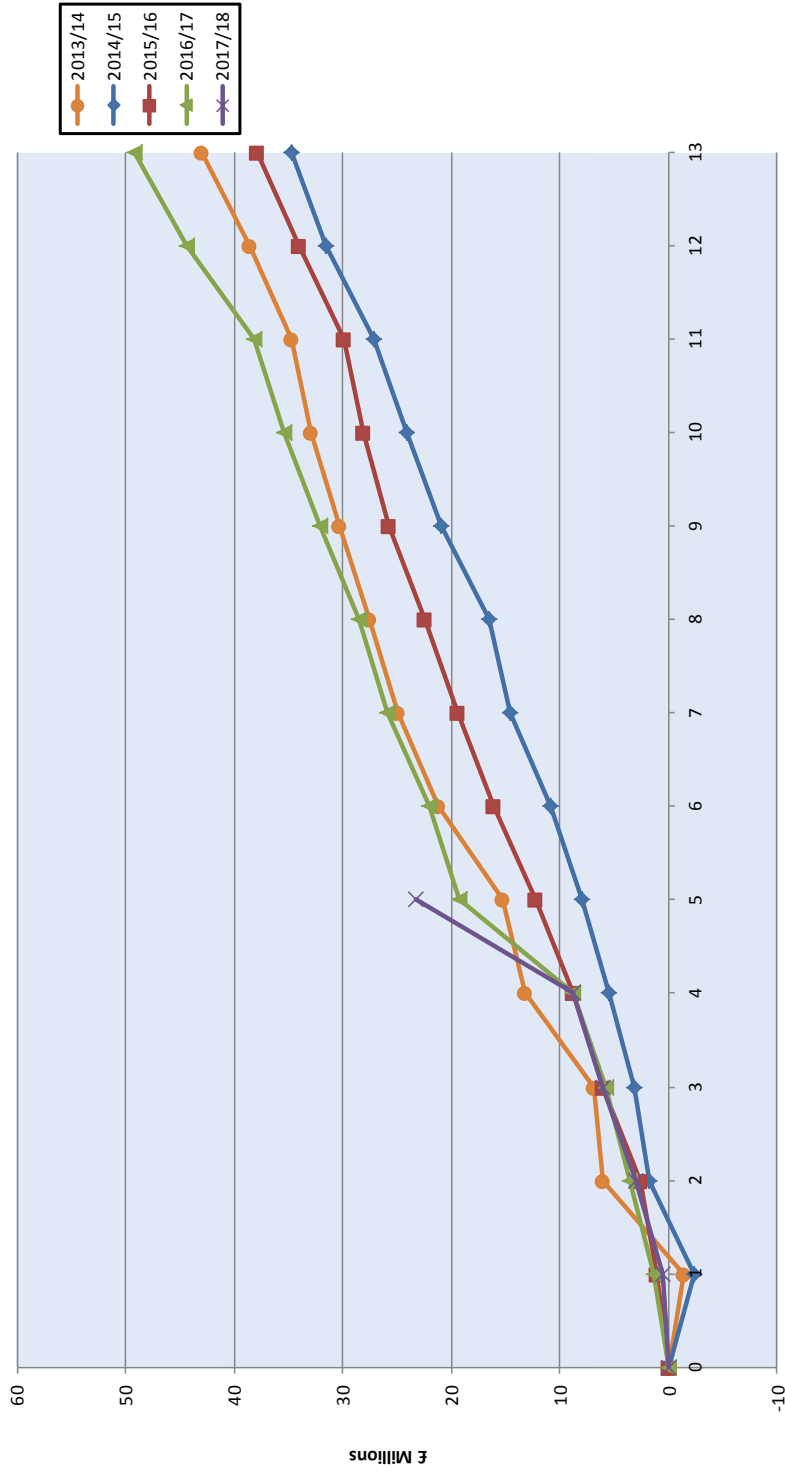
Appendix 1

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

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

Appendix 2

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



Year	Outturn £m	Outturn %
2012/13	61.0	97.9
2013/14	43.3	93.8
2014/15	34.8	83.8
2015/16	37.9	97.0
2016/17	48.8	89.0

MONTHLY PERFORMANCE REPORT

September 2017

Contents

Section 1 Pages 1-9

2017-18 Exceptions – Current Month’s Performance

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

September’s green PIs with a comment are:

CP 5.2 – Govmetric

CP 3.3 – Delayed transfers of care

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

CP 2.1 – Reported missed collections

CP 2.2 – Cleanliness: Litter

CP 3.7 - Public Health Responsibility Deal

CP 4.8 – Current Rent Arrears

Section 2 Pages 10 - 13

2017-18 Corporate Performance Indicators

Performance Information for all Corporate Priority Indicators

Section 3 Pages 14 - 27

Detail of Indicators Rated Red or Amber

Performance detail for indicators rated Red or Amber

Section 4 Pages 28 - 32

Partnership Indicators

Health Wellbeing Indicators

Local Economy Indicators

Community Safety Indicators

Section 5 Pages 33 - 66

Budget Management Statements Budget monitor and forecast by Portfolio

Section 6 Pages 67 - 85







Capital Expenditure Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: timmacgregor@southend.gov.uk (01702) 534025 or Louisabowen@southend.gov.uk (01702) 212039

Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2017/18	Annual target for 2017/18
<u>Outcome</u>	<p>Symbol based on a traffic light system; Red, Amber, Green indicating whether an indicator's performance is on track to achieve the annual target. Symbols used and their meaning are:</p> <p> = at risk of missing target</p> <p> = some slippage against target, but still expected to meet year-end target (31/03/2018)</p> <p> = on course to achieve target</p>
Comment	Commentary for indicators not on track providing reasons for low performance and identifying initiatives planned to bring performance back on track
Better or worse than last year	<p>Symbol indicating whether performance for the Latest Month is better or worse than the same month in the previous year. Symbols and their meanings are:</p> <p> = Latest Month's performance is better than the same month last year</p> <p> = Latest Month's performance is worse than the same month last year</p> <p> = Data not available for current or previous year</p>

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: timmacgregor@southend.gov.uk (01702) 534025 or Louisabowen@southend.gov.uk (01702) 212039

Section 1: 2017-2018 Exceptions - Current Month Performance



Comments on Indicators rated Red or Amber



Generated on: 06 November 2017 17:03





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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.4 66	Working days lost per FTE due to sickness - excluding school staff [Cumulative]	Aim to Minimise	September 2017	3.30	3.01	7.20			The Corporate sickness target has not been met for the month of September, and sickness levels are above the year to date target. HR will be working with Team Prevent and First Care to undertake a detailed analysis of absence data in order to provide managers with proactive support.	Policy & Resources Scrutiny



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

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



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

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



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	September 2017	N/A	54.00%	54.00%			Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.	Place Scrutiny







Expected Outcome At risk of missing target
Responsible OUs Public Health



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	September 2017	334	450	1,100			Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics show smoking prevalence in adults has fallen to 17.2% and footfall through stop smoking continues to decline.	People Scrutiny

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



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

Expected Outcome Some slippage against target
Responsible OUs Department for People

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	September 2017	38.2	55.7	55.7			The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area but there is a concern that this may not explain all the decrease - we are in the process of reviewing the data and practice to identify if this is a concern.	People Scrutiny
103 CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	September 2017	88.3%	88.6%	88.6%			<p>Performance remains stable and virtually on target this month. This reporting period shows that out of 94 Adults using the reablement service, 83 were still at home 91 days later. Of the 11 not at home, 2 had been admitted back into hospital, 1 moved into nursing care, 3 into residential care and 5 passed away.</p> <p>This significant recovery in performance is at least in part due to the work of the Service Transformation team which has supported the redesign of the Front Door services, including the monitoring of the reablement service and how the service collects the data.</p> <p>The benefits of all recent changes and ongoing work has achieved an early improvement in the service. This will continue to be monitored closely for the sustained improvement that is expected.</p> <p>The national benchmark is 82.7%</p>	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	September 2017	30.2%	33.5%	33.5%			At the end of September, 530 of 1756 long term service clients were receiving a Direct Payment. Performance on this indicator has improved this month but remains slightly below target. The service transformation team are working to review the practice and systems in relation to direct payments and the Direct Payment contract will be going out to the market to tender. It is hoped that a new contract, with enhanced expectations on the service delivery will improve and support the Adults using or thinking of using the Direct Payment Service.	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 5.6	Percentage of new Education Health and Care (EHC) plans issued within 20 weeks including exception cases. [Cumulative YTD]	Aim to Maximise	September 2017	40.5%	56%	56%			As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Between Apr-17 and Sep-17, 60 out of 148 EHC plans were issued within the 20 week timescale, an improvement of 6.1% over last month. The national benchmark is 55.7%.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Public Health



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.9 104	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	September 2017	2,205	2,976	5,740			Currently behind trajectory. Recovery plan being delivered with outreach provider and local GP practices. Public health team offering support to all practices to improve uptake.	People Scrutiny

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





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

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





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

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



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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 3.3 106	Delayed transfers of care (people) from hospital which are attributable to social care ONLY, per 100,000 population. [ASCOF 2C(2)] [YTD Average]	Aim to Minimise	September 2017	0.71	1.43	1.43			The improvement in this indicator since April has been significant. In the last reporting month there has been; 1 Social Care Acute Delay and 0 Social Care Non-Acute Delays. This improvement in performance has been as a result of a significant amount of work by the service to address business process issues but more importantly to find solutions in time limited, high pressure environments. The Hospital Social Care Team are working with partners to improve patient flow in the acute hospital and embrace the Integrated Discharge Teams who are working with clients when they are first admitted into hospital. Plans are now in place to co-locate the Integrated Discharge Team to seek further improvements. The recent release by the Local Government Association of the August 2017 DTOC Figures for England, show Southend Borough Council ranked as 14th out of 152 Local Authorities (152 being the poorest and 1 being the best ranking). Work continues with EPUT (non-acute) to monitor the processes to ensure data is accurate and agreed by Social Care.	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	September 2017	11.9%	10%	10%			Performance continues to remain above target and has increased this month. 55 Adults are in paid employment and The Learning Disability Team are working with local employers who are keen to support in offering employment opportunities to clients with Learning Disabilities. We are confident that this indicator will meet the annual target.	People Scrutiny



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

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

Expected Outcome On course to achieve target
Responsible OUs Public Health

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

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

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

Section 2: 2017- 2018 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 06 November 2017 17:03



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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 1.1	Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	September 2017	38.2	50.4-55.7	50.4-55.7			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Aim to Minimise	September 2017	71.8	66	66			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.	Aim to Maximise	September 2017	84.9%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.5	Percentage of children who have had their Child Protection Plan for at least 20 working days and who have had a visit in the 20 working days prior to the last day of the month.	Aim to Maximise	September 2017	79.9%	90%	90%			John O'Loughlin	People Scrutiny
CP 1.6	Rate of Children in Need per 10,000 (including CiN, CPP and LAC and Care Leavers). [Monthly Snapshot]	Aim to Minimise	September 2017	334.4	296.6	296.6			John O'Loughlin	People Scrutiny
CP 1.7	The proportion of concluded section 42 enquiries (safeguarding investigations) with an action and a result of either Risk Reduced or Risk Removed. [Cumulative YTD]	Aim to Maximise	September 2017	88.6%	74%	74%			Sharon Houlden	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.1	Number of reported missed collections per 100,000 [Monthly Snapshot]	Aim to Minimise	September 2017	39	45	45	✔	↑	Carl Robinson	Place Scrutiny
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative]	Aim to Maximise	September 2017	97%	93%	93%	✔	▬	Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative]	Aim to Maximise	September 2017	N/A	-	-	-	-	Carl Robinson	Place Scrutiny

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

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2017/18	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative]	Aim to Maximise	September 2017	4,199,076	2,175,000	4,350,000			Scott Dolling	Place Scrutiny
CP 3.7	Public Health Responsibility Deal [Cumulative]	Aim to Maximise	September 2017	22	20	40			Andrea Atherton	People Scrutiny
CP 3.8	Number of people successfully completing 4 week stop smoking course [Cumulative]	Aim to Maximise	September 2017	334	450	1,100			Lee Watson	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative]	Aim to Maximise	September 2017	2,205	2,976	5,740			Andrea Atherton	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	September 2017	58.7%	90%	90%			John O'Loughlin	People Scrutiny
CP 3.11	The number of Early Help Assessments closed with successful outcomes for the clients (excluding TACAF).	Aim to Maximise	September 2017	98					John O'Loughlin	People Scrutiny

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

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


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

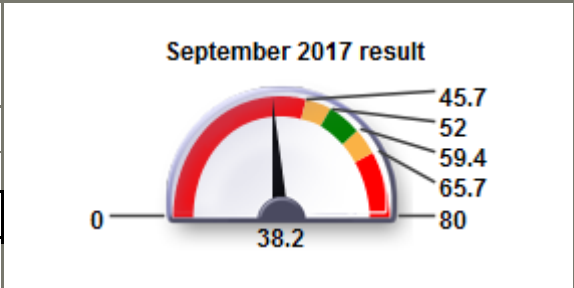
Aim: EXCELLENT: Priorities • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.

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

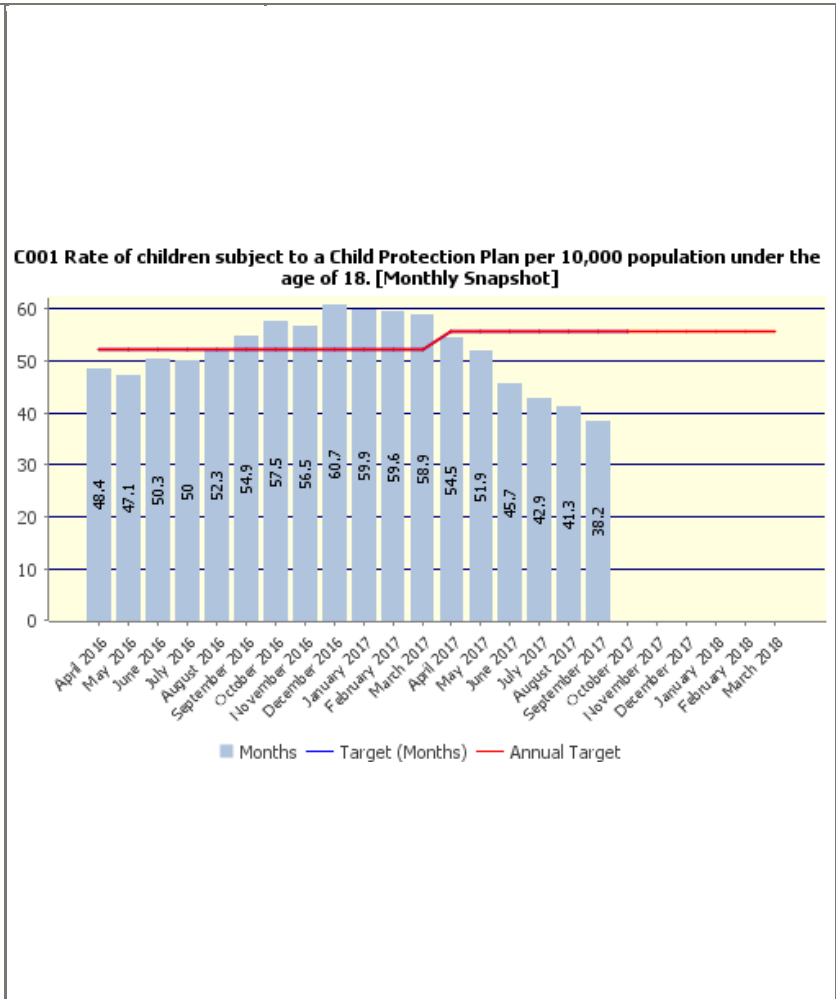
Section 3: Detail of indicators rated Red or Amber

Aim: SAFE: Priorities • Create a safe environment across the town for residents, workers and visitors. • Work in partnership with Essex Police and other agencies to tackle crime. • Look after and safeguard our children and vulnerable adults.
 Expected Outcome: At risk of missing target 4 Some slippage against target 1


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

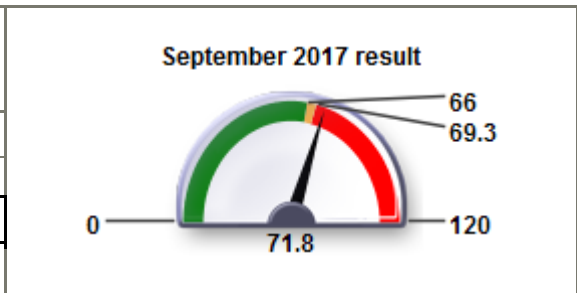


Date Range 1		
	Value	Target
April 2016	48.4	52.3
May 2016	47.1	52.3
June 2016	50.3	52.3
July 2016	50	52.3
August 2016	52.3	52.3
September 2016	54.9	52.3
October 2016	57.5	52.3
November 2016	56.5	52.3
December 2016	60.7	52.3
January 2017	59.9	52.3
February 2017	59.6	52.3
March 2017	58.9	52.3
April 2017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

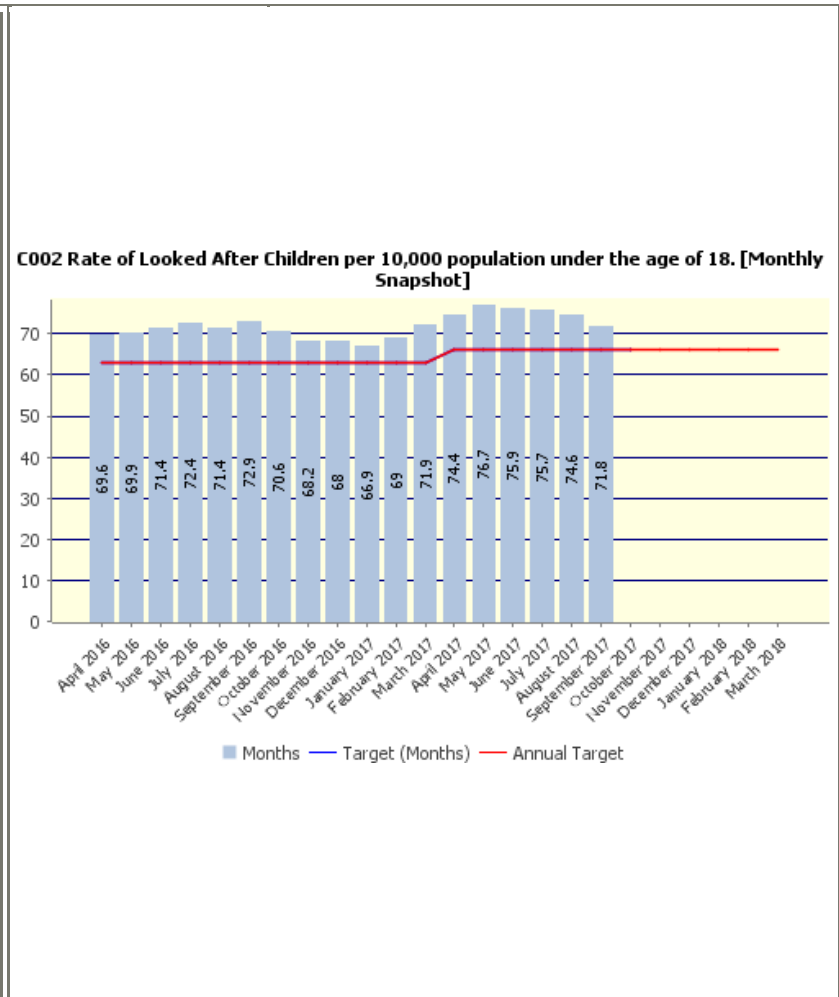


The number of children subject to child protection plans has been decreasing from a high level. The rate of children subject to plans continues to reduce following focussed quality assurance activity in this area but there is a concern that this may not explain all the decrease - we are in the process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

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



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

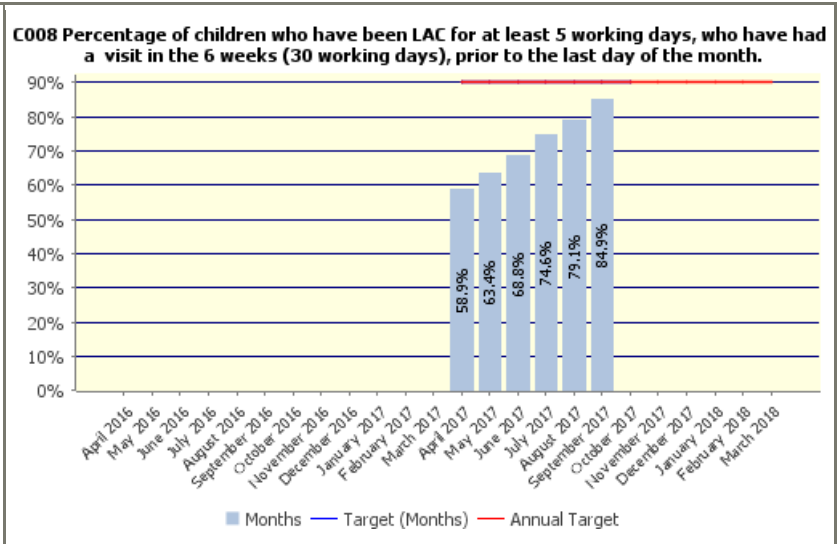


As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. The rate of looked after children remains above target however it has reduced over the last 4 months. It is acknowledged that we are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

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

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

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



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

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

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

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

C009 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.																									
<table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>April 2017</td><td>83.7%</td><td>90%</td></tr> <tr><td>May 2017</td><td>79.4%</td><td>90%</td></tr> <tr><td>June 2017</td><td>83.2%</td><td>90%</td></tr> <tr><td>July 2017</td><td>81.7%</td><td>90%</td></tr> <tr><td>August 2017</td><td>86.1%</td><td>90%</td></tr> <tr><td>September 2017</td><td>79.9%</td><td>90%</td></tr> <tr><td>October 2017</td><td></td><td>90%</td></tr> </tbody> </table>	Month	Value	Target	April 2017	83.7%	90%	May 2017	79.4%	90%	June 2017	83.2%	90%	July 2017	81.7%	90%	August 2017	86.1%	90%	September 2017	79.9%	90%	October 2017		90%	<p>■ Months — Target (Months) — Annual Target</p>
Month	Value	Target																							
April 2017	83.7%	90%																							
May 2017	79.4%	90%																							
June 2017	83.2%	90%																							
July 2017	81.7%	90%																							
August 2017	86.1%	90%																							
September 2017	79.9%	90%																							
October 2017		90%																							

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

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

The details of that plan is as follows:

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

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

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


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

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

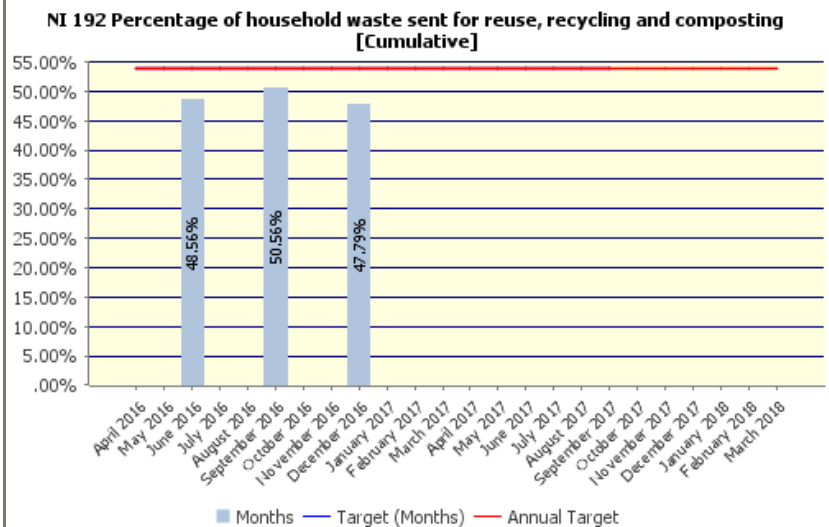
As a result of the current performance an action plan is in place for this indicator and has been presented to Executive DMT which will be monitored on a monthly basis. Our rate of children in need has increased from 2015/16 when it stood at 251 per 10,000 however it should be noted that our rate had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

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

Expected Outcome: At risk of missing target 1

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


Date Range 1		
	Value	Target
April 2016	N/A	54.00%
May 2016	N/A	54.00%
June 2016	48.56%	54.00%
Q1 2016/17		
July 2016	N/A	54.00%
August 2016	N/A	54.00%
September 2016	50.56%	54.00%
Q2 2016/17		
October 2016	N/A	54.00%
November 2016	N/A	54.00%
December 2016	47.79%	54.00%
Q3 2016/17		
January 2017	N/A	54.00%
February 2017	N/A	54.00%
March 2017	N/A	54.00%
Q4 2016/17		
April 2017	N/A	TBC
May 2017	N/A	TBC
June 2017	N/A	TBC
Q1 2017/18		
July 2017	N/A	TBC
August 2017	N/A	TBC
September 2017	N/A	TBC
Q2 2017/18		
October 2017		
November 2017		
December 2017		
Q3 2017/18		
January 2018		
February 2018		
March 2018		
Q4 2017/18		

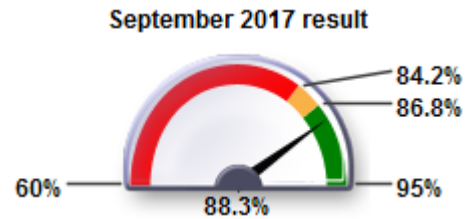


Discussions with the contractor currently taking place, in relation to relevant data and need to rebalance targets.

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

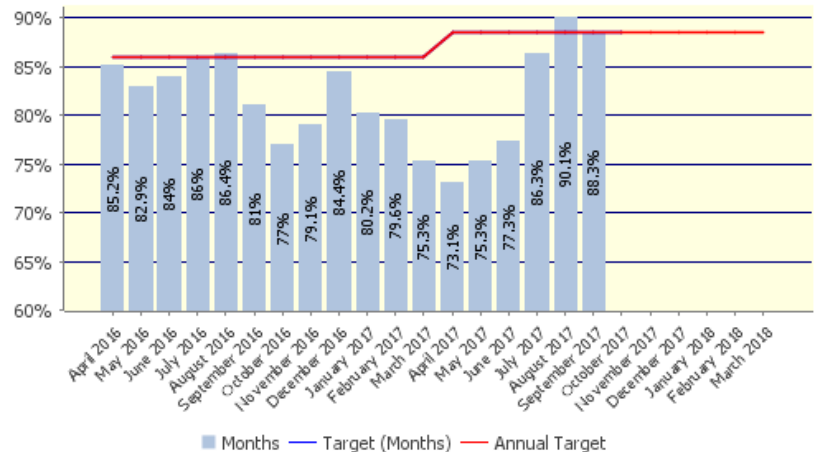
Expected Outcome: At risk of missing target 2 Some slippage against target 3

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



Date Range 1		
	Value	Target
April 2016	85.2%	86%
May 2016	82.9%	86%
June 2016	84%	86%
Q1 2016/17		
July 2016	86%	86%
August 2016	86.4%	86%
September 2016	81%	86%
Q2 2016/17		
October 2016	77%	86%
November 2016	79.1%	86%
December 2016	84.4%	86%
Q3 2016/17		
January 2017	80.2%	86%
February 2017	79.6%	86%
March 2017	75.3%	86%
Q4 2016/17		
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
Q1 2017/18		
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
Q2 2017/18		

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



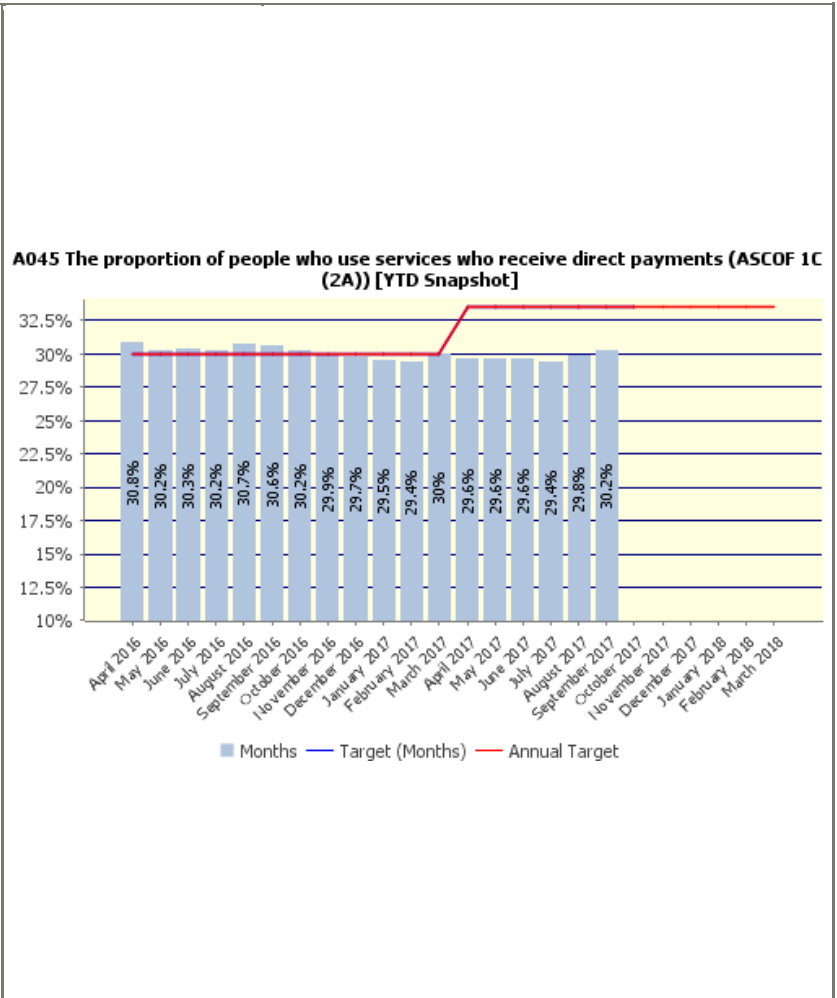
Performance remains stable and virtually on target this month. This reporting period shows that out of 94 Adults using the reablement service, 83 were still at home 91 days later. Of the 11 not at home, 2 had been admitted back into hospital, 1 moved into nursing care, 3 into residential care and 5 passed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

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


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

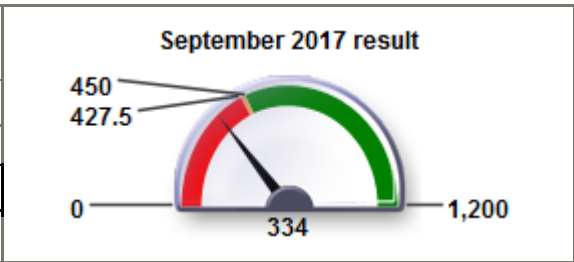
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]		<p style="text-align: center;">September 2017 result</p>
Expected Outcome		Format Aim to Maximise	
Managed By	Sharon Houlden		
Year Introduced	2015		

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

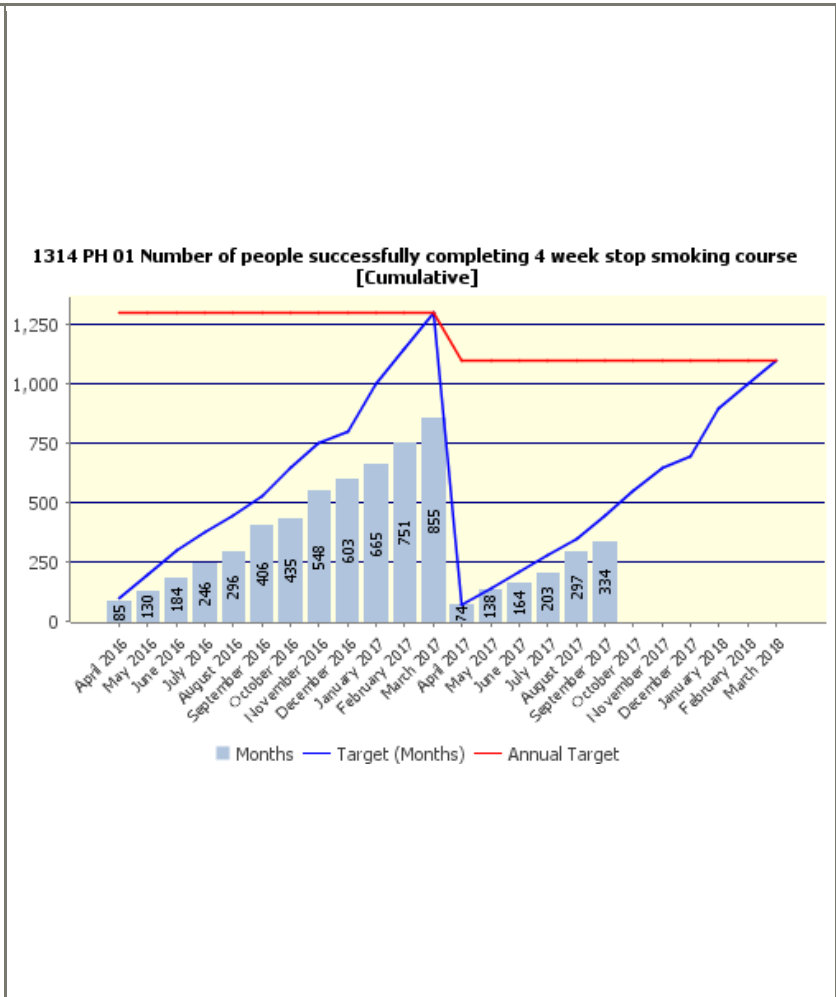


At the end of September, 530 of 1756 long term service clients were receiving a Direct Payment. Performance on this indicator has improved this month but remains slightly below target. The service transformation team are working to review the practice and systems in relation to direct payments and the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


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

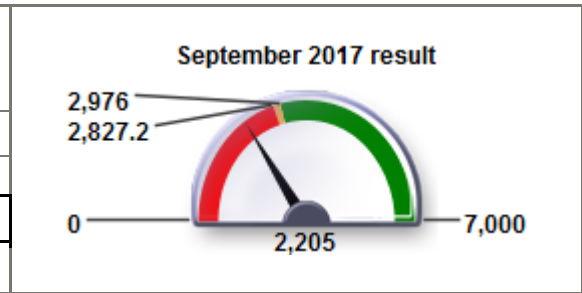


Date Range 1		
	Value	Target
April 2016	85	100
May 2016	130	200
June 2016	184	300
July 2016	246	380
August 2016	296	450
September 2016	406	530
October 2016	435	650
November 2016	548	750
December 2016	603	800
January 2017	665	1,000
February 2017	751	1,150
March 2017	855	1,300
April 2017	74	70
May 2017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

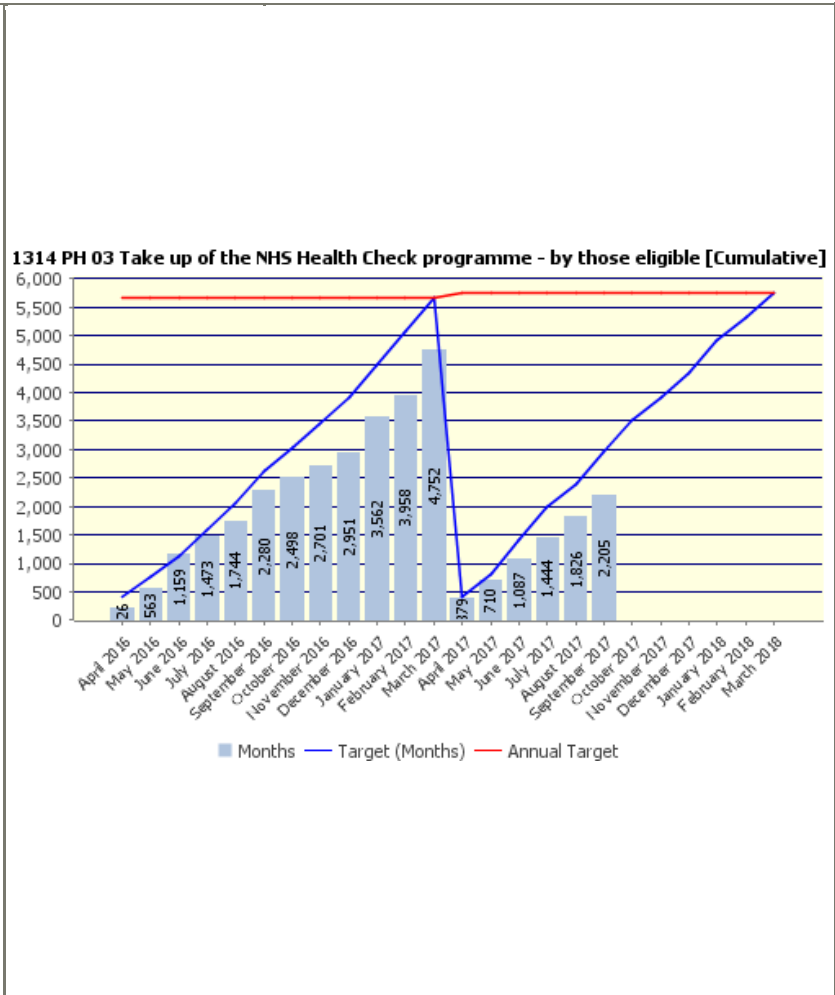


Department of Health guidelines state that quit attempts can be registered up to 42 days after a "quit date" is set. Therefore final data will not be available for this period for a further 2 months. Currently behind trajectory, 4 week quit recovery plan being developed and implemented. Recent statistics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

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



Date Range 1		
	Value	Target
April 2016	226	406
May 2016	563	763
June 2016	1,159	1,120
July 2016	1,473	1,592
August 2016	1,744	2,064
September 2016	2,280	2,632
October 2016	2,498	3,038
November 2016	2,701	3,443
December 2016	2,951	3,914
January 2017	3,562	4,482
February 2017	3,958	5,050
March 2017	4,752	5,673
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017	2,205	2,976
October 2017		3,506
November 2017		3,920
December 2017		4,334
January 2018		4,912
February 2018		5,326
March 2018		5,740



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

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

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

Month	Value	Target (Months)	Annual Target
April 2017	27.3%		90%
May 2017	26.5%		90%
June 2017	33.3%		90%
July 2017	54.5%		90%
August 2017	59.3%		90%
September 2017	58.7%		90%

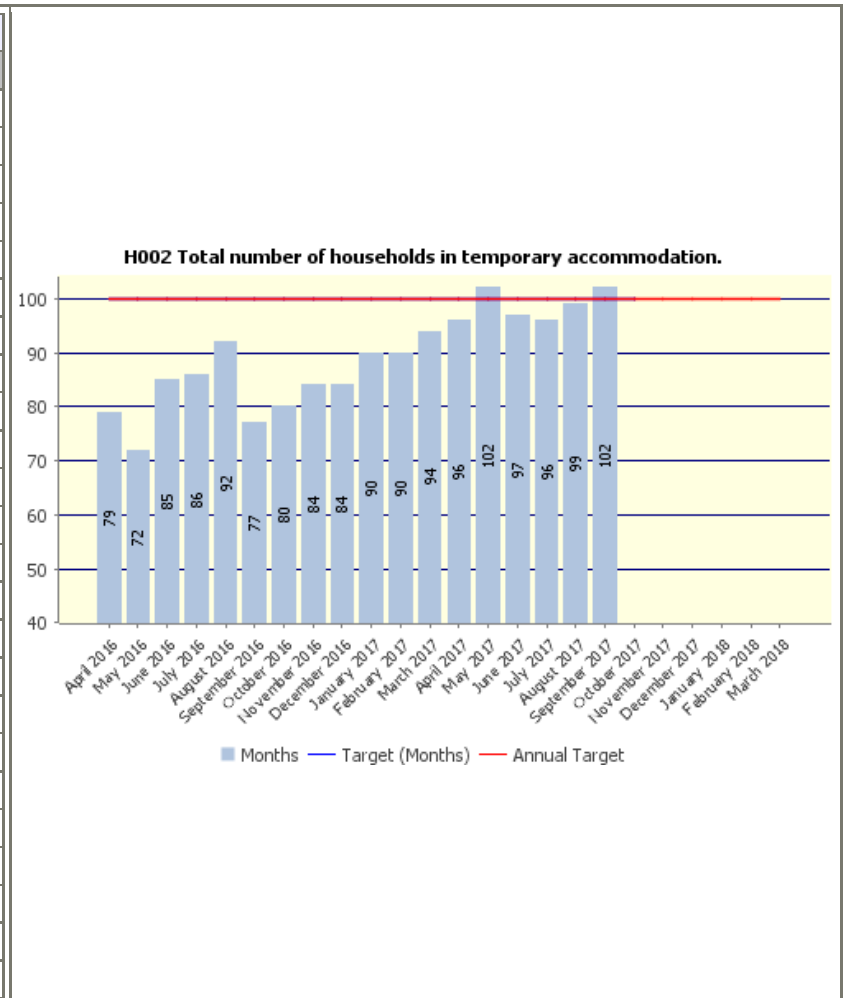
It is acknowledged that this indicator remains below target. An action plan continues to be progressed and is submitted to EDMT each month. Performance has however improved a further during August. It is anticipated that improvement will continue. As this is a cumulative measure the strength of performance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

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

Expected Outcome: Some slippage against target 1

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

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



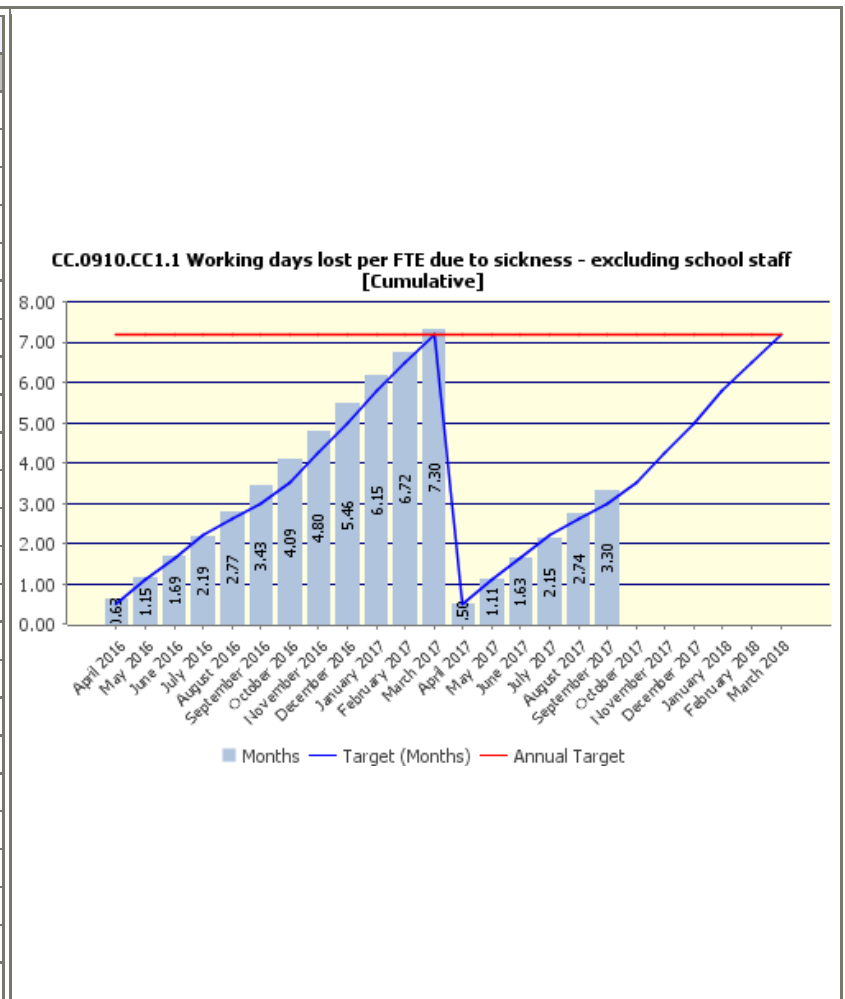
Lack of available properties continues to have an impact on temporary accommodation occupancy. One factor is the reduction in availability of 2 bedroom properties. It is also difficult to source affordable properties in the private sector due to a combination of high rents that far exceed LHA levels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

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

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

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

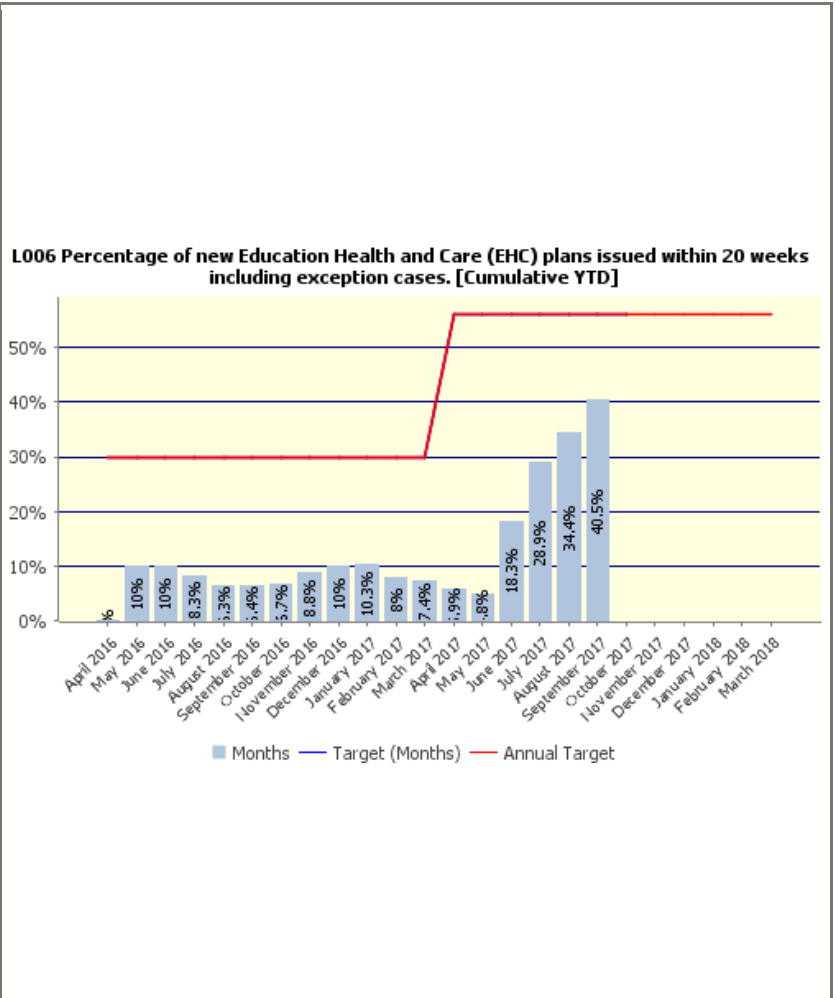
Date Range 1		
	Value	Target
April 2016	0.63	0.51
May 2016	1.15	1.10
June 2016	1.69	1.65
July 2016	2.19	2.21
August 2016	2.77	2.61
September 2016	3.43	3.01
October 2016	4.09	3.51
November 2016	4.80	4.27
December 2016	5.46	4.99
January 2017	6.15	5.82
February 2017	6.72	6.49
March 2017	7.30	7.20
April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



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

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

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



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

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

The national benchmark is 55.7%.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

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

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

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

Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly										
1.	Average House Prices	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;"></th> <th style="width: 35%;">August 2016</th> <th style="width: 35%;">August 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">Average Price</td> <td style="text-align: center;">£250,998</td> <td style="text-align: center;">£276,602</td> </tr> <tr> <td style="background-color: #d3d3d3;">% Change</td> <td style="text-align: center;">12.47% (Aug 15-16)</td> <td style="text-align: center;">10.20% (Aug 16-17)</td> </tr> </tbody> </table>			August 2016	August 2017	Average Price	£250,998	£276,602	% Change	12.47% (Aug 15-16)	10.20% (Aug 16-17)
	August 2016	August 2017										
Average Price	£250,998	£276,602										
% Change	12.47% (Aug 15-16)	10.20% (Aug 16-17)										
2.	Planning Applications	<table border="1" style="margin: auto; border-collapse: collapse;"> <tbody> <tr> <td style="width: 60%;">September 2017</td> <td style="width: 40%; text-align: center;">162</td> </tr> <tr> <td>September 2016</td> <td style="text-align: center;">201</td> </tr> </tbody> </table>		September 2017	162	September 2016	201					
September 2017	162											
September 2016	201											
3.	Job Seekers Allowance Claimants	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;"></th> <th style="width: 35%;">March 2016</th> <th style="width: 35%;">March 2017</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">JSA Claimants (Number)</td> <td style="text-align: center;">2,170</td> <td style="text-align: center;">2,300</td> </tr> <tr> <td style="background-color: #d3d3d3;">JSA Claimants %</td> <td style="text-align: center;">2.0%</td> <td style="text-align: center;">2.10%</td> </tr> </tbody> </table> <p style="margin-top: 10px; font-size: small;">Source: Office of National Statistics & Southend-on-Sea Borough Council</p>			March 2016	March 2017	JSA Claimants (Number)	2,170	2,300	JSA Claimants %	2.0%	2.10%
	March 2016	March 2017										
JSA Claimants (Number)	2,170	2,300										
JSA Claimants %	2.0%	2.10%										

Community Safety Indicators

Short name	Month's value (April-August cumulative)	Comment – explanation of current performance, actions to improve performance and anticipated future performance																																												
Score against 10 BCS crimes; Theft of Vehicle, theft from vehicle, vehicle interference, domestic burglary, theft of cycle, theft from person, criminal damage, common assault, wounding's, robbery. [Cumulative]	3384	<p>Southend CSP is now undertaking its 2017 Strategic Intelligence Assessment. The assessment will identify the key crime priorities for the next 12 months commencing in 2018.</p> <p>The SIA processes, as well as the on-going reviews of the CSP and Community Safety Hub, will hopefully re align resources and structures (CSP Action Groups) to ensure the Council and its partners target the key areas which are causing the Borough most harm. This includes issues surrounding the Town Centre (the street community), Violent Crime (such as knife crime, and crime associated with Gangs) and other problems associated with ASB and street drinking – including enforcement practices.</p> <p>August BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 7% ; Vehicle interference – 1%; Burglary in a dwelling – 8%; Bicycle Theft – 4%; Theft from the person -2%; Criminal damage (exc 59) - 17%; HMIC Violence without injury – 36%; Wounding (Serious or Other) – 18%; Personal Robbery – 2%.</p>																																												
Performance Measures	Rationale for inclusion	Latest Performance Available																																												
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1"> <thead> <tr> <th style="text-align: center;">Individual Components of 10 BCS Comparator Crime</th> <th style="text-align: center;">iQuanta (June 2017)</th> <th style="text-align: center;">Essex Police Performance Summary Offences (Rolling 12 months to June 2017)</th> <th style="text-align: center;">Increase/ Decrease (previous years data) %</th> </tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td> <td style="text-align: center;">*</td> <td style="text-align: center;">6840</td> <td style="text-align: center;">↓2.0</td> </tr> <tr> <td>Theft of a vehicle</td> <td style="text-align: center;">31</td> <td style="text-align: center;">361</td> <td style="text-align: center;">↑4.0</td> </tr> <tr> <td>Theft from Vehicle</td> <td style="text-align: center;">83</td> <td style="text-align: center;">858</td> <td style="text-align: center;">↓8.0</td> </tr> <tr> <td>Vehicle Interference</td> <td style="text-align: center;">29</td> <td style="text-align: center;">185</td> <td style="text-align: center;">↑13.0</td> </tr> <tr> <td>Burglary in a dwelling</td> <td style="text-align: center;">90</td> <td style="text-align: center;">352</td> <td style="text-align: center;">*</td> </tr> <tr> <td>Bicycle theft</td> <td style="text-align: center;">23</td> <td style="text-align: center;">442</td> <td style="text-align: center;">↑10.0</td> </tr> <tr> <td>Theft from the person</td> <td style="text-align: center;">29</td> <td style="text-align: center;">220</td> <td style="text-align: center;">↓16.0</td> </tr> <tr> <td>Criminal Damage (exc 59)</td> <td style="text-align: center;">162</td> <td style="text-align: center;">1799</td> <td style="text-align: center;">↓6.0</td> </tr> <tr> <td>Violence Without Injury</td> <td style="text-align: center;">343</td> <td style="text-align: center;">3122</td> <td style="text-align: center;">↑9.0</td> </tr> <tr> <td>Wounding (Serious or Other)</td> <td style="text-align: center;">129</td> <td style="text-align: center;">*</td> <td style="text-align: center;">*</td> </tr> </tbody> </table>	Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %	10 BCS Crimes - total	*	6840	↓2.0	Theft of a vehicle	31	361	↑4.0	Theft from Vehicle	83	858	↓8.0	Vehicle Interference	29	185	↑13.0	Burglary in a dwelling	90	352	*	Bicycle theft	23	442	↑10.0	Theft from the person	29	220	↓16.0	Criminal Damage (exc 59)	162	1799	↓6.0	Violence Without Injury	343	3122	↑9.0	Wounding (Serious or Other)	129	*	*
Individual Components of 10 BCS Comparator Crime	iQuanta (June 2017)	Essex Police Performance Summary Offences (Rolling 12 months to June 2017)	Increase/ Decrease (previous years data) %																																											
10 BCS Crimes - total	*	6840	↓2.0																																											
Theft of a vehicle	31	361	↑4.0																																											
Theft from Vehicle	83	858	↓8.0																																											
Vehicle Interference	29	185	↑13.0																																											
Burglary in a dwelling	90	352	*																																											
Bicycle theft	23	442	↑10.0																																											
Theft from the person	29	220	↓16.0																																											
Criminal Damage (exc 59)	162	1799	↓6.0																																											
Violence Without Injury	343	3122	↑9.0																																											
Wounding (Serious or Other)	129	*	*																																											

			Robbery (Personal Property)	15	216	↑21.0
		<p>*Not recorded.</p> <p>**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.</p>				
Potential Performance Measures		Rationale for inclusion		Latest Performance		
				Number (Rolling 12 months to August)		Increase/ Decrease % (01/08/2016 – 31/07/2017)
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes		Total number of Incidents 4162 (August)	Total number of Crimes 15418 (August)	Crimes - ↑1 Incidents - ↓6
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.		6840		↓2
4	Number of arrests (cumulative)	Provides key performance information relating to Police activity to tackle crime. However, the measure may be misleading as the number of arrests has been declining as a result of greater use of alternatives to formal charges (penalty notices, community resolution, cautions etc..) – a trend which is likely to continue.		496		↓12
5	'Positive disposals' (outcomes of crimes 'cleared up' other than a formal conviction –.)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...		240 (16.81%)		↑50
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.		2287		↓1
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.		83		↓51



Revenue Budget Monitoring 2017/18

Period 6

**as at 30 September 2017
Portfolio Summary**

Contents

Commentary	3
General Fund Summary Forecast	8
Portfolio	
Leader	9
Culture, Tourism and the Economy	11
Corporate and Community Support Services	14
Housing, Planning & Sustainability	19
Children & Learning	21
Health & Adult Social Care	24
Transport, Waste & Regulatory Services	26
Technology	30
Housing Revenue Account Summary Forecast	32

1. Commentary

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

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

2. Overall Budget Performance – General Fund

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

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

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

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

3. Service Variances - £225,000 forecast overspend

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

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

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

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

Financing Costs – (£2,329K)

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

4. Appropriations to / from Earmarked Reserves

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

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

£3,049,760 Total from Reserves

5. Revenue Contributions to Capital Outlay (RCCO)

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

6. Performance against Budget savings targets for 2017/18

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

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

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

Although the current forecast is showing a shortfall of £1,396,000 against the required savings total of £7.502 million, it is currently expected that the total savings will be delivered in full as part of each

Department's overall budget total by the end of the financial year either by finding alternative savings or ensuring amber and red savings are delivered in full.

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

The HRA budget was approved by Council on 23rd February 2017 and anticipated that £3,392,000 would be appropriated to earmarked reserves in 2017/18.

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

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

8. Budget Virements

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

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

The virements for Cabinet approval this period are:

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

£5,013,420 Total

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

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

Portfolio	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Leader	2,567	(180)	2,387	(165)	2,222	2,172	(50)	4,646	4,426	(220)
Culture, Tourism & the Economy	16,350	(3,757)	12,593	325	12,918	13,022	104	6,606	6,826	220
Corporate and Community Support Services	121,679	(109,623)	12,056	(424)	11,632	11,402	(230)	6,659	6,430	(229)
Housing, Planning & Sustainability	7,725	(2,603)	5,122	0	5,122	5,144	22	2,481	2,376	(105)
Children & Learning	105,228	(78,991)	26,237	492	26,729	27,740	1,011	13,347	14,636	1,289
Health & Adult Social Care	67,470	(28,522)	38,948	138	39,086	39,309	223	19,538	19,661	123
Transport, Waste & Regulatory Services	33,996	(11,602)	22,394	409	22,803	21,948	(855)	11,599	10,869	(730)
Technology	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146
Portfolio Net Expenditure	360,369	(236,249)	124,120	932	125,052	125,277	225	67,222	67,716	494
Reversal of Depreciation	(23,460)	4,629	(18,831)	0	(18,831)	(18,831)	0	(9,416)	(9,417)	(1)
Levies	590	0	590	0	590	590	0	281	280	(1)
Financing Costs	16,594	0	16,594	0	16,594	14,265	(2,329)	7,027	5,361	(1,666)
Contingency	5,228	0	5,228	38	5,266	5,266	0	1,902	0	(1,902)
Pensions Upfront Funding	7,467	0	7,467	0	7,467	7,467	0	0	0	0
Miscellaneous Income	0	0	0	0	0	0	0	0	246	246
Sub Total	6,419	4,629	11,048	38	11,086	8,757	(2,329)	(206)	(3,530)	(3,324)
Net Operating Expenditure	366,788	(231,620)	135,168	970	136,138	134,034	(2,104)	67,016	64,186	(2,830)
General Grants	0	(3,537)	(3,537)	0	(3,537)	(3,537)	0	(1,790)	(1,721)	69
Corporate Savings	0	0	0	0	0	0	0	0	0	0
Revenue Contribution to Capital	3,804	0	3,804	4,184	7,988	7,988	0	1,902	0	(1,902)
Contribution to / (from) Earmarked Reserves	(12,282)	0	(12,282)	(5,154)	(17,436)	(15,332)	2,104	(9,190)	(17,222)	(8,032)
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	358,310	(235,157)	123,153	0	123,153	123,153	0	57,938	45,243	(12,695)

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Corporate Subscriptions	73	0	73	0	73	73	0	36	40	4
b Corporate and Non Distributable Costs	1,764	(180)	1,584	(215)	1,369	1,319	(50)	4,221	3,978	(243)
c Emergency Planning	85	0	85	0	85	85	0	42	37	(5)
d Strategy & Performance	645	0	645	50	695	695	0	347	371	24
Total Net Budget for Portfolio	2,567	(180)	2,387	(165)	2,222	2,172	(50)	4,646	4,426	(220)

Virements

£000

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

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

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

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

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

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

282

23

20

325

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

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

142

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Departmental Support for the Chief Executive	771	0	771	0	771	721	(50)	368	231	(137)
b Accountancy	2,071	(352)	1,719	0	1,719	1,659	(60)	875	827	(48)
c Accounts Payable	126	(5)	121	0	121	101	(20)	62	52	(10)
d Accounts Receivable	185	(75)	110	0	110	110	0	55	53	(2)
e Insurance	155	(245)	(90)	0	(90)	(90)	0	61	63	2
f Asset Management	383	(5)	378	0	378	328	(50)	189	162	(27)
g Community Centres and Club 60	104	(1)	103	0	103	103	0	47	44	(3)
h Corporate and Industrial Estates	430	(2,611)	(2,181)	(71)	(2,252)	(2,302)	(50)	(1,071)	(1,236)	(165)
i Council Tax Admin	854	(595)	259	0	259	169	(90)	132	7	(125)
j Non Domestic Rates Collection	165	(305)	(140)	30	(110)	(120)	(10)	65	46	(19)
k Housing Benefit and Council Tax Benefit Admin	1,990	(1,195)	795	(300)	495	545	50	246	275	29
l Rent Benefit Payments	98,947	(99,050)	(103)	0	(103)	(103)	0	99	147	48
m Internal Audit & Corporate Fraud	835	(188)	647	0	647	647	0	324	263	(61)
n Buildings Management	2,645	(113)	2,532	213	2,745	2,805	60	1,624	1,651	27
o Cemeteries and Crematorium	1,263	(2,525)	(1,262)	19	(1,243)	(1,243)	0	(561)	(412)	149
p Customer Services Centre	1,985	(290)	1,695	0	1,695	1,675	(20)	844	809	(35)
q Dial A Ride Service	122	(19)	103	(16)	87	87	0	43	30	(13)
r Registration of Births Deaths and Marriages	329	(371)	(42)	0	(42)	(42)	0	(20)	(42)	(22)
s Transport Management	160	0	160	7	167	167	0	84	78	(6)
t Vehicle Fleet	527	(344)	183	(4)	179	179	0	85	101	16
u Partnership Team	277	0	277	0	277	277	0	137	126	(11)
v Support To Voluntary Sector	779	0	779	0	779	769	(10)	389	384	(5)
w Human Resources	1,745	(497)	1,248	8	1,256	1,256	0	624	635	11
x People & Organisational Development	406	(91)	315	0	315	315	0	160	132	(28)
y Tickfield Training Centre	290	(97)	193	1	194	194	0	113	115	2
z Democratic Services Support	354	0	354	9	363	353	(10)	183	165	(18)
aa Mayoralty	185	0	185	(1)	184	204	20	102	111	9
ab Member Support	705	0	705	25	730	710	(20)	355	346	(9)
ac Elections and Electoral Registration	352	0	352	(121)	231	231	0	190	129	(61)

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

Virements

£000

Transfer from earmarked reserves

(225)

Allocation from Contingency

(257)

In year virements

58

(424)

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

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

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Housing										
a Strategy & Planning for Housing	164	0	164	0	164	164	0	0	0	0
b Private Sector Housing	2,734	(1,056)	1,678	0	1,678	1,678	0	838	833	(5)
c Housing Needs & Homelessness	822	(534)	288	0	288	288	0	143	161	18
d Supporting People	2,508	0	2,508	0	2,508	2,508	0	1,254	1,256	2
Planning										
e Building Control	400	(410)	(10)	0	(10)	12	22	(6)	17	23
f Development Control	862	(603)	259	0	259	259	0	134	(1)	(135)
g Regional and Local Town Plan	235	0	235	0	235	235	0	118	110	(8)
Total Net Budget for Portfolio	7,725	(2,603)	5,122	0	5,122	5,144	22	2,481	2,376	(105)

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

0

0

0

0

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
<u>Retained</u>										
a Childrens Commissioning	935	(316)	619	82	701	701	0	355	319	(36)
b Children with Special Needs	1,149	(169)	980	0	980	1,007	27	489	504	15
c Early Years Development and Child Care Partnership	10,769	(9,562)	1,207	0	1,207	1,207	0	598	586	(12)
d Children Fieldwork Services	5,562	(135)	5,427	28	5,455	5,688	233	3,200	3,503	303
e Children Fostering and Adoption	4,546	(191)	4,355	7	4,362	4,496	134	2,181	2,538	357
f Youth Service	2,602	(1,483)	1,119	339	1,458	1,458	0	746	650	(96)
g Other Education	940	(754)	186	0	186	186	0	91	83	(8)
h Private Voluntary Independent	3,475	(120)	3,355	0	3,355	3,893	538	1,678	2,272	594
i Children Specialist Commissioning	1,751	(60)	1,691	80	1,771	1,850	79	389	497	108
j School Support and Preventative Services	28,371	(22,347)	6,024	21	6,045	6,045	0	3,018	3,068	50
k Youth Offending Service	1,906	(632)	1,274	(65)	1,209	1,209	0	602	616	14
<u>Delegated</u>										
l Schools Delegated Budgets	43,222	(43,222)	0	0	0	0	0	0	0	0
Total Net Budget for Portfolio	105,228	(78,991)	26,237	492	26,729	27,740	1,011	13,347	14,636	1,289

Virements

£000

Transfer from earmarked reserves
Allocation from Contingency
In year virements

459
23
10

492

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

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

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

k.

l.

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Adult Social Care										
a Adult Support Services and Management	224	0	224	0	224	154	(70)	112	111	(1)
b Commissioning Team	2,120	(346)	1,774	(188)	1,586	1,586	0	792	774	(18)
c Strategy & Development	1,797	(215)	1,582	22	1,604	1,604	0	881	839	(42)
d People with a Learning Disability	14,383	(1,421)	12,962	(251)	12,711	12,611	(100)	6,341	6,292	(49)
e People with Mental Health Needs	3,350	(167)	3,183	250	3,433	3,575	142	1,713	1,787	74
f Older People	28,807	(14,592)	14,215	207	14,422	14,657	235	7,193	7,318	125
g Other Community Services	2,522	(865)	1,657	66	1,723	1,723	0	861	866	5
h People with a Physical or Sensory Impairment	4,572	(1,211)	3,361	32	3,393	3,409	16	1,685	1,703	18
i Service Strategy and Regulation	124	(69)	55	0	55	55	0	27	49	22
Health										
j Public Health	6,991	(7,141)	(150)	(21)	(171)	(171)	0	(119)	(117)	2
k Drug and Alcohol Action Team	2,313	(2,230)	83	21	104	104	0	51	50	(1)
l Young Persons Drug and Alcohol Team	267	(265)	2	0	2	2	0	1	(11)	(12)
Total Net Budget for Portfolio	67,470	(28,522)	38,948	138	39,086	39,309	223	19,538	19,661	123

Virements

Transfer from earmarked reserves
Allocation from Contingency
In year virements

£000

131

22

(15)

138

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

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

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
<u>Transport</u>										
a Highways Maintenance	9,830	(2,048)	7,782	192	7,974	7,919	(55)	3,936	4,115	179
b Bridges and Structural Engineering	412	0	412	0	412	412	0	206	199	(7)
c Decriminalised Parking	1,157	(1,666)	(509)	0	(509)	(331)	178	(238)	(92)	146
d Car Parking Management	1,031	(6,485)	(5,454)	80	(5,374)	(5,374)	0	(2,822)	(2,852)	(30)
e Concessionary Fares	3,217	0	3,217	0	3,217	3,217	0	2,364	2,361	(3)
f Passenger Transport	400	(64)	336	(3)	333	401	68	209	268	59
g Road Safety and School Crossing	234	0	234	0	234	234	0	117	116	(1)
h Transport Planning	599	(854)	(255)	0	(255)	(189)	66	(364)	(751)	(387)
i Traffic and Parking Management	503	(5)	498	(13)	485	485	0	242	255	13
<u>Waste and Cleansing</u>										
j Public Conveniences	550	0	550	5	555	520	(35)	286	238	(48)
k Waste Collection	4,393	0	4,393	222	4,615	4,415	(200)	2,302	2,192	(110)
l Waste Disposal	5,533	0	5,533	(158)	5,375	4,350	(1,025)	2,682	2,132	(550)
m Street Cleansing	1,381	(7)	1,374	(13)	1,361	1,411	50	678	695	17
n Household Recycling	486	0	486	(16)	470	470	0	234	235	1
o Environmental Care	386	(4)	382	(143)	239	211	(28)	120	89	(31)
p Waste Management	487	0	487	(10)	477	477	0	139	153	14
<u>Other Services</u>										
q Flood and Sea Defence	745	(11)	734	0	734	840	106	366	411	45
r Enterprise Tourism and Environment Central Pool	1,354	0	1,354	16	1,370	1,390	20	687	728	41
<u>Regulatory</u>										
s Regulatory Business	523	(11)	512	23	535	535	0	274	158	(116)
t Regulatory Licensing	304	(433)	(129)	227	98	98	0	(42)	(95)	(53)
u Regulatory Management	227	0	227	0	227	227	0	111	223	112
v Regulatory Protection	244	(14)	230	0	230	230	0	112	91	(21)
Total Net Budget for Portfolio	33,996	(11,602)	22,394	409	22,803	21,948	(855)	11,599	10,869	(730)

Virements

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

£000

223

151

35

409

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

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

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

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

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

m.

n.

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

p.

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

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

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

s.

t.

u.

v.

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

Service	Gross Expend £'000	Gross Income £'000	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
Information Communications and a Technology	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146
Total Net Budget for Portfolio	5,354	(971)	4,383	157	4,540	4,540	0	2,346	2,492	146

Virements

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

£000

157

0

0

157

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

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

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

Description	Original Budget £'000	Virement £'000	Latest Budget £'000	Expected Outturn £'000	Forecast Variance £'000	Budget to Date £'000	Spend to Date £'000	To Date Variance £'000
a Employees	215	0	215	215	0	0	0	0
b Premises (Excluding Repairs)	732	0	732	761	29	366	331	(35)
c Repairs	4,831	0	4,831	4,831	0	2,601	2,601	(0)
d Supplies & Services	68	0	68	68	0	34	5	(29)
e Management Fee	5,827	0	5,827	5,827	0	3,138	3,138	0
f MATS	1,124	0	1,124	1,124	0	562	562	0
g Provision for Bad Debts	383	0	383	383	0	0	0	0
h Capital Financing Charges	11,364	0	11,364	11,368	4	5,684	5,686	2
Expenditure	24,544	0	24,544	24,577	33	12,385	7,360	(62)
i Fees & Charges	(393)	0	(393)	(393)	0	(196)	(100)	96
j Rents	(26,673)	0	(26,673)	(26,923)	(250)	(13,336)	(13,477)	(141)
k Other	(277)	0	(277)	(276)	0	(261)	(276)	(15)
l Interest	(135)	0	(135)	(195)	(60)	(68)	(98)	(30)
m Recharges	(459)	0	(459)	(459)	0	(230)	(146)	84
Income	(27,936)	0	(27,936)	(28,246)	(310)	(14,091)	(9,660)	(6)
n Appropriation to Earmarked reserves	3,392	0	3,392	3,609	277	3,392	3,392	0
o Statutory Mitigation on Capital Financing	0	0	0	0	0	0	0	0
Net Expenditure / (Income)	0	0	0	(60)	0	1,686	1,091	(68)
Use of Reserves								
Balance as at 1 April 2017	3,502	0	3,502	3,502	0			
Use in Year	0	0	0	0	0			
Balance as at 31 March 2018	3,502	0	3,502	3,502	0			

162

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

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

163



**Capital Programme Budget
Monitoring 2017/18**

Period 6

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

Capital Programme Monitoring Report – September 2017

1. Overall Budget Performance

The revised Capital budget for the 2017/18 financial year is £95.571million which includes all changes agreed at June Cabinet. Actual capital spend at 30th September is £27.790million representing approximately 29% of the revised budget. This is shown in Appendix 1. (Outstanding creditors totalling £0.836million have been removed from this figure).

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

Department	Revised Budget 2017/18 £'000	Outturn to 30 September 2017/18 £'000	Expected outturn 2017/18 £'000	Latest Expected Variance to Revised Budget 2017/18 £'000	Previous Expected Variance to Revised Budget 2017/18 £'000
Chief Executive	24,094	13,097	17,464	(6,630)	(3,565)
People	16,709	2,617	9,278	(7,431)	(882)
Place	42,660	10,078	28,984	(13,676)	(1,660)
Housing Revenue Account (HRA)	12,108	1,998	10,608	(1,500)	-
Total	95,571	27,790	66,334	(29,237)	(6,107)

The capital programme is expected to be financed as follows:

Department	External Funding			Total Budget £'000
	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	
Chief Executive	24,088	-	6	24,094
People	5,300	11,393	16	16,709
Place	28,905	11,317	2,438	42,660
Housing Revenue Account (HRA)	11,635	-	473	12,108
Total	69,928	22,710	2,933	95,571
As a percentage of total budget	73.1%	23.8%	3.1%	

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

The grants and external contributions position to 30th September is as follows:

Department	Grant Budget £'000	Developer & Other Contributions Budget £'000	Total external funding budget £'000	External funding received £'000	External funding outstanding £'000
Chief Executive	-	6	6	-	6
People	11,393	16	11,409	4,388	7,021
Place	11,317	2,438	13,755	9,056	4,699
Housing Revenue Account (HRA)	-	473	473	473	-
Total	22,710	2,933	25,643	13,917	11,720

2. Department Budget Performance

Department of the Chief Executive

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

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

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

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

Asset Management (Property)

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

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

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

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

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

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

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

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

Cemeteries and Crematorium

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

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

Priority Works

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

Summary

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

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

Department for People

The revised Department for People budget totals £16.709million.

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

Actual spend at 30th September stands at £2.617million. This represents 16% of the total available budget.

Adult Social Care

The Community Capacity grant is used to enable vulnerable individuals to remain in their own homes and to assist in avoiding delayed discharges from hospital. Plans for 2017/18 include project management for social care redesign, costs of sheltered housing review outcomes, development of independent living centre and investment in technology and equipment to promote independence. Total spend of £450k is forecast for 2017/18 therefore an accelerated delivery request of £4k will be included in the report to November Cabinet.

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

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

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

General Fund Housing

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

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

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

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

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

Children & Learning Other Schemes

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

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

Condition Schemes

A budget of £704k has been allocated to address larger conditions in schools where the cost is over the schools capabilities to fund. Most of these works have been undertaken over the school summer holidays to minimise disruption to the schools. Retentions of £20k are being held for works completed last year at seven primary schools.

Devolved Formula Capital

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

Primary and Secondary School Places

The primary expansion programme is now complete with final retention payments of £69k being held against five projects until the twelve month snagging period is over. A watching brief of demand against availability will be kept. If a need is identified, a further expansion of primary places will be explored to ensure that the council's statutory duty to provide a good school place for all those that request it can be met.

A secondary expansion programme is progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed. The contractors are currently on site at Shoeburyness High School. St Thomas Moore are entering planning stage and one other secondary school is progressing a feasibility study. Works at Wentworth Road site and Southchurch High School are commencing during October. A carry forward request of £4.5million will be included in the report to November Cabinet to continue the scheme into 2018/19.

Summary

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

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

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

Department for Place

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

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

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

Culture

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ICT

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

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

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

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

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

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

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

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

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

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

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

Enterprise, Tourism & Regeneration

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

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

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

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

Southend Pier

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

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

Coastal Defence and Foreshore

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

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

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

Highways and Infrastructure

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

The Street Lighting budget is a multi-million pound, multi-year scheme to be part funded by the Challenge fund from the Department for Transport. The Department for Transport have agreed a revised completion date of 31st March 2018 with a programme being developed to spend the remaining funds.

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

Parking Management

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

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

Section 38 and Section 106 Schemes

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

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

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

Local Transport Plans (LTP Schemes)

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

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

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

Local Growth Fund

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

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

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

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

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

Community Safety

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

Transport

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

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

Energy Saving Projects

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

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

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

Summary

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

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

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

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

Housing Revenue Account

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

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

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

Decent Homes Programme

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

Council House Adaptions

This budget relates to minor and major adaptations in council dwellings. Spend depends on the demand for these adaptations and works are currently in progress for 2017/18.

Sheltered Housing

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

Other HRA

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

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

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

Summary

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

Summary of Capital Expenditure at 30th September 2017

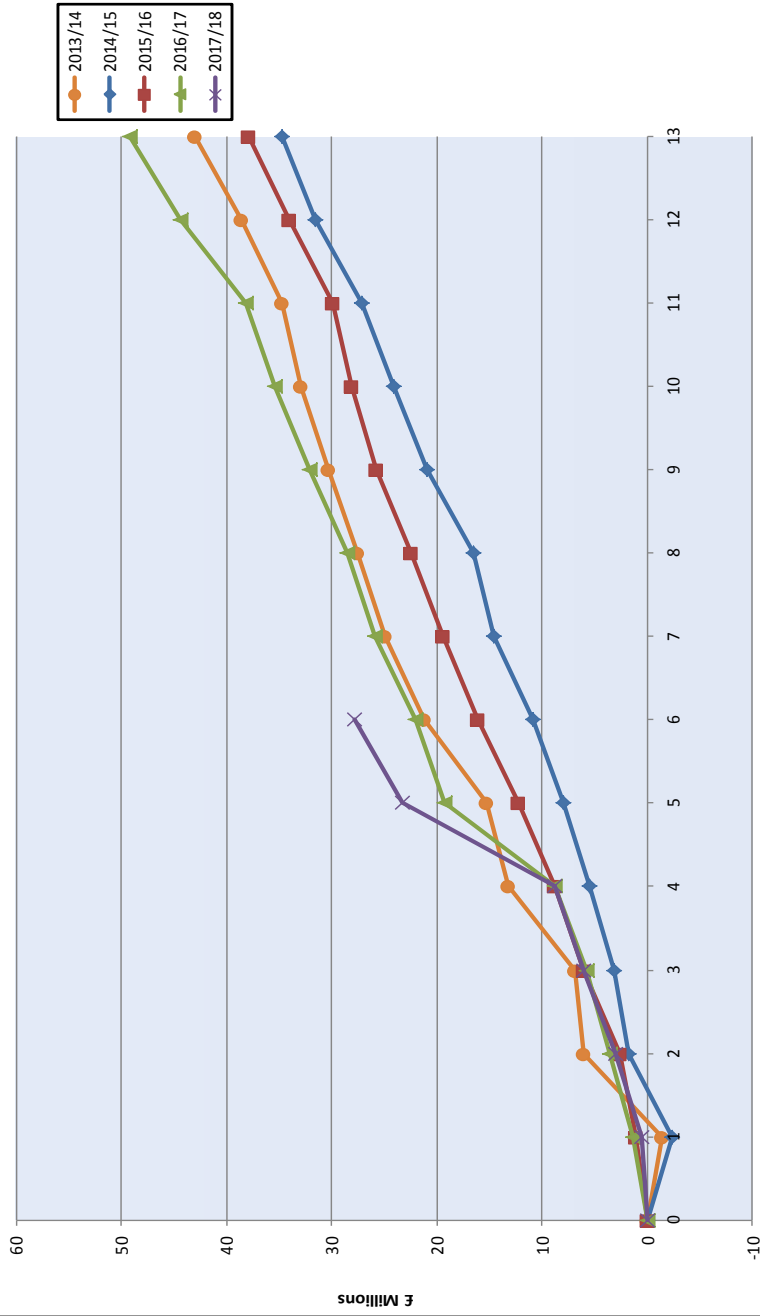
Appendix 1

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

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

Appendix 2

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



Year	Outturn £m	Outturn %
2012/13	61.0	97.9
2013/14	43.3	93.8
2014/15	34.8	83.8
2015/16	37.9	97.0
2016/17	48.8	89.0

This page is intentionally left blank

Southend-on-Sea Borough Council

Agenda
Item No.

8

Report of the Chief Executive

to

Cabinet

On

7th November 2017

Report prepared by:

Val Smith – Knowledge and Information Manager

Charlotte McCulloch – Customer Service & Complaints Manager

Michael Barrett – Complaints Officer

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

All Scrutiny Committees

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

A Part 1 Public Agenda Item.

1. Purpose of Report

1.1 This report is to:

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

2. Recommendation

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

3. Background

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

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

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

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

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

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

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

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

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

4. Lessons Learnt and Service Improvements

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

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

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

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

5. Future developments

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

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

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

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

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

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

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

6.2 Financial Implications

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

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

6.3 Legal Implications

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

6.4 People and Property Implications

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

6.5 Consultation

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

6.6 Equalities and Diversity Implications

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

Corporate equalities considerations continue to be part of the process.

6.7 Risk Assessment

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

6.8 Value for Money

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

6.9 Community Safety and Environmental Impact Implications

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

7. Background Papers

None

8. Appendices

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

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

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

Appendix A

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

Southend-on-Sea Borough Council

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

Report prepared by: Charlotte McCulloch

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

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

1. Purpose of Report

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

2. Recommendation

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

3. Background

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

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

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

4 Compliments; concerns and comments received in 2016/2017

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

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

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

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

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

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

5 Complaints received in 2016/2017

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

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

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

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

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

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

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

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

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

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

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

6. Complaints subject to independent investigation

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

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

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

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

7 Complaints referred to the Local Government Ombudsman

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

8 Response times

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

9 Types of issues raised

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

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

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

11. Monitoring & Reporting

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

12 Learning from Complaints

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

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

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

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

13. Corporate Implications

13.1 Resource Implications (Finance, People, Property).

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

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

13.2 Contribution to Council's Vision & Critical Priorities

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

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

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

13.3 Equalities and Diversity Implications

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

13.4 Value for Money

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

13.5 Community Safety Implications

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

14. Background Papers

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

15. Appendices

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

Appendix 1

Compliments received 2016 -17

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

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

~

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

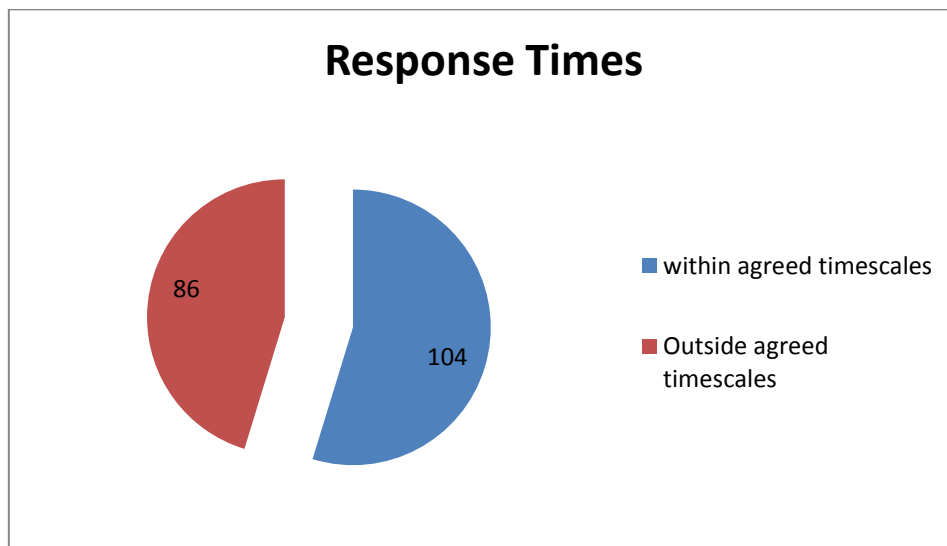
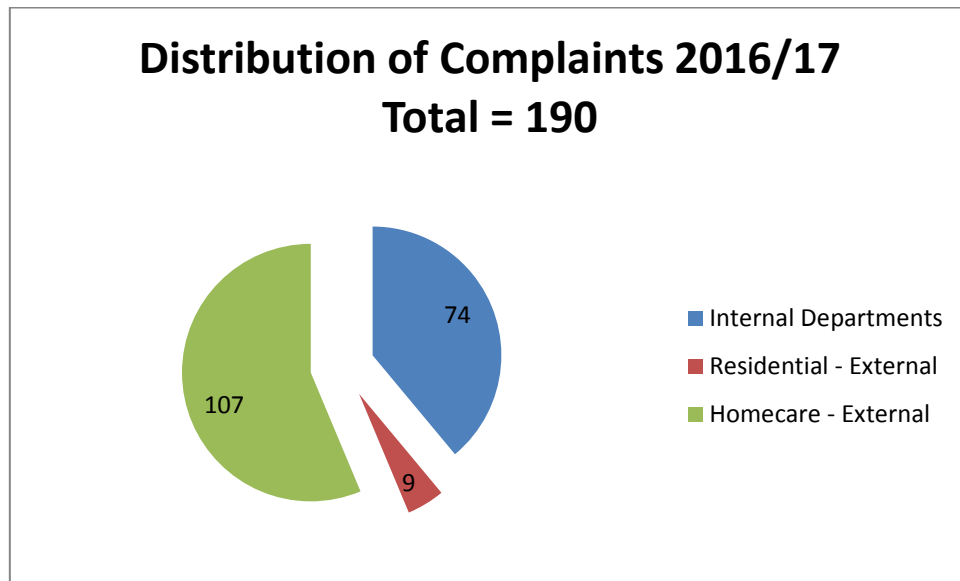
~

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

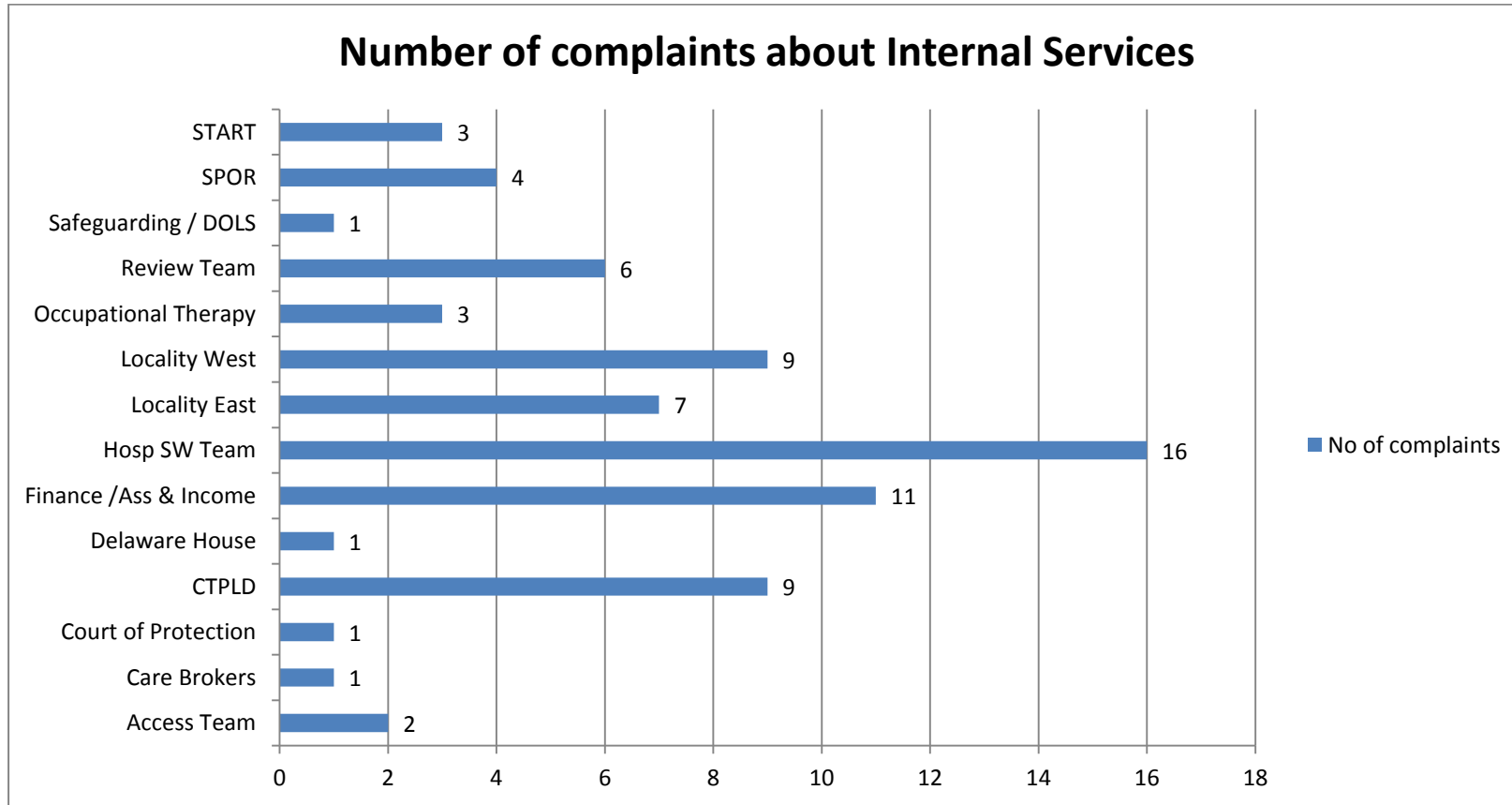
~

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

Appendix 2



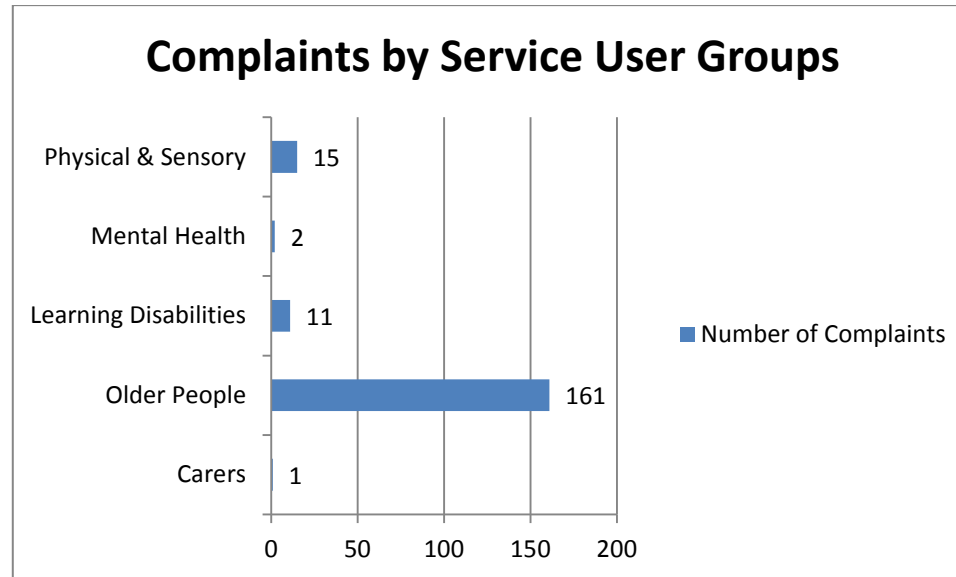
Appendix 3



203

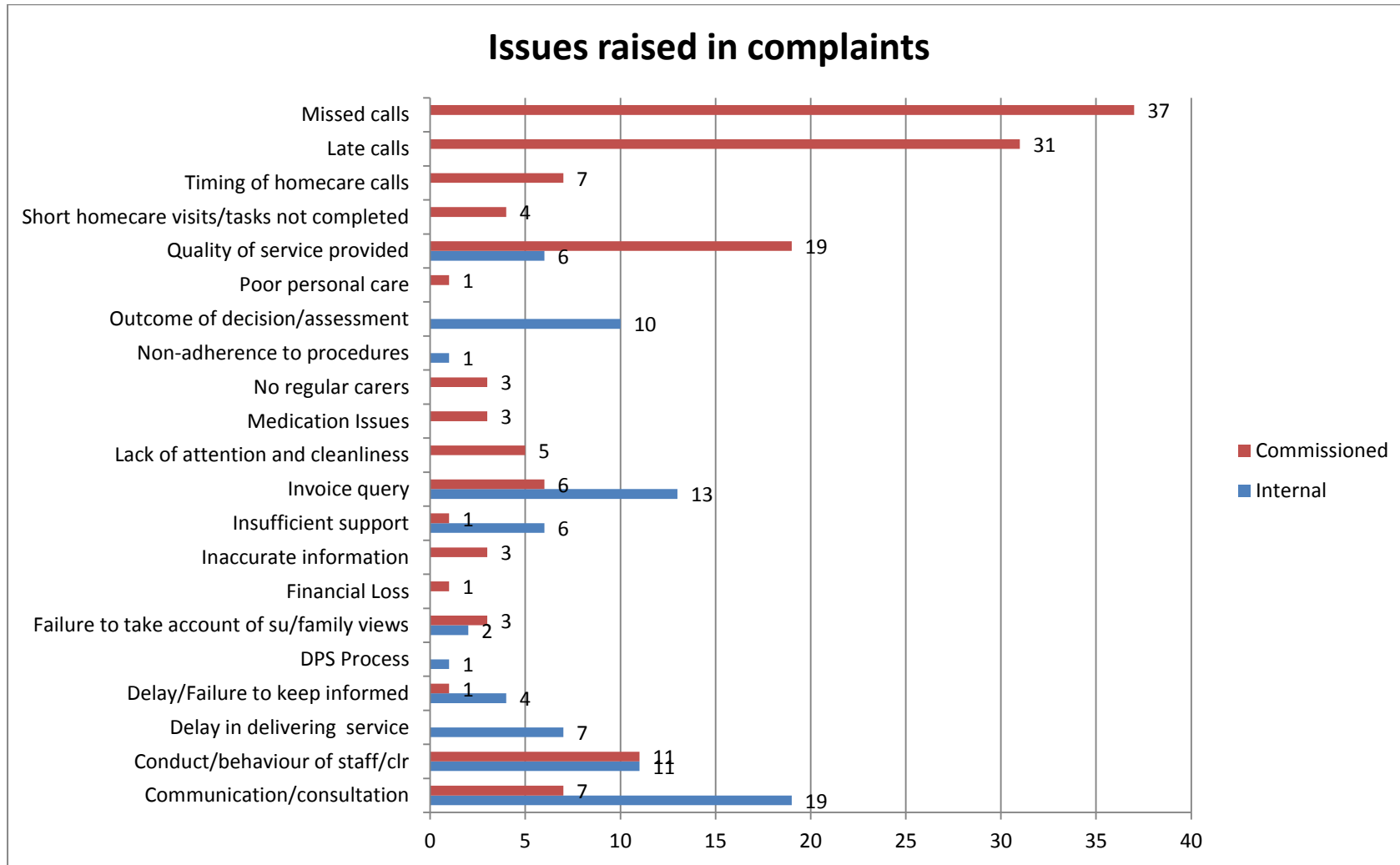
Appendix 4

204



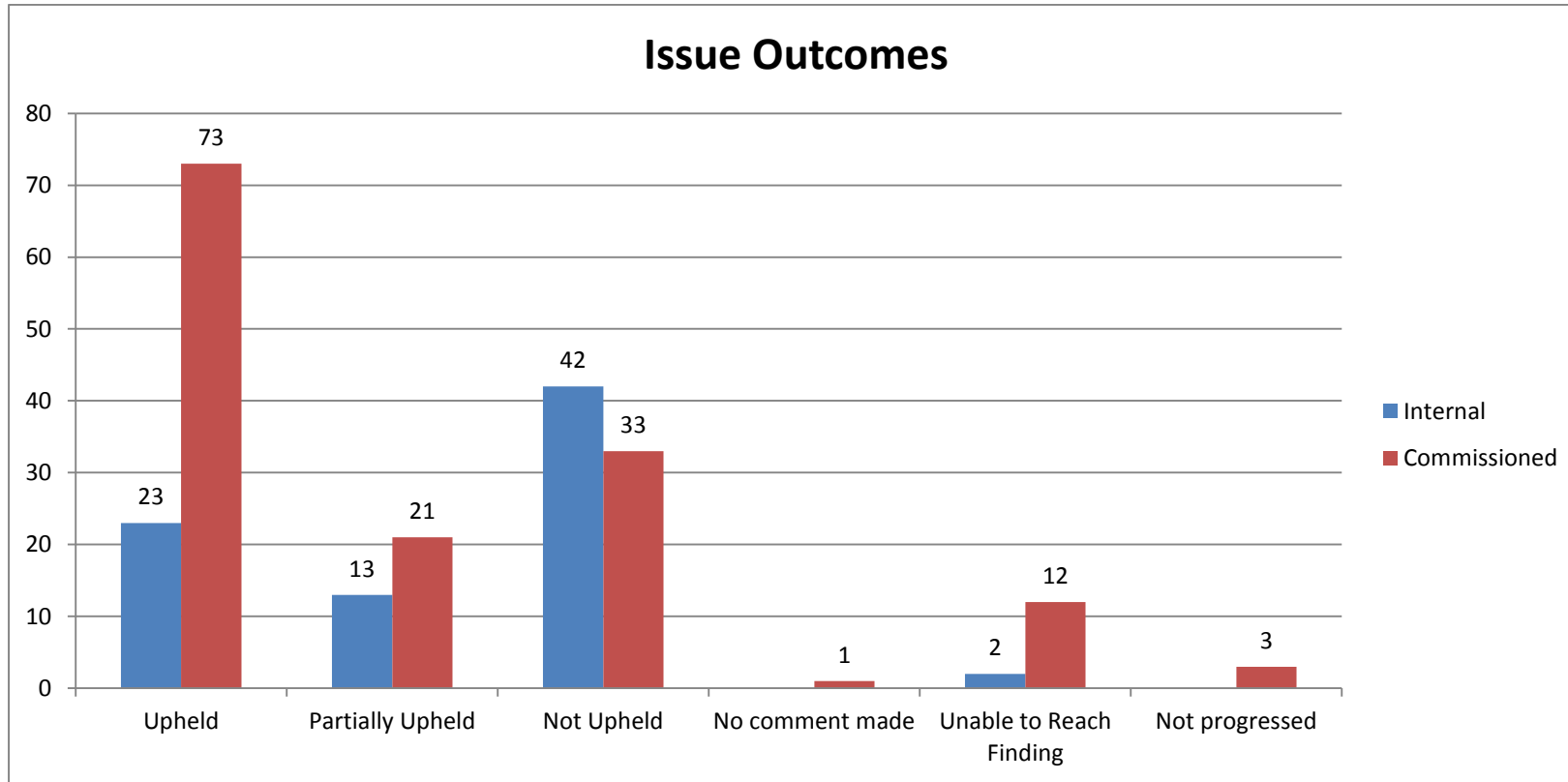
Appendix 5

205



Appendix 6

206



Appendix 7

Top issues complained about

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

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

207

Appendix 8

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

208

Appendix B

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

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to

Cabinet

on

7 November 2017

Report prepared by: Michael Barrett

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

1 Purpose of Report

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

2 Recommendation

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

3 Summary

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

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

4 Background

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

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

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

5 Compliments received in 2015/2016

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

The table below shows the number of compliments received in 2015/16 in comparison with previous years.

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

6 Number of complaints received in 2015/2016

6.1 Stage 1

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

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

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

6.2 Stage 2

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

6.3 Stage 3

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

7 Complaints by category

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

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

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

The 3 categories with the highest percentage of complaints were:

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

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

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

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

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

8 Response times and the Department's performance

8.1 Stage 1

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

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

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

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

8.2 Stage 2

8.2.1 Stage 2 statutory response times:

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

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

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

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

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

8.3 Stage 3

8.3.1 Stage 3 statutory response times:

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

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

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

9 Outcome status of complaints

9.1 Stage 1

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

Stage 2 & 3

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

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

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

Upheld	Partially Upheld	Not Upheld	No Finding
4	4	13	0

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

Upheld	Partially Upheld	Not Upheld	No Finding
4	0	7	2

10 Local Government Ombudsman

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

11 Developments in the complaints process

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

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

12 Areas for improvement / Learning from Complaints

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

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

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

13 Corporate Implications

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

13.2 Financial Implications

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

13.3 Legal Implications –

The complaints process complies with statutory requirements.

13.4 People Implications

None.

13.5 Property Implications

None.

13.6 Consultation

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

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

13.7 Equalities and Diversity Implications

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

13.8 Value for Money

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

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

13.9 Community Safety Implications

None

13.10 Environmental Impact

None

14. Background papers

None

Appendix C

Corporate Comments, Complaints and Compliments Report

Southend-on-Sea Borough Council

Agenda
Item No.

Report of the Chief Executive

to
Cabinet
on

7 November 2017

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

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

All Scrutiny Committee – Executive Councillor: Councillor Lamb

A Part 1 Public Agenda Item

1. Purpose of Report

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

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

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

2. Recommendations

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

3. Background

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

3.2 The benefits in operating a feedback process include:

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

3.3 This report provides:

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

4. PERFORMANCE TO DATE

4.1 Performance in respect of complaints

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

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

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

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

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

4.2 Complaints by Department with Response Times

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

4.3 Stage 3 Complaints

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

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

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

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

4.4 Nature of Complaints

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

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

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

4.5 How the Complaints Were Received

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

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

4.6 Progression of complaints and satisfaction

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

4.7 Complaint Resolution

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

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

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

4.8 Learning Points

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

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

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

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

4.9 Comments and Compliments

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

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

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

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

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

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

4.10 Minor Revisions to the Procedure

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

5. Local Government and Social Care Ombudsman (LGO)

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

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

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

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

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

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

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

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

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

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

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

6 MONITORING AND REPORTING

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

7 CONCLUSIONS

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

8 Corporate Implications

8.1 Contribution to Council's Vision & Corporate Priorities

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

8.2 Financial Implications

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

8.3 Legal Implications

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

8.4 People Implications

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

8.5 Property Implications

None

8.6 Consultation

None

8.7 Equalities and Diversity Implications

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

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

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

8.8 Risk Assessment

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

8.9 Value for Money

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

8.10 Community Safety Implications - None

8.11 Environmental Impact - None

9 Background Papers – None

10 Appendices

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

Appendix 1 – Complaints Leaflet

www.southend.gov.uk/complaints



Safe • Clean • Healthy • Prosperous • Excellent

Comments, Complaints and Compliments Procedure

'Creating a better Southend'

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



B20 Comment Complaint or Compliment – October 2017

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

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

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

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

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

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

Punjabi

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

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

Chinese

如欲索取本雜誌的其他語文或格式版本、或希望訂閱更多份雜誌，請致電下列號碼

Urdu

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

Bengali

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

1. OUR COMMITMENT TO YOU

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

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

2. MAKING COMMENTS AND COMPLIMENTS

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

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

3. COMPLAINTS

3.1 What is a complaint?

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

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

A complaint can highlight any of following:

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

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

3.2 Are there matters outside this Complaints Procedure?

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

- Anonymous complaints
- Unreasonably persistent complainants
- Unreasonable behaviour

3.3 How to make a complaint

1 Stage

You can contact us by:

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

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

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

2 Stage

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

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

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

Stage **3**

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


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

Still Unhappy

Local Government Ombudsman and the Council's External Auditors



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


 www.lgo.org.uk
 0300 061 0614

 Please telephone the LGO for details

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



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


 www.bdo.co.uk/
 01473 320700

 16 The Havens
Ransomes Europark
Ipswich
Suffolk IP3 9SJ

Data Protection Act & Freedom of Information Act issues

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

 www.ico.org.uk
 0303 123 113 or 01625 545745 or fax: 01625 524510

 Information Commissioner's Office
Wycliffe House, Water Lane
Wilmslow
Cheshire SK9 5AF

4. MATTERS OUTSIDE THIS COMPLAINTS PROCEDURE


4.1 There are certain matters for which you cannot use this Complaints Procedure. These are:

- The merits of a national policy, local policy or a formal decision taken by Councillors at Cabinet, Committee or by the Full Council.
- A decision taken by the Council or Council officers, where a formal appeal procedure exists, e.g. refusal of a housing benefit application.
- An objection to a planning application that has not yet been determined or a comment in response to a consultation exercise.
- A matter where legal action is in progress and/or there is a potential insurance claim. In such circumstances it will be passed to the Council's insurers to deal with. After insurance issues are resolved, the matter may then be dealt with under this procedure.
- A personnel issue, if you are a member of staff or ex-member of staff.
- Initial submission of a service request e.g. reporting a faulty street light. If such a service request is not dealt within the prescribed service standard then a complaint can be made under this Complaints Procedure.
- The following special types of complaint which have their own individual complaints procedure:

a) Complaints about Councillors

Councillors are subject to a Code of Conduct. A complaint that a Councillor has breached this Code will be dealt with by the Council's Standards Committee. You can make your complaint at:


 www.southend.gov.uk/complaints

 The Monitoring Officer
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

b) Complaints about the Council's Social Care provided to Adults

These complaints are dealt with under a statutory complaints procedure. The system is administered by the Customer Services Manager in Adult & Community Services at:


 www.southend.gov.uk/complaints

 Customer Service & Complaints Manager
Department for People
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue Southend-on-Sea, Essex SS2 6ER

c) Complaints about the Council's Social Care provided to Children

Such complaints are dealt with under a statutory complaints procedure. The system is administered by the Childrens Services Complaints Manager in Department for People at:

 www.southend.gov.uk/complaints

 Childrens Services Complaints Manager
Department for People
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER


d) Complaints against Schools

There is a separate procedure for handling complaints against schools. The process is administered by the school. In the first instance a complaint should be directed to the Head Teacher and if this does not resolve the matter, then to the School's Governing Body.

e) Complaints against the issuing of Parking (Penalty Charges) Notices

If you wish to challenge a Penalty Charge Notice (PCN) you should submit your appeal in one of the following ways:


 www.southend.gov.uk/pcn

 The Parking Management Team
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

If you are not happy with the response from the Parking Management Team you can refer an appeal to the National Parking Adjudication Service at:

 www.trafficpenaltytribunal.gov.uk




 info@trafficpenaltytribunal.gov.uk

 01625 44 55 55 Fax: 01625 44 55 60

✉ Traffic Penalty Tribunal,
Springfield House,
Water Lane,
Wilmslow,
Cheshire SK9 5BG

f) Complaints about the management, maintenance and administration of Council houses and flats

These complaints are dealt with by South Essex Homes (the Council's Arms Length Management Organisation). For further information please contact:

 www.southessexhomes.co.uk/
 complaints@seh.southend.gov.uk
 0800 833160 or 0800 833161

✉ The Service Improvement Team
South Essex Homes Ltd,
Civic Centre, Victoria Avenue,
Southend-on-Sea, Essex SS2 6FY

4.2 Anonymous Complaints

Anonymous complaints will be investigated where they raise serious concerns and it is possible to do so. But it would help us if you were able to supply us with your contact details in case we need to ask additional questions.

4.3 Unreasonably Persistent Complainants

There are a small number of complainants who, because of the frequency of their contact with the Council, hinder consideration of their, or other people's complaints. In exceptional circumstances, action will be taken to limit the contact of such unreasonably persistent complainants with the Council. The decision to do so and the form of such limitations will be taken by the Council's Chief Executive & Town Clerk or a Deputy Chief Executive.

4.4 Unreasonable Behaviour


The Council does not expect its staff to tolerate behaviour by complainants which is unreasonable, for example, which is abusive, offensive or threatening. The Council will take action to protect staff from such behaviour. In appropriate circumstances action will be taken to limit the contact of such complainants with the Council. The decision to do so and the form of such limitations will be taken by the Council's Chief Executive & Town Clerk or a Deputy Chief Executive.


5. MONITORING OUR PERFORMANCE

We are keen to improve not only our services but also the way we deal with your complaints and feedback. We will carry out satisfaction surveys to assess whether you were satisfied with this feedback process. If you are asked to participate we hope that you will respond.

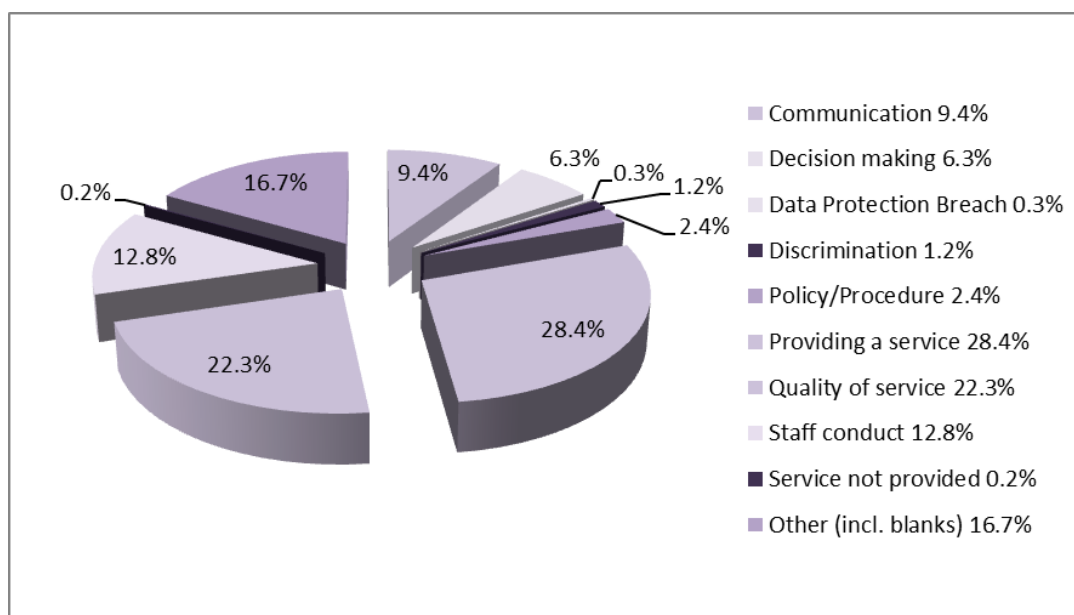
6. HOW TO CONTACT US

 www.southend.gov.uk/complaints

 01702 215000

 Performance Adviser, Compliments & Complaints
Policy, Engagement and Communication
Department of the Chief Executive
Southend-on-Sea Borough Council
PO Box 6, Civic Centre, Victoria Avenue
Southend-on-Sea, Essex SS2 6ER

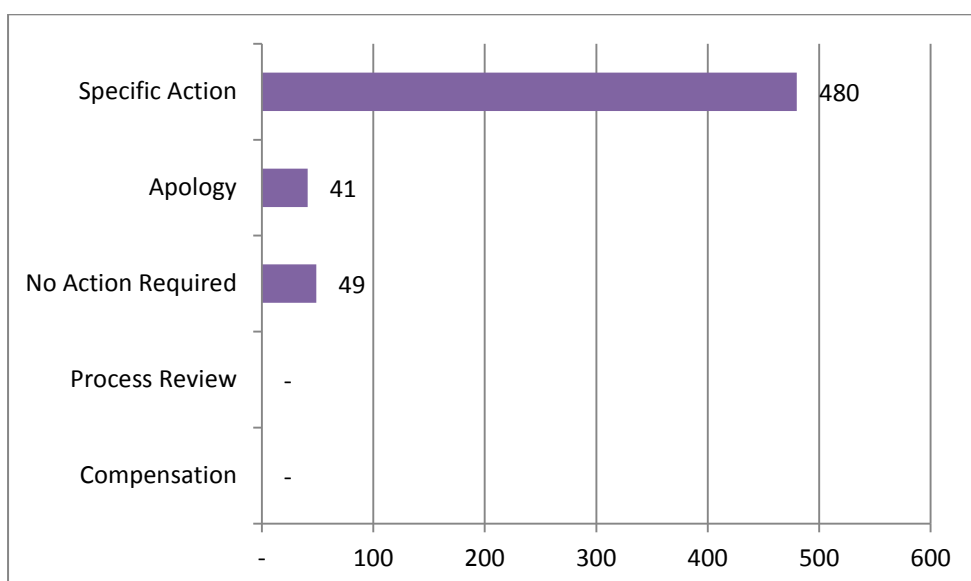
Appendix 2 – Nature of Complaints – April 2016 to 2017



Appendix 3 – 3 Year Comparison of How Stage 1 Complaints Were Received

	2013/2014	2014/2015	2015/2016	2016/2017
Email/Internet	47%	62%	65%	93%
Telephone	37%	31%	25.0%	2%
Other	1%	1%	0.5%	0.4%
Letter / post	10%	6%	9%	4%
In person	5%	1%	1%	0%

Appendix 4 - Complaint Resolution April 2016 to 2017



Appendix 5 - Local Government Ombudsman Annual Review Letter 2017

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

I would like to record that in one complaint about your Council concerning friends and family carers, the Council was very open to accepting the fault and the proposed remedy, despite the size of the payment. I commend your Council for its constructive approach in settling this complaint.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.

- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely



Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

Local Authority Report: Southend-on-Sea Borough Council
 For the Period Ending: 31/03/2017

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
11	2	0	14	2	7	12	4	2	54

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
2	3	24	14	7	8	53%	58

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
7	1

Appendix 6 Breakdown of approaches to the LGO by Service

Adult Care Services	
12	Decisions of the LGO
3	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation – not upheld
5	Detailed investigation - upheld

Benefits and Council Tax	
2	Decisions of the LGO
2	Referred for local resolution

Education and Children's Services	
14	Decisions of the LGO
4	Referred for local resolution
3	Closed after initial enquiries
5	Detailed investigation – not upheld
2	Detailed investigation - upheld

Environmental Services and Public Protection and Regulation	
2	Decisions of the LGO
2	Referred for local resolution

Highways and Transport	
8	Decisions of the LGO
1	Incomplete or Invalid
3	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation – not upheld

Housing	
14	Decisions of the LGO
2	Advice given by LGO
8	Referred for local resolution
3	Closed after initial enquiries
1	Detailed investigation - upheld

Planning and Development	
4	Decisions of the LGO
2	Referred for local resolution
2	Closed after initial enquiries

Other (not specified by LGO)	
2	Decisions of the LGO
1	Advice given by LGO
1	Incomplete or Invalid

Appendix 7 Summary of complaints upheld by the LGO

Service	Maladministration/Fault	Agreed Remedy
Adult Social Care	Care provider did not retain records for an appropriate time resulting in safeguarding investigation being unable to be provided with some information. No fault found with safeguarding investigation.	Letter of apology to customer £250 remedial payment in recognition of uncertainty caused All care providers to be reminded of necessity for document retention Monitoring of document retention compliance as part of contract management
Adult Social Care	Their liability to pay care home fees was not made sufficiently clear to complainant	Disputed fees to be written off Advisory letters to be amended to be clear and unambiguous
Adult Social Care	No fault found with safeguarding investigation but a conference was not organised at the end of the process as policy dictated and the family requested	Letter of apology
Adult Social Care	Investigation delayed because the views of the alleged perpetrator, a medical professional, were not sought which would have provided greater clarity at an earlier stage	Written apology £150 remedial payment in recognition of avoidable time, trouble and frustration New protocol developed and amended guidelines introduced between (SBC/NHS Southend CCG/NHS England)
Adult Social Care	Their liability to pay a top up fee for temporary residential care was not made sufficiently clear to complainant	Written apology SBC to pay the top-up fee Advisory leaflets to be amended to cover temporary care scenario Staff to be advised to be aware of the need to advise clients clearly of their liabilities in such circumstances
Education and Children's Services	A complaint from a birth parent about the failure to trace them regarding an adoption some years previously was refused as out of time. As the complainant had only recently discovered the adoption, the	Agreed to put the complaint through the Corporate process

	LGO decided the complaint should have been accepted	
Education and Children's Services	A classification of family foster carers should have been given in specified circumstances.	After considerable legal discussions with the LGO, SBC decided to accept their judgement and pay a sum of arrears to the complainant. In their annual letter the LGO has commended the Council for its constructive approach in settling the complaint.
Housing	An application based on homelessness was wrongly removed from the housing register when a short term leased property was found. This disadvantaged the customer when they once again became under threat of homelessness.	The LGO concluded that the fault had already been recognised and sufficiently remedied by the Council in its complaints process

This page is intentionally left blank

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to
Cabinet

on

7th November 2017

9

Report prepared by: John O'Loughlin, Director of Children's
Services &
Diane Keens, Group Manager, Placements & Resources

6th Month mid-year Adoption Report

**Department for People Scrutiny Committee – Executive Councillor:
Councillor James Courtenay**

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To report on the activities of the Southend Adoption Service between April and September 2017

2. Recommendation

- 2.1 That Cabinet notes and agrees the contents of the report

3. Background

- 3.1 The provision, standards and operations of the adoption service is governed by:
- The Local Authority Adoption Service (England) Regulations 2005 (amend 2013 & 2014)
 - The Adoption Agencies and Independent Review of Determinations (amendment) Regulations 2011 and the
 - Adoption National Minimum Standards 2011
- 3.2 National Minimum Standard 25.6 states that the Executive side of the Local Authority should :
- a. receive written reports on the management and outcomes of the agency
 - b. monitor the management and outcomes of the service in order to satisfy themselves that the agency is effective and is achieving good outcomes for children and/or service users
 - c. satisfy themselves that the agency is complying with the conditions of registration.

- 3.3 The most recent Adoption Leadership Board data published showed of those local authorities who provided data, Southend as being in the top 2 (1st in one) local authorities in the country in respect of timescales for the 2 key indicators; time between entering care and moving in with adopters and time between the court giving the local authority permission to place a child for adoption and the child being matched with an adoptive family.
- 3.4 In the 'Regionalising Adoption' White Paper (2015) the government set out its intentions to establish Regional Adoption Agencies (RAA) by 2020, with the aim of speeding up the matching process, improving the life chances of neglected children; improving adoption recruitment and adoption support and reducing costs. The government have continued to be clear that all Local Authorities will either need to be part of a Regional Adoption Agency (RAA) or will have delegated their adoption functions to a RAA by 2020.
- 3.5 Essex, Suffolk, Hertfordshire, Luton and Southend along with Adoption Plus, Adoption UK and Barnardo's have been working in partnership to design a new model of service delivery for adoption, in line with the government's agenda.
- 3.6 The issues that the government were seeking to address within the adoption reform are as follows:

Inefficiencies:

- The current system is seen as fragmented, with around 180 agencies, both Local Authority and Voluntary Adoption Agencies (VAA), recruiting and matching adopters for over 5000 children per year. The majority of agencies are operating at a very small scale and this hinders strategic planning and economies of scale.

Timeliness of placing children:

- Whilst there has been significant improvement in the performance of Local Authorities in placing children swiftly with adoptive families, there is believed to be further progress that can be made. This is particularly the case with harder to place children, often older, within a sibling group or with a disability.

Adopter recruitment:

- There has been improvement in both the number of adopters recruited and the timescales to achieve this. However, many of these adopters are less willing to consider those children who are harder to place.

Adoption Support

- The help that is offered to families after adoption is the responsibility of Local Authorities. However, it is currently fragmented and characterised by a combination of in-house and spot purchased arrangements with often significant variations between local authority areas.

Consultation has been carried out over the last two years with the Department for Education, other authorities, adopters and staff to determine the preferred model for Adopt East.

4. Other Options

- 4.1 The functions undertaken by the adoption agency are statutory requirements. In April 2014, Southend became a member of the East Anglian Adoption Consortium, following the ending of the Partners in Adoption Consortium. With however the new Regional Adoption Agency activity which was set up in 2015, this consortium ceased to exist and since that time, Southend has been a part of the activity of the Adopt East regional Adoption Agency.
- 4.2 As stated above, the Adopt East Regional Adoption Agency activity consists of Southend, Essex, Suffolk, Hertfordshire, Luton, Barnardo's, Adoption UK and Adoption plus.
- 4.3 Over the past two years work towards forming a Regional Adoption Agency has progressed, however significant issues have arisen regarding the financial viability of the project. A formal decision as to the way forward was made on 24th October 2017, as set out in 4.6 below.
- 4.4 Initially the project board were working towards a shared service, however early in 2017 it became clear that this was not financially viable due mainly to IT issues and an increase in some shared activity leading to an extended management team requirement. In addition some posts could not be extracted fully from the local authority function and as such additional post requirement was identified in order to make the required changes.
- 4.5 Throughout the work undertaken, the DCS lead has always been that any RAA must improve outcomes for children and families and be ultimately at no additional cost. Given the difficulties identified with the shared service, since the beginning of 2017 work has been undertaken to look at two potential alternative options, a hosted RAA (hosted by one of the partners) and more recently consideration of a Partnership model.

Option One: Create a hosted Regional Adoption Agency

Pros:

- Potentially makes better use of resources across the region to find adopters and match children to families quicker, which ultimately may lead to better outcomes.
- Gives a good opportunity to streamline and make consistent the recruitment and assessment, family finding and matching processes along with adoption support provision across the region to improve outcomes for children and families.
- Ability for each authority to keep a level of control over what happens within the adoption service through the Management Board.

Cons:

- Although there has been government assistance with the implementation costs, these cease in April 2018. The development of a hosted RAA will involve an additional level of cost to each authority with on-going additional pressure.
- Southend would lose responsibility for the direct delivery of adoption services, dependent on the host identified

Option Two: Create a Partnership Model and remain as 5 separate adoption agencies. This means not creating a formal RAA.

Pros

- no changes to current arrangements for staff
- Southend would remain fully responsible for the delivery of adoption services in Southend
- Some adoption activities would be delivered within the Partnership to ensure best practice and economies of scale
- Less risk to performance as no significant change to service delivery

Cons

- Potentially does not meet government requirement to regionalise.
- There will be some additional costs although these are identified as minimal and in the longer term should be managed through savings from economies of scale in other areas.

- 4.6 On 24th October 2017, senior representatives of Adopt East had discussions with the Department for Education (DfE). The DfE were updated on the present direction of Adopt East, which will be more of a partnership alliance, with the intention of developing a schedule of work which would be expected to go live in April 2018.

A very encouraging response was received from the DfE and the indication was that they had no concerns around the proposals. The Adopt East project team will now start to develop work streams and communications will be sent out to staff.

5. Reasons for Recommendations

- 5.1 This report shows the activities of the Southend Adoption service in the first 6 months of 2017/8.

6. Corporate Implications

- 6.1 Contribution to Council's Vision & Corporate Priorities

The mid-year report sets out the framework for the work of the adoption agency/service. It directly supports the delivery of the Corporate Priority to 'improve outcomes for vulnerable children'.

- 6.2 Financial Implications

Over the past few years, Southend Adoption Service has successfully achieved a surplus in income generation in respect of inter-agency placements.

During 2014/15, the Adoption Service spent £123,000 on inter-agency placements for adopters outside of the Borough. However £308,000 was raised by outside local authorities using Southend adopters; meaning a net income gain of £185,000. After taking into consideration the 2014/15 budgeted inter agency target of a budgeted net income gain of £84,000, means the adoption service delivered income of £101,000 above the planned target.

In 2015/16, although the number of children being placed nationally for adoption dropped, due to other grant activity by the government, and supporting payments for some inter agency placements, Southend continued to be successful in selling adopters through the national register and thus bringing income into the authority, to counteract the placements purchased for Southend children. During 2015/16 the Adoption Service spent £177,000 on interagency placements and received income of £262,000, resulting in a net gain of £85,000. Again, after taking into account the 2015/16 budgeted inter agency target of a net income gain of £84,000, means the adoption service delivered slightly over target by £1,000.

In 2016/17 the Adoption Service noticed for the first time the impact of the Regional Adoption Agency (RAA) Programme, with many RAA's choosing to become no fee consortiums' within their partnership groupings. In addition, within Adopt East for much of the year, three of the partners became no-fee between themselves and thus use of Southend adopters declined drastically during this period. This has now ceased within Adopt East until a final decision is made in October as to the delivery model. In 2016/17, the council's net income gain fell to £34,000, resulting in a shortfall of £50,000 against the £84,000 planned net income target.

In addition, the number of children being placed for adoption in Southend (and nationally) increased dramatically from 17 in 2014/15 to 28 in 2016/17. In the first 6 months of 2017/18 Southend has placed 21 children for adoption. We have a further 23 children with a primary plan for adoption awaiting court ratification and a further 20 with a parallel plan for adoption. Due to the high increase in placements made, at the end of September the forecast expenditure on inter-agency placements is £553,000 whilst income forecasts stand at £117,000; a significant forecast net deficit of £436,000 on interagency placements. This is likely to rise further once court ratification is given for the remaining children with a primary plan.

Southend continues to successfully recruit adopters and there are currently 17 households awaiting assessment for adoption and 9 in the assessment process. Whilst we are unlikely to be able to use many Southend adopters for local children, should there be capacity to assess these families in a timely manner, this will enable an increased income stream through interagency placements to part offset inter agency expenditure pressures in 2017/18 and 2018/19. We are currently in the process of recruiting a social worker on a short term contract to support the completion of assessments of prospective adopters.

6.3 Legal Implications

At this stage there are no legal implications.

Dependent on the decision as to the RAA, there may be legal implications in the future regarding the adoption service. One of the options being considered by Adopt East is a hosted model which would result in the partner agencies transferring their adoption functions to the host authority. At this stage the host has not been confirmed. The second option being considered at this stage is a Partnership Model in which adoption services would remain within each partner agency and would therefore have no legal implications for Southend.

6.4 People Implications

At this stage there are no people implications.

Dependent on the decision as to the RAA delivery model, should a hosted model be pursued, then the likely implications for staff is that they would be TUPE'd to the host authority. Staff are fully aware of the current situation. Should Southend be successful in becoming the host, this would lead to around 200 staff being transferred over to Southend.

HR are fully involved in the work being undertaken as there are complications with partners being involved in three separate pension pots (all in the LA scheme) as well as issues around staffing of the RAA should vacant posts be transferred into the agency.

6.5 Property Implications

None at this stage.

Should the RAA pursue a hosted model, there may be some property implications. These will vary dependent on the identified host. Should Southend be successful in becoming the host, there may be a requirement for some centralised services which would require property space.

Should another partner become the host, then adoption staff would remain based in Southend in the main, whilst being employed by one of the partner agencies.

Should the partnership model be pursued, there will be no property implications for Southend.

6.6 Consultation

The adoption service was inspected by OFSTED in May 2016 and adopters and prospective adopters were also consulted at that time by Inspectors. The outcome of the inspection was reported to Cabinet in July 2016 when adoption services were found to be good. Further consultation took place in early spring 2016 with regards to the Adopt East regional activity. Regular feedback is requested from adoptive families to ensure that services continue to meet their needs and are adaptive to the changing horizon of adoption.

Some adopter representatives attended the Regional conference regarding Adopt East and the way forward and several are now a part of the formal Adopter Voice consultation group, who are represented on the Adopt East Board.

6.7 Equalities and Diversity Implications

Adopt East covers a diverse geographical area and enables a wider choice of families for Looked after Children in Southend-on-Sea being placed for adoption. Every effort is made to match children and adopters in relation to culture, ethnicity and religion, but such factors are only one element of the matching process and do not take priority over the overall ability of a prospective adopter to meet the needs of a child.

In the first 6 months of 2017, The Southend adoption service has approved 7 new adoptive households and has matched 13 Southend children with adoptive parents.

Another 7 children are due to be matched in the next 2 panels. The numbers of adopters coming forward nationally continued to drop in 2016/17. Whilst nationally there is no sign of this trend changing in the near future due to increased complication in court decision making processes; Southend continues to positively gain interest from prospective adopters and we have noticed a slight rise over the past 3 months in families coming forward.

6.8 Risk Assessment

There are no risks at this time.

Adopt East should continue to reduce the risk of not finding suitable adoptive families for children. Although not yet formally agreed as an adoption agency in its own right, considerable work has already been undertaken in ensuring joint registers for adopters and children to ensure the widest availability of placements both within the RAA and nationally.

Full risk assessments have been completed for Southend in respect of the RAA. The key risks for a hosted model are regarding potential drop in performance at least initially during any transition phase and financial pressure from some additional centralised posts and IT system. The risk assessment identified significant risks in some areas for Southend and it is these risks which are being closely monitored by the DCS group.

Should a Partnership model be pursued, there will be less risk for Southend as services will still be delivered as currently. There may be a small financial cost with centralised posts however these will be minimal.

6.9 Value for Money

There is a high risk in 2017/18 that we will have a deficit in inter-agency placements leading to a substantial budgetary pressure. This is due to a substantial increase in the number of children being placed for adoption.

Effective quality assurance supports value for money within the service. Adopt East gives Southend-on-Sea a wider choice of families.

The regional negotiations and planning has successfully introduced some shared services during 2016/17/18 such as Adoption Exchange days and Adoption Parties. These have shown an increase in more local links for some children, however has not shown any savings.

Funding has been available for the Regional Adoption Programme, however this stops in April 2018 when RAA's are expected to be self-funding. As such progress towards a fully shared service has slowed down and at this stage it is still unclear whether a fully shared service is financially viable.

Work undertaken for the RAA shows that Southend's adoption service in its current form is excellent value for money. A review of work undertaken across the region for the past 3 years shows that to match the region, Southend would have required 11 workers to complete the work that they did whilst the team has 5 core workers.

6.10 Community Safety Implications

None

6.11 Environmental Impact

None

7. Background Papers

None

8. Appendices

None

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)
to
Cabinet

on

7th November 2017

10

Agend
Item No

Report prepared by: John O'Loughlin, Director for Children's
Services
& Diane Keens, Group Manager, Placements & Resources

Annual Report on Corporate Parenting Group
People Scrutiny Committee
Executive Councillor: Councillor James Courtney
A Part 1 Public Agenda Item

1. Purpose of Report

To provide an annual report for Cabinet on the work of the Corporate Parenting Group (CPG) in regards to the progress and outcomes of children who are looked after by the Council.

2. Recommendation

- 2.1 That members note the annual report as at Appendix 1
- 2.2 That members approve the overarching priorities set for 2017/18 in Appendix 2
- 2.3 That members approve the Corporate Parenting Strategy for Looked After Children 2017/18 as at Appendix 3

3. Background

- 3.1 On 1st April 2016 the council looked after 262 (up from 229) children and young people. Of these 66.3% (an increase from 56.5%) were placed with, in house foster carers including kinship carers. 15.7% (a decrease from 22.6%) were placed with external foster carers and 9.4% (a decrease from 11.9%) were in residential establishments. The remaining were either placed at home; placed for adoption or living independently.
- 3.2 During 2016/17, the number of looked after children increased to 282 by the end of March 2017. The impact of this has been monitored closely by the Corporate Parenting Group throughout the year to include the impact of this on staff within children's services.

3.3 Performance monitoring is a central role of the Corporate Parenting Group. This report provides information in relation to the range of indicators considered. The Corporate Parenting Group monitors at every meeting those areas that either performed above or below the corporate targets set.

3.4 Following the OFSTED inspection 2016, the nature of the Corporate Parenting Group became more strategic and took a role in monitoring the Improvement Plan actions.

4. Other Options

There are no other options to consider in relation to this report.

5. Reasons for Recommendations

None

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

This report contributes to the Council's priority to improve outcomes for vulnerable children and young people and is linked to the Children & Young People's Plan 2016/17.

6.2 Financial Implications

Whilst services to looked after children plan to be delivered within the council budget agreed, the increase in looked after children numbers and associated costs has had a significant impact on the ability to support the children within the budget available for 2017/18. This must also be considered in view that increased in looked after children numbers is both a national issue as well as local.

As previously agreed in the council budget setting plans for 2017/18, there was a recognition of expected funding pressures for 2017/18 which resulted in additional £0.6m budget funding awarded to Children Services to assist with those cost pressures for Looked after Children, and also included the creation of a one off £2m Children Social Care reserve to be called upon, recognising the high risk of being able to deliver Children Services within the allocated budget.

However, due to continuing cost pressures as a result of the increased looked after children numbers, capacity issues and associated costs, 2017/18 has continued to be an increasingly challenging year to deliver within the council's budget allocation available, and therefore due to this funding pressure, on an on-going basis an additional funding investment bid will be put forward for Council consideration when setting the 2018/19 budget.

6.3 Legal Implications

Corporate Parenting Group will continue to monitor any impact of changes. This framework includes the Care Planning, Placement and Case Review (England regulations 2010 (updated 2014), Adoption scorecard, Sufficiency Guidance,

Staying Put guidance and Local Authority responsibilities towards young people on remand.

6.4 People Implications

Delivering high quality outcomes for children in care requires commitment from all partner agencies. They demonstrate this through their contribution to the Corporate Parenting Group, which is a sub group of the Success for all Group.

Particular workforce challenges remain in recruiting qualified and experienced social work staff on the front line and continuous attention is paid to implementing the workforce strategy to achieve a fully staffed and suitably trained workforce.

6.5 Property Implications

None

6.6 Consultation

The revised Corporate Parenting Group Priorities and Corporate Parenting Strategy have been considered and agreed by the CPG. Voice4All. National Youth Advisory Service (NYAS) and the Southend Foster Families Community continue to inform the CPG and the Executive Member, of areas they wish to see change or develop.

6.7 Equalities and Diversity Implications

The needs of children in care are diverse. There is a higher population of significantly disabled children and those with special educational needs (25% of all LAC). White British children (86.2%) are over represented in the care population compared to other ethnicities in Southend's population. There are 56% boys and 44% girls in care.

6.8 Risk Assessment

None

6.9 Value for Money

Over the past year the number of LAC had shown a steady increase, there has been an increase during that period of 7% following on from a 14% increase the previous year. The numbers of children placed in external provision over the same period has shown proportionately a decline. As a result savings were secured in 2016/17 in external purchasing. The most recent Audit commission report showed Southend children's services as high performing at low cost.

Due to rises in the cost of some external provision along with the rise in care numbers leading to capacity issues, there is currently an estimated deficit in purchasing budgets for 2017/18 which will be monitored closely over the coming year.

The increased numbers of young people placed in house is adding additional pressure on the in house fostering budget.

6.10 Community Safety Implications

None

6.11 Environmental impact:

None

7. Background Papers

None

8. Appendices

Appendix 1 – Annual Report 2016/17

Appendix 2 – Overarching priorities 2017/18

Appendix 3 – Corporate Parenting Strategy for looked after children 2017/18



Corporate Parenting Annual Report 2016/17

Overview and Background

The Corporate Parenting group (CPG) met on a six weekly basis throughout 2016/17, monitoring the overarching priorities set for 2016/17. This is a multi-agency group and has been running in its current form since 2006. The Group was established to ensure that outcomes for looked after children are scrutinised and improved using a multi-agency approach. There are a clear terms of reference for the group which were reviewed and updated in June 2016. These were further updated in March 2015 along with the completion of a full Corporate Parenting Strategy.

Membership of the group includes the Executive Member for Children's Services and elected members from other political groups, senior officers from children's services, education and health, foster carer representatives and community partners. Our commissioned advocacy service for looked after children, the National Youth Advisory Service (NYAS), are invited to attend regularly to ensure that the group can be made aware of issues that young people have raised and take action to address the issues.

The Corporate Parenting Group has also given consideration to themes raised by young people in other Local Authorities and reported by NYAS in order to benchmark against other Local Authorities.

The group has links with the YEGS (Young Experts Group, our children in care council) and the Corporate Parenting Group holds meetings so that representatives from YEGS are formally able to attend the group at least twice a year wherever possible and their views are regularly fed back to the group. Unfortunately during 2016/17, no members of the group formally attended the group, but this will be rectified in the coming year.

The CPG monitors a range of performance data and activity relating to looked after children. Its focus remains to ensure actions are put in place to improve outcomes for looked after children and to be able to measure the impact by how well children are doing at school; whether they are in good health and their potential life chances once they leave school.

There are links between the CPG and the Southend Foster Families Community)(SFFC), with a foster carer regularly attending CPG meetings to represent Southend foster carer's views.

Achievements for 2016-2017

Outcomes for children looked after

The *Children & Young Person's Plan 2016-17 and the OFTED Improvement Plan*, identified a number of targets and actions. There have been significant achievements in relation to the plan that include:

- Improvements in the general stability of placements
- An increase in the numbers of children with permanent placements through Special Guardianship Orders or Adoption
- A improvement in timescales for children between entering care and being placed with an adoptive family
- An increase in the number of young people with a permanency plan in place by the second review
- An increase in the number of young people long term linked with their foster carers
- More children with up to date health assessments and dental checks
- The virtual school took a group of young people on a sailing trip to support working together as a team
- An improvement in timescales of Placement Agreement meetings
- An increase in the number of in house foster carers offering local placements to Southend children
- A video completed by YEGS on the importance of long term linking to a sense of belonging

Local Standards and Targets

In terms of local standards and targets, Southend is doing well in the following areas:

- Placing children with relatives and friends
- The proportion of looked after children placed locally with Southend foster carers (75.5%, and increase from 56.6%)
- Long term stability (65.7% an increase from 64%).
- Timescales for children being placed for adoption

Being healthy

- 84.6% of children looked after had completed Health assessments
- 89.8% of children had attended in the dentist in the previous 12 months

Staying Safe

- 80.6% of the looked after population have good school attendance. 19.4% missed more than 10% attendance in the last academic year.

Enjoy and achieve

At Key stage 2

- In reading, 21.4% achieved the expected standard in the tests, compared to 40.8% nationally
- In writing teacher assessments, 21.4% of the cohort achieved the expected standard, against 45.9% nationally
- In the maths tests, 21.4% achieved the expected standard in the tests, compared to 41.9% nationally.
- In grammar, punctuation and spelling 28.6% of Southend's LAC achieved the expected standard, compared to 44.3% nationally.
- In the combined reading, writing and maths measure, 14.3% of the cohort achieved the expected standard in all 3 subjects, compared to 25.7% nationally.

At Key stage 4

30 pupils were in Southend's cohort for all looked after children at KS4 in 2016. 14 of these pupils had special educational needs. 4 pupils had more than 8 placement moves whilst in care. Southend performed in line with the national average for LAC in terms of attainment, but the progress outcomes were below national. However, 2 of the cohort did make positive progress compared to the national average for all pupils with similar prior attainment.

- In the Attainment 8 measure, Southend's cohort achieved an average score of 20.0, compared to the national average of 20.9 for LAC pupils.
- In the Progress 8 measure, Southend's score of -1.81 indicates that on average, Southend's LAC pupils made less progress than their peers who had similar prior attainment. This is also true nationally where the figure was slightly above Southend's (-1.46). Southend's results were statistically significant.
- 10% of the cohort achieved A*-C in English and Maths, compared to 15.9% nationally.
- 10% also achieved 5 or more A*-C including English and Maths (the old headline measure at KS4), compared to 12.1% nationally.

In the past year we have been able to see the positive impact of having a permanent Virtual Head teacher in post and can already see the positive work being undertaken to support our looked after children through the education system.

Positive Contribution

- The proportion of care leavers aged 19 & 20 living in suitable accommodation has increased.
- The proportion of care leavers in staying put placements has increased

- The proportion of care leavers aged 20 in employment, education or training continues to increase- although it should be acknowledged that this remains above the national average.
- we are also exploring an exclusive CM16+ app for our young people to communicate effectively with us

The outcomes demonstrate a trend of continuous improvement over recent years. Most formal performance indicators show performance within the higher bands nationa

Issues considered by the Corporate Parenting Group over the past year

Statistics

Performance monitoring is a central role of the Corporate Parenting Group. There are a range of indicators considered including:

- Numbers of Looked after Children(LAC)
- Number of LAC placed for adoption
- Timescales for children moving to adoption
- Stability of placement
- Timeliness of reviews; health assessments and PEP's
- Progress of care leavers at age 19, 20 and 21
- School places and exclusions as well as overall education attainment at all key stages
- Percentages of LAC placed locally with in- house foster carers.

Additional reports were presented during 2016/17 directly in relation to these statistics to give a wider explanation of these areas of practice, outcomes and areas of pressure.

Over the past year the performance information presented to the group has developed to ensure that members have a clear picture of the impact on the lives of young people of the work undertaken. It is too early at this stage to be able to identify the impact that this is having on the lives of our looked after children.

Additional areas of consideration

The CPG considered the following areas during 2016/17 the following additional reports were presented in relation to:

- LADO report

- The Sufficiency Strategy- ensuring that Southend has sufficient local accommodation to meet the needs of Southend's young people in care.
- Missing and Child Sexual Exploitation (CSE) – to ensure that Southend is fully aware of those young people whose behaviour places them at risk of CSE or who go missing from placement and that strategies are in place to support them and reduce levels of risk.
- Work of the Independent Reviewing Officer (IRO) service – ensuring independent oversight for all LAC and presenting a thematic review of issues raised during reviews.
- Work of the Virtual School- looking at the achievement of all LAC and work being undertaken to improve overall academic outcomes for LAC. Including the LAC awards evening feedback.
- Regularity of visits to LAC – ensuring statutory compliance with respect to visits undertaken and appropriate recording of such visits in a timely manner.
- Recruitment and retention strategy in fostering and adoption – looking at the work undertaken to recruit new carers and retain existing carers and the barriers to this.
- Advocacy services – quarterly reports from the National Youth Advisory Service (NYAS) to look at themes of concerns raised by LAC.
- Timeliness of Initial health assessments (IHA)– monitoring of timescales with our health partners in achieving IHA's within 20 working days of a young person becoming looked after.
- Placement Provision and Quality – a report looking at the quality of in particular external (PVI) provision to give assurance to members regarding the safeguarding of young people placed in these external provisions.
- Work of the Special Guardianship Panel
- Placement Trends including the quality of provision both external and in-house
- Placements of looked after children in Southend from other local authorities
- The adoption scorecard
- LAC Permanency Panel report
- Update report on Leaving Care/Pathway Planning and NEET
- Outcomes and associated action plans from audit
- Annual Fostering and Adoption reports

Due to the OFSTED inspection of children's services at the beginning of 2016/17, much of the work over the past year has related to the Children's Services Improvement Plan and as such, focus has shifted this year and less concentration has been given to the key priorities set at the beginning of the year and more focus on the key elements identified as requiring improvement within the inspection.

Due to the unexpected General Election, there was a delay in setting the **Overarching Strategic Corporate Parenting Priorities for 2017/18**. These were considered by the last CPG meeting and these have been used to create the forward plan for 2017/18. The key priorities for the group in the coming year are recommended as:

- Reduce the need for children to become or remain looked after
- Experience of the child and family
- Narrow the achievement gap for looked after children
- Support the emotional and physical wellbeing of looked after children and care leavers
- Reduce delay in achieving permanence for looked after children
- Ensure sufficiency of high quality placements for looked after children
- Ensure looked after children are safeguarded

From this a Corporate Parenting Strategy for Looked after Children 2017/18 has been developed.

Training for Elected Members

During 2016/17 training took place for Members in relation to their role as Corporate Parents. This was undertaken through an open event “The Journey of the child” and was well attended by councillors and other members of the council and helped to explain the roles of various parts of children’s services.

Several Elected Members have spent time in various children’s social work teams over the past few months, looking at the work undertaken and in particular how this work impacts on the experience of the child. This will continue over the coming year.

Further training will be undertaken in the coming year. There will be specific Training for Members who attend the Corporate Parenting Group in November 2017 and a further “Journey of the child event” after the May elections in 2018.

In addition, a further more general training session on the role of the corporate parent will be held for all councillors in early 2018.

The way forward

The table below identifies the areas of strength and areas for improvement identified by the CPG during 2016/17. Areas identified as needing improvement will continue to be closely monitored during 2017/18

Areas of strength	Areas for further development
Adoption performance continued to be high. This will need to be monitored closely with the on-going work towards creating a Regional Adoption Agency	Increased recruitment and retention of foster carers. This has improved over the past year but needs to continue to be closely monitored. The Sufficiency Strategy targets were exceeded in the past year however capacity in house continues to be running around 110%
Assessment timescales and continued recruitment of adopters - adoption	Increase quality and quantity of assessments to allow Southend children to remain with Southend families - fostering
Permanency Planning for LAC	Reducing the number care leavers who are NEET
Stability of placement remains high- on-going monitoring of this required to ensure that themes and barriers are identified to improve practice further.	Edge of Care service will continue to develop over the coming year with two new staff being recruited to specifically support foster carers where a placement is at risk of disruption.
Edge of Care has proven a strong support to foster carers and has prevented some young people from becoming LAC	Improve timeliness for all IHA's – this remains a challenge, but close working with health will continue in the coming year
Improvements in the work with missing and CSE	Monitor continued improvements in the work with missing and CSE and develop new strategies in line with this
Growth of the YEGS group – work to continue on the involvement of this group with the CPG and ensure twice yearly presentations to the group	Monitor care leavers who are in education, employment or training
Duration of care proceedings	Sufficiency of suitable placements available and where external provision required, ensure quality and safeguarding within these provisions.
A video completed by YEGS on the importance of long term linking to a sense of belonging	Improve educational attainment of LAC
	Ensure close monitoring of audit outcomes and of the Children's Services Improvement plan

Appendix 1

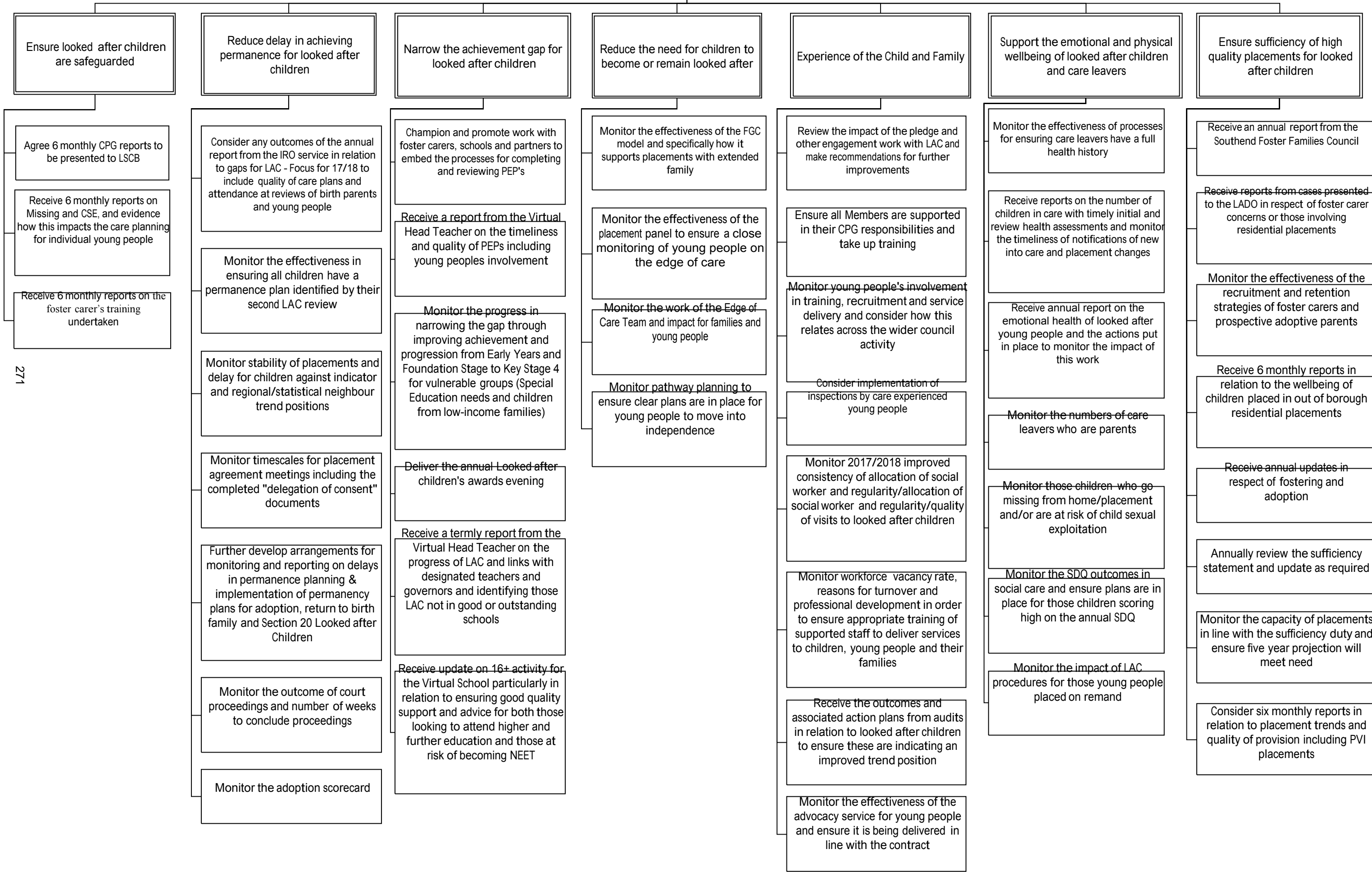
	Ensure that where a decision is made to long term link a fostering placement, this must completed within 6 months of it being agreed that this has reached the point of this being an appropriate plan
--	--

This has been a challenging year with a full OFSTED inspection and the subsequent Improvement work undertaken. Elected members, as corporate parents have remained fully engaged in promoting the interests of Looked after Children over the past year, with full cross party support being evident.

Diane Keens
Group manager
Placements & Resources
2.8.17

This page is intentionally left blank

APPENDIX 2 Overarching Strategic Corporate Parenting
Priorities 2017/2018



This page is intentionally left blank



Southend Borough Council
Corporate Parenting Strategy for
Looked after Children
2017- 2018

Section	Pages
Introduction	3
Achievements for 2016-2017	4
Southend's Children Looked after and Care Leavers	5
Our ambition and priorities	7
Priority 1: Experience of the Child and Family	8
Priority 2: Reduce the need for children to become or remain looked after	9
Priority 3: Narrow the achievement gap for looked after children	10
Priority 4: Support the emotional and physical wellbeing of looked after children and care leavers	13
Priority 5: Reduce delay in achieving permanence for looked after children	14
Priority 6: Ensure sufficiency of high quality placements for looked after children	15
Priority 7: Ensure looked after children are safeguarded	17
Monitoring and quality assurance	17
Appendix: Southend's Pledge	18

Introduction

This is a multi-agency plan that sets out the Council's and its partner's commitment to improving the lives and outcomes for Southend's looked after children and care leavers. The plan will support the *Children and Young Person's Plan*.

The Children & Young Person's Plan sets out the Children's Partnership aim to break the cycle of poverty, social exclusion and disadvantage experienced by Southend families and improve their quality of life.

The 'golden thread' linking the Plan to this Corporate Parenting Strategy recognises the role of Children's Social Care as a champion for the promotion of good life chances for vulnerable children. This strategy will support the Plan by ensuring that children looked after receive the quality of care necessary to achieve the best possible outcomes thereby reducing the risk of social exclusion and poverty once they leave care.

This strategy will help the Council to:

- Understand the current and future needs of children looked after aged 0-18 and care leavers aged 18-25
- Reinforce the corporate parenting responsibility of the Council and Partners
- Ensure that the race, gender, disability, sexuality, age, religion and culture of children looked after and care leavers are considered in planning to meet their needs

This strategy will be supported by Southend's *Sufficiency Strategy for ensuring sufficient accommodation for Children Looked After and by the Children & Young People's Plan*.

Partner agencies have been engaged in identifying key service challenges as well as priorities for future service delivery as set out in this strategy.

The strategy is supported by a multi-agency action plan which has been developed in order to assist the Council and the agencies responsible for corporate parenting to achieve the desired goals and impact.

2. Achievements from 2016-2017 strategy targets

Outcomes for children looked after

The *Children & Young Person's Plan 2016-17* and the *OFTED Improvement Plan*, identified a number of targets and actions. There have been significant achievements in relation to the plan that include:

- Improvements in the general stability of placements
- An increase in the numbers of children with permanent placements through Special Guardianship Orders or Adoption
- A improvement in timescales for children between entering care and being placed with an adoptive family
- An increase in the number of young people with a permanency plan in place by the second review
- An increase in the number of young people long term linked with their foster carers
- More children with up to date health assessments and dental checks
- The virtual school took a group of young people on a sailing trip to support working together as a team
- An improvement in timescales of Placement Agreement meetings
- An increase in the number of in house foster carers offering local placements to Southend children
- A video completed by YEGS on the importance of long term linking to a sense of belonging

Local Standards and Targets

In terms of local standards and targets, Southend is doing well in the following areas:

- Placing children with relatives and friends
- The proportion of looked after children placed locally with Southend foster carers (75.5%, and increase from 56.6%)
- Long term stability (65.7% an increase from 64%).
- Timescales for children being placed for adoption

Being healthy

- 84.6% of children looked after had completed Health assessments
- 89.8% of children had attended in the dentist in the previous 12 months

Staying Safe

- 80.6% of the looked after population have good school attendance. 19.4% missed more than 10% attendance in the last academic year.

Enjoy and achieve

At Key stage 2

- In reading, 21.4% achieved the expected standard in the tests, compared to 40.8% nationally
- In writing teacher assessments, 21.4% of the cohort achieved the expected standard, against 45.9% nationally
- In the maths tests, 21.4% achieved the expected standard in the tests, compared to 41.9% nationally.
- In grammar, punctuation and spelling 28.6% of Southend's LAC achieved the expected standard, compared to 44.3% nationally.
- In the combined reading, writing and maths measure, 14.3% of the cohort achieved the expected standard in all 3 subjects, compared to 25.7% nationally.

At Key stage 4

30 pupils were in Southend's cohort for all looked after children at KS4 in 2016. 14 of these pupils had special educational needs. 4 pupils had more than 8 placement moves whilst in care. Southend performed in line with the national average for LAC in terms of attainment, but the progress outcomes were below national. However, 2 of the cohort did make positive progress compared to the national average for all pupils with similar prior attainment.

- In the Attainment 8 measure, Southend's cohort achieved an average score of 20.0, compared to the national average of 20.9 for LAC pupils.
- In the Progress 8 measure, Southend's score of -1.81 indicates that on average, Southend's LAC pupils made less progress than their peers who had similar prior attainment. This is also true nationally where the figure was slightly above Southend's (-1.46). Southend's results were statistically significant.
- 10% of the cohort achieved A*-C in English and Maths, compared to 15.9% nationally.
- 10% also achieved 5 or more A*-C including English and Maths (the old headline measure at KS4), compared to 12.1% nationally.

Updated figures for this section will not be available until September 2017 and will be added as soon as they are available

Positive Contribution

- The proportion of care leavers aged 19 & 20 living in suitable accommodation has increased.
- The proportion of care leavers in staying put placements has increased
- The proportion of care leavers aged 20 in employment, education or training continues to increase
- we are also exploring an exclusive CM16+ app for our young people to communicate effectively with us

The outcomes demonstrate a trend of continuous improvement over recent years. Most formal performance indicators show performance within the higher bands nationally.

3. Southend's Children Looked After and Care Leavers

Southend's demographics of vulnerable children

In 2015/16 there were 38,402 young people under the age of 18 in Southend. This is estimated to rise to 38,430 in 2017. Of the 2015/16 figures;

- 11,401 were under the age of 5 an increase of 32 from 2014/15;
- 13,193 were aged 5-10 years a rise of 140;
- 9,631 were aged 11-15 years an increase of 227, with
- 4,177 aged 16+ a decrease of 31.

It is estimated that by 2020;

- 11,501 will be aged under 5 years;
- 13,696 will be aged 5-10 years;
- 10,663 will be aged 11-15 years and
- 3,760 will be aged 16+.

The total number of looked after children rose to 282 at the end of March 2017 and further to 295 at the point of this report being completed (262 in 2015/16).

Southend's children looked after and care leavers

Children looked after are made up of several distinct groups, although they have overlapping as well as specific needs. They include:

- Babies and younger children particularly 0-4yrs (48.2%)
- 16-18yr olds (11.5% a decrease from 15.7%)
- Disabled children
- Young People who are parents
- Young people preparing to leave care
- Care leavers from 18-25 yrs

Children looked after are a diverse group

Overall, the statistics for ethnicity have stayed fairly consistent from year to year, with only small fluctuations. Figures of children looked after reflect the Borough trends in general. The latest census trends indicate a changing demographic in the Borough with slight increases in populations from Eastern Europe, Bangladesh and China.

At the end of October 2016 however, 87.7% of the looked after population in Southend were identified as White British (a slight decrease from 88.2%).

Care Leavers

There are a total of 111 Care leavers 18-25 supported by the Southend Care Management 16+Team (an increase from 87).

Children with disabilities

Eleven looked after children have severe and complex disabilities (an increase from 9). The transitions team can work with young people up to 25 years if required to ensure a smooth transition into adult services.

Children entering care

Comparing the last 12 months (Oct 15-sept16) to the previous 12 months (Oct 14-Sep 15), there has been a percentage increase in all age groups apart from 16+ where there has been a decrease. This ties in with the change in Southend demographics over the same period. The decrease in 16+ reflects the change in demographics and was an expected decrease due to a large cohort of young people turning 18. This has however led to the increase in care leavers being supported by the Team.

Age Band	1.10.14-30.9.15	1.10.15 – 30.9.16	% Change
Under 1	20.37%	22.3%	+1.93%
1-4	24.07%	25.9%	+1.83%
5-9	16.67%	17.3%	+0.63%
10-15	21.3%	23%	+1.7%
16-17	15.74%	11.5%	-4.24%

For more information see Looked after Children and Care Leavers Sufficiency Strategy October 2016 – March 2021

4. Our Ambition and Priorities

Our ambition for looked after children and care leavers is that they experience the lives that we would want for our own children. In 2017/18 we will continue to work towards achieving this ambition through the delivery of one strategic objective that is to be a good and effective corporate parent.

Being a **good corporate parent** requires us to achieve the following strategic priorities:

Priority 1: Experience of the Child and Family

Priority 2: Reduce the need for children to become or remain looked after

Priority 3: Narrow the achievement gap for looked after children

Priority 4: Support the emotional and physical wellbeing of looked after children and care leavers

Priority 5: Reduce delay in achieving permanence for looked after children

Priority 6: Ensure sufficiency of high quality placements for looked after children

Priority 7: Ensure looked after children are safeguarded

In each of these priority areas, our aim is to narrow the gap in outcomes between children looked after and their non-looked after peers, whilst ensuring that the principles of fairness and choice underpin our actions.

To achieve these priorities, we must ensure that corporate parents, elected members and senior officials effectively champion and meet the needs of children looked after and care leavers. We must also ensure that those who have responsibilities for corporate parenting: the Executive members for Children's Services, The Deputy Chief Executive, The Director for

Children, multi-agency practitioners and agencies working directly with looked after children do the same.

Being an **effective corporate parent** requires us to make the best use of the Council's resources whilst achieving value for money.

5. Our Priorities

Priority 1: Experience of the Child and Family

The current position

- a) Southend has a pledge for all looked after children which highlights what they can expect from workers and generally from the Department.
- b) Southend aims to have the lowest staff vacancy turnover as possible to ensure that children do not have numerous changes in social worker- reports are regularly presented to senior management and to the CPG to show progress in this area and the targets set to achieve stability in the workforce. Southend takes a lead regionally in ensuring the availability of an experienced and high quality, stable workforce across the region.
- c) Southend aims to ensure that the voice of the child is heard. This is both through consultation and ensuring that there is a clear advocacy service in place that young people are aware of. Quarterly reports are received by the CPG from NYAS, the advocacy service which clearly identifies how the service is being used and the experiences of our young people. Where themes are identified, these are addressed by the senior management team and outcomes reported back to the CPG.
- d) Off line support groups are held for parents of children looked after and separately for those where children are on a child protection plan and changes to service are made as a result of their comments. Themes and concerns are shared with team managers and workers where appropriate to ensure that positive changes are made to presentation to families.
- e) The Young Experts Group (YEGS) encourages young people to become engaged in making future change to children's service. They have in the past year been involved in producing the "me manual", encouraging profiles of social workers are produced for children under the support and care of Southend Children's services and in other animation and video work to promote the role and voice of young people.

Challenges

- a) To get a wider range of looked after young people involved in Young Experts Group and consultation groups to ensure that the voice of the child is heard across the service and changes made following their views being shared.
- b) To engage with more families whose children are looked after or on the edge of care to ensure that their experiences of the Department are heard and taken into account when looking at service development.
- c) To ensure that the children's Pledge is fully integrated into everyday practice.
- d) To ensure that young people are represented at all interviews for social work staff in children's services.

Corporate Parenting role

- a) Review the impact of the pledge and other engagement work with LAC and make recommendations for further improvements.
- b) Ensure that young people attend the CPG meeting on at least two occasions in the coming year to personally present their views and ideas
- c) Review reports on workforce vacancy rate, reasons for turnover and professional development in order to ensure appropriate training of staff to support in the delivery services to children, young people and their families
- d) Monitor the effectiveness of the advocacy service for young people and ensure it is being delivered in line with the contract. Over the coming year receive reports on the work being undertaken to ensure the promotion of the service and encouragement of young people to appropriately make use of the service available.
- e) Ensure all Members are supported in their CPG responsibilities and take up training offered.
- f) Monitor young people's involvement in training, recruitment and service delivery and consider how this relates across the wider council activity and the impact that it has on the experiences of the child and family.
- g) Receive the outcomes and associated action plans from audits in relation to looked after children to ensure these are indicating an improved trend in position.
- h) Monitor the progress of the children's services improvement plan and challenge senior managers where appropriate progress is not made.

Priority 2: Reduce the need for children to become or remain looked after

The current position

- a) Southend Council believes that children should be supported in their families wherever possible and that their families should be given extra support to keep them together.

- b) The Council has continued to develop and support effective multi-agency early intervention and prevention services to help more children to stay with their families
- c) Southend aims to identify families with additional needs at the earliest point and help them to address their need. Research has shown that getting involved early to encourage social and emotional development can significantly improve mental and physical health, educational attainment and employment opportunities. Early intervention can also help to prevent criminal behaviour (especially violent behaviour), drug and alcohol misuse, teenage pregnancy and homelessness. Conversely, waiting for problems to take root and reacting late costs the taxpayer billions of pounds.
- d) Southend has piloted a number of innovative family support initiatives, and have in the past year developed a re-designed early help offer.
- e) The Edge of Care Team is now working 7 days a week from 8am to 11pm to support families including foster families where challenges arise. In the first six months this has received very positive feedback and will continue to develop over the coming year in response to demand.
- f) The Placement Panel has acted as a gateway to care and to the Edge of Care services and a first annual review will take place during 2017/18

Challenges:

- a) The challenge over the coming year is to reduce the number of young people entering care, particularly those over the age of 12 years.
- b) To make sure that we can deliver effective early intervention and family support services to families experiencing greater stress due to the recession whilst operating in a challenging financial context.
- c) Implement the newly developed Reunification Programme
- d) Implement the newly developed Family group conference service.

Corporate parenting role:

- a) Monitor the effectiveness of the LAC permanency panel to ensure a continued reduction in timescales for a permanency plan to have been implemented through regular reporting
- b) Monitor the work of the SGO panel particularly in relation to appropriate permanency planning and early disruption issues. Where themes develop, challenge senior managers as to the actions being taken to reduce the risk.
- c) Monitor pathway planning to ensure clear plans are in place for young people to move into independence. Triangulate the data presented to CPG to ensure that the experience of young people is an improving position.
- d) Monitor the work of the Edge of Care Team through the first annual report and placement panel/ care number details.

- e) Monitor the strategies in place to support those at risk of CSE and identify the impact for those at greatest risk.
- f) Monitor the work of the Family Group Conference Service and Reunification Service and the impact of this on the experience of children and their families through consultation exercises. This will be evidenced through the number of young people maintained within a family placement or returning from public care to live within their birth family.

Priority 3: Narrow the achievement gap for looked after children

The current position

- a) As a corporate parent, the Council recognises that it is crucial to support the education of children looked after and to encourage them to aspire to and achieve high standards.
- b) A solid framework for narrowing the education gap between children looked after and their non-looked after peers is established via the Virtual School, and multi-disciplinary education team and integrated within the Children's Looked After Service.
- c) The foundation for this framework is placement stability and placing children looked after locally. This has ensured that Southend's children looked after experience the least possible amount of disruption to their education.
- d) The Virtual School has supported the effective delivery of corporate parenting to improve the educational attainment of children looked after. The School supports foster carers and practitioners to become good advocates for children in terms of their education and assists them to understand their roles and responsibilities towards children at the key stages of their education. The Virtual School has provided information, advice and guidance to foster carers and social workers on a range of education related areas.
- e) Children looked after with complex needs are supported by Southend Education in partnership with Children's Social Care through jointly funded care and education packages and, where applicable, with Health partners.
- f) At the end of year 11, the work to support the continued engagement by children looked after in further and higher education has been undertaken by the Southend 16+ Team and the Virtual School who now take a lead with young people aged 16-18 years to encourage successful pathways to further/higher education, training and employment.
- g) The integrated approach to service delivery has achieved the following:
 - Provided consistent support to meet the education needs of looked after children

- Offered greater opportunities for tracking and monitoring their educational attainments
 - Identified young people who are achieving in the key exam stages and prepared personalised additional packages of support through targeted use of the Pupil Premium and through regular review of the Personal education Plans.
- h) Early years services are now working closely with the Virtual School to ensure that looked after children are picked up at an early stage, pre-school to ensure that their specific and individual educational needs are recognised with the support of the early years pupil premium.

Challenges

- a) We need to ensure that our children looked after continue to have stable experiences in care which will in turn support them to have stable experiences in schools. The Virtual School has identified that some children who were capable and were predicted to receive these grades over the past few years, then experienced placement breakdown which had an adverse effect on their predicted grades.
- b) The Virtual School can now identify predicted outcomes for children at the end of year 9. We need to ensure that they are targeted to ensure that the support is in place to help them to achieve to their full potential.
- c) Understanding the barriers to progression for children looked after at key stages is crucial to improving their educational outcomes. This requires the key services responsible for supporting the education of children looked after and care leavers to better co-ordinate their work to ensure seamless progression routes for children looked after from the age of 3 to 25 and to ensure that this is reflected in the appropriate plans at key stages.
- d) To ensure that the Pupil Premium funding is used to meet the needs of all children looked after can be challenging. The Council will need to continue to consider how to exercise its corporate parenting responsibilities to provide appropriate support and challenge to schools.

Corporate parenting role

- a) Receive update on 16+ activity for the Virtual School particularly in relation to ensuring good quality support and advice for both those looking to attend higher and further education and those at risk of becoming NEET. Challenge senior managers to reduce the numbers of NEET and the support in place to achieve this.
- b) Receive a report from the Virtual Head Teacher on the timeliness and quality of PEPs including young people's involvement. Use data provided and reporting structure to evidence positive progress. This will be triangulated with longer term attainment.
- c) Champion and promote work with foster carers, schools and partners to embed the processes for completing and reviewing PEP's

- d) Receive a termly report from the Virtual Head Teacher on the progress of LAC and links with designated teachers and governors and identifying those LAC not in good or outstanding schools and the work being undertaken to ensure the best possible support is in place to achieve best outcomes.
- e) Monitor the progress in narrowing the gap through improving achievement and progression from Early Years and Foundation Stage to Key Stage 4 for vulnerable group (Special Education needs and children from low-income families). Challenge where improvements are not evident and ensure plans are in place to move forward any actions identified. This will again be triangulated with longer term achievement outcomes evidenced at Key Stages 2 & 4
- f) Deliver the annual Looked after children's awards evening

Priority 4: Support the emotional and physical wellbeing of looked after children and care leavers

The current position

- a) The Council continues with its health partners to reduce the health gaps and inequalities between Southend's children looked after and their non-looked after peers.
- b) The health service provided to children and young people looked after by Southend is compliant with relevant legislation and had led to over 84.6% of looked after children having a current health assessment and 89.8% for dental health. (the majority of those without a health assessment are older young people who refuse appointments and those without dental care are under 2yrs).
- c) Southend foster carers are trained where required to fully meet the often complex health needs of looked after children. Both foster carers and children looked after have access to health information, advice and guidance including confidential information for older young people.
- d) The Joint Strategic Needs Assessment (JSNA), provides a summary of needs and identifies areas for improvement. The JSNA assists the Council and their partners to meet their responsibilities for improving the physical and emotional health outcomes for children looked after and to respond more effectively to their needs.
- e) The introduction in 2014 of a Health Passport for care leavers was favourably received and continues to ensure that all young people leave care with a clear record of their health history.

Challenges

- a) There are continued challenges in achieving timescales for Initial Health Assessments.

- b) We continue to find creative ways to encourage those in the 16+ team to engage with the health services on offer.
- c) Ensure close monitoring of the mental health needs and emotional needs of our looked after children and ensure that support services are available to meet the needs identified.
- d) Identify and support looked after children with substance misuse problems and train and support our foster carers to manage their needs.

Corporate Parenting Monitoring

- a) Receive reports on the number of children in care with timely initial and review health assessments and monitor the timeliness of notifications of new into care and placement changes. Use data provided from social care and health to review improvement and ensure that the health needs of looked after children are met in a timely manner. Health and social care to jointly present evidence of actions taken against the action plan set in early 2017.
- b) Monitor the SDQ outcomes in social care and ensure plans are in place for those children scoring high on the annual SDQ. Review evidence of positive intervention where issues are identified and the impact of this on the young person. Triangulate evidence from education and placement disruption for the highest risk young people.
- c) Monitor the effectiveness of processes for ensuring care leavers have a full health history. Health to provide regular reports to CPG.
- d) Receive quarterly fostering reports to ensure that the EHWB of LAC is being targeted and managed appropriately.
- e) Monitor those children who go missing from home/placement and/or are at risk of child sexual exploitation and ensure strategies are in place to safeguard those at highest risk. Evidence will be gathered from the fostering quarterly report which shows those at highest risk of missing and CSE & Missing reports to ensure that strategies are having a positive impact, reducing the level of missing episodes.
- f) Monitor the work undertaken to prevent young people being estranged from their families. This will be evidenced initially through the reunification project.

Priority 5: Reduce delay in achieving permanence for looked after children

The current position

- a) Once a decision is made for a child to become looked after, the Council is committed to ensuring a successful route out of care via a return to birth parents if it is safe and appropriate to do so or by ensuring that alternative family solutions can be found in a timely way thus avoiding drift and unnecessary delay.

- b) The LAC permanency panel meets regularly to ensure that plans for permanency are in place by the second review and that any challenges to achieving this are considered and solutions where possible found.
- c) Timescales for children requiring permanency through adoption have fallen drastically over the past few years with Southend being in the top 10 councils nationally
- d) Early tracking of all cases ensures a timely referral to the adoption team and clear parallel planning which ensures no delay later in proceedings wherever possible.

Challenges

- a) We need to ensure that early consideration is given to any potential family placement to prevent delay at a later stage and find clear monitoring tools to achieve this.
- b) Restriction on the use of the Post Adoption Fund came into force during the past year. Southend have been successful in continuing to gain funding through this grant but this will become more of a challenge over future years, having raised the expectations of adoptive families.
- c) Clearer processes and training is needed to ensure that where a family placement is being considered, practice is of the highest quality and decisions made in a timely manner and considers fully the child's complete childhood.
- d) The on-going work towards Regional Adoption Agencies, where inter agency fees are under discussion has led to a decrease in the number of inter-agency placements being made outside of regions which has begun to limit the income generation opportunities available.

Corporate parenting role

- a) Monitor the effectiveness in ensuring all children have a permanence plan identified by their second LAC review. Look at reports and data provided by the Principle Reviewing Officer and challenge where it is clear that targets are not being met.
- b) Monitor timescales for placement agreement meetings including the completed "delegation of consent" documents.
- c) Consider any outcomes of the annual report from the IRO service in relation to gaps for LAC – continue to focus for 2017/18 on decision making in a timely manner and full consultation with all relevant people in a timely manner. Challenge senior managers where improvements are not evident in an appropriate timescale.
- d) Monitor closely the Regional Adoption Agency work and the potential impact for Southend families and children.

Priority 6: Ensure sufficiency of high quality placements for looked after children

The current position

- a) The looked after children's service has focused its efforts on ensuring that wherever possible children looked after do not experience instability and unhelpful placement moves. This is achieved through providing placements that are of a high quality and which promote the development of strong secure attachments.
- b) There are currently 117 foster carers in Southend including family and friends carers, and connected persons (up from 107) delivering family life to looked after children. A sustained programme of training and development is in place and reviewed annually to help carers to manage the emotional and behavioural wellbeing of the young people in their care.
- c) The support offered to carers, including the work of the Edge of Care team has been a key factor in maintaining the stability of placements.
- d) We continue to develop annually a comprehensive recruitment plan alongside the adoption service and constantly strive to improve timescales for this.

Challenges

- a) Research has identified that local placements generally produces better outcomes for children looked after whether provided by the Local Authority or the Voluntary or Private Sector. The exception is where there is a need for a specialist placement or for a child to be placed outside of their local geographical area. The challenge is to ensure that children placed further away from local provision receive equitable services where they are placed.
- b) Ensuring a sufficient supply of local placements is challenging due in part to the national shortage of foster carers. Robust recruitment strategies are integral to meeting this challenge.
- c) A key challenge is to ensure that children who come into care, particularly those who come in an emergency, are initially placed in care placements that are suitable and able to meet their specific needs so that placement stability is not compromised. Ideally the caring resources of extended family should be investigated before children become looked after, however the circumstances in which some children are removed from their parents can impact on the willingness of parents to work in partnership with the Council to identify extended family at the earliest opportunity.
- d) The timeliness of permanency planning is a key requirement to meeting the sufficiency duty and Southend's ability to recruit sufficient suitable adopters to meet the local and national need is vital if we are to meet the ever changing timescales set by government.

- e) Alongside this we need to continue in our work of developing a robust process for commissioning placements for children and young people.
- f) Ensure that reunification is regularly considered and where appropriate a robust reunification plan is identified and progressed in a timely manner.

Corporate Parenting Monitoring

- a) Monitor the capacity of placements in line with the sufficiency duty and ensure five year projection will meet need. Where it appears that the needs of Southend children are not being appropriately met, challenge the information provided to ensure that clear planning is in place to inform future practice.
- b) Annually review the sufficiency statement and update as required
- c) Consider six monthly reports in relation to placement trends and quality of provision including PVI placements to ensure that the needs of looked after children are best met.
- d) Monitor the effectiveness of the recruitment and retention strategies of foster carers and prospective adoptive parents
- e) Receive an annual report from the Southend Foster Families Community
- f) Receive and review annual fostering and adoption reports
- g) Receive 6 monthly reports in relation to the wellbeing of children placed in out of borough residential placements. Where possible visits to be made to some of the external placements with social workers or commissioning officer by elected members.
- h) Receive reports from cases presented to the LADO in respect of foster carer concerns or those involving residential placements. This to include trends and actions in place to safeguard Southend young people.

Priority 7: Ensure looked after children are safeguarded

The current position

- a) Over the past few years there have been considerable changes to the monitoring of Child Sexual Exploitation (CSE) and children missing from home and care.
- b) The Local authority have appointed a Practice Lead covering CSE and they started in August 2017. They will play a key role in ensuring that CSE is appropriately identified in LAC cases and also concerns are effectively addressed. There is an overall approach by the LSCB to ensure that all practitioners can recognise CSE and respond appropriately including having appropriate services. In addition the plan covers education and awareness raising with young people and the public.
- c) Statistical data is of an excellent quality allowing the Council to closely monitor trends and actions.

- d) Senior managers are involved in a number of regional and national groups, looking at CSE & Missing alongside gang culture and are able through these groups to influence policy.
- e) Southend have established a multi-agency team (MARAT) where information is shared and plans developed for victims and their families at high risk of domestic abuse. The new MARAT is embedded and functioning well to protect Southend children and adults.

Challenges

- a) Challenges remain in gaining relevant information from external agencies.
- b) Being a small authority, there are always challenges in ensuring that all legislative changes are recognised and implemented in a timely fashion.
- c) Driving forward change with partner agencies appropriately in understanding and working with CSE & Missing.

Corporate parenting role

- a) Agree annual CPG report to be presented to LSCB
- b) Receive 6 monthly reports on Missing & CSE, and evidence how this impacts the care planning for individual young people.
- c) Receive quarterly fostering monitoring reports.

6. Monitoring and Quality Assurance

The Corporate Parenting Group

The Corporate Parenting Group (CPG) has provided effective leadership and direction of the work required to improve the care experience and outcomes of children looked after and care leavers.

The commitment of elected council members to corporate parenting in Southend has strongly contributed to the trend of continuous improvements for looked after children and care leavers and this commitment will continue, retaining a strong strategic focus on all issues that affect children looked after and care leavers.

The CPG meets 6 weekly and is chaired by the Director of Children's Services, with membership being cross party and multi-agency.

The CPG will oversee the delivery of the Children & Young Person's Plan and monitor and review all services for looked after children and be integral in driving forward the changes identified in the children's services improvement plan.

Measuring the impact of service delivery is central to achieving improved outcomes for children and reducing the impact of disadvantage for vulnerable children and young people. Southend has in place a strong quality assurance system that evidences whether or not services are being delivered effectively and is used as an effective tool to raise standards.

Our framework for quality assurance and service improvement is both reflective and proactive. By examining past service delivery against good practice standards and considering service users' views about the services they have received we can measure the impact and quality of service delivery.

Our key performance indicators and a number of agreed local indicators are captured in our monthly Local Performance Data Set which is reviewed by senior management groups and by the CPG.

Our Pledge

1. We will spend time with you and listen to you

We will visit you at least every six weeks

We will come to see you where you are living

We will try very hard to visit you when we will say we will. We will phone your foster carer to tell you if we can't and then we will come to see you as soon as we can

2. We want you to be fit and healthy

We will help you talk to your doctor and dentist and we will explain to them what we think you need and what your problems are. If you move to live with another foster carer we will tell your doctor and dentist.

If you are unwell or have any problems we will get you all the help you need.

We will tell your foster carers things they need to know about your health, like about anything you are allergic to.

We will make sure you have the right vaccinations as you grow up and we will encourage you to have your health assessments and dentist check-ups every year.

If you are at school you can talk to your school nurse but we have nurses just for our looked after children who will help you if they can.

3. We want you to feel safe

We know that we are all different in terms of where we grew up and we know that we all need different things to feel happy and safe. We want you to feel safe with other people, at school and where you live. If you ever feel unsafe we will make sure you know where to go for help.

We will make sure your foster carers know how to keep you happy and healthy.

If you are happy where you are living we won't move you, unless there is a problem. We will also try and keep you with the same social worker for as long as possible, If you do have to move, we will give you all the information we can about your new home and your new carers.

4. We want you to get the most out of life

Before you are old enough to go to school we will make sure you can go to nursery so you can enjoy playing with other children.

We want you to do well at school and we will work with teachers and make sure you have extra help if you need it.

We want you to enjoy your spare time in a healthy way. We can arrange free use of the facilities at some of the leisure centres in Southend, which includes swimming.

We will help you to stay in touch with your friends.

5. We will ask you what you want

We will ask you what you want before making decisions about you. If we cannot do what you would like we will explain why to you.

We will always try to keep brothers and sisters together when possible. If we think this is not a good idea we will explain this to you.

We will make sure you know your rights and what we should be doing for you.

If you do not feel that your views are being heard we will tell you how to get an advocate who will speak up for you. We will also tell you how to make a complaint if you need to.

6. When you leave care

We will make sure you have a bank account. We will encourage you to be sensible with your money and continue to save for the future.

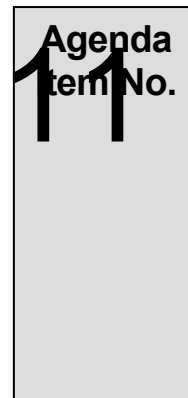
We will make sure you have a passport. If this is not possible we will explain the reasons why.

We will talk to you about what you would like for your future, and help you to plan for this, whether you are going to university, into training or into work.

This page is intentionally left blank

Southend-on-Sea Borough Council

**Report of Deputy Chief Executive (People)
to
Cabinet
On
November 07 2017**



Report prepared by: Emma Baldock, Interim Planning & Engagement Manager

**A Local Account of Adult Social Care Services in Southend 2016-17
Department for People – Executive Councillor: Councillor Salter**

A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To present a draft of the Local Account of Adult Social Care services in 2016-17, including priorities and plans for 2017-18. This is the seventh year of producing an annual report of this sort.
- 1.2 The Local Account aims to provide information about the quality and value of adult social care to service users and local people. It is the Council's self assessment of how it provided support during 2016-17 together with plans for the future which contribute to the overall health and wellbeing of the local community.

2. Recommendation

- 2.1 That the draft Local Account be noted as the Council's self assessment for these services**

3. Background

- 3.1 In the years leading up to 2010/11, an annual assessment of adult social care services was undertaken by the Regulator of adult social care services. The last annual assessment was carried out by the Care Quality Commission (CQC) for the year 2009/10 where the Council was assessed as "performing well ... consistently delivering above the minimum requirements" and in two out of the seven areas assessed, achieving a rating of "excellent", the highest rating. This was the third year in succession in which adult social care services in Southend had improved.
- 3.2 Annual assessments by CQC have now ended. The Local Account is a self-assessment which summarises what adult Social care have done over the past

year, how successful they have delivered support and what the future priorities are. The Local Account includes the most recent Adult Social Care Outcomes Framework (ASCOF) data for 2016-2017.

- 3.3 The intention of the Local Account is to promote transparency and enable local citizens to have a stronger voice in deciding how well services are doing and what adult social care should be reporting on. The Local Account has now replaced the previous performance framework used to judge and rate our services by the national regulator, the Care Quality commission.

4. Other Options

- 4.1 No other options are presented

5. Reasons for Recommendation

- 5.1 The publication of the Local Account of adult social care services for 2016-17 ensures the continuity of information for the public about the performance of this service.

6. Corporate Implications

- 6.1 Contribution to Council's Vision & Corporate Priorities
HEALTHY – Continue to improve outcomes for vulnerable adults and older people
PROSPEROUS – Reduce inequalities and increase the life chances of people living in Southend.
EXCELLENT – Deliver strong, relevant and targeted services that meet the needs of our community.
- 6.2 Financial Implications
The cost of planning the production of future Local Accounts will be met within the existing resources for consultation on adult social care services. Any new costs arising from the Local Account for adult social care services for 2017-18 and future years will need to be considered as part of the relevant annual budget process for the Council.
- 6.3 Legal Implications
None. Although the production of a Local Account allows us to be transparent regarding our adult social care provision and allows us to be held to account.
- 6.4 People Implications
The Account demonstrates how increasingly our staff are working in a more integrated way with other public and voluntary organisations within Southend.
- 6.5 Property Implications
Not applicable
- 6.6 Consultation
Partners and commissioned service providers were consulted on the content of the draft local account.

- 6.7 Equalities and Diversity Implications
Policies for developing adult social care services are subject to equality impact analysis.
- 6.8 Risk Assessment
The Local Account of adult social care in 2016-17 is a report to which risk assessments were applied as part of the service planning.
- 6.9 Value for Money
Financial and performance information has been included within the Account as well as how well we are using our joint resources with health more effectively.
- 6.10 Community Safety Implications
Safeguarding information is included within the Local Account. In addition a safeguarding annual report is produced by the Safeguarding Adults board.
- 6.11 Environmental Impact
Not applicable
- 7. Background Papers**
None
- 8. Appendices**
- 8.1 Appendix : A Local Account of adult social care services in Southend 2016-17;

This page is intentionally left blank

**A review of adult social care in
Southend-on-Sea**

LOCAL ACCOUNT 2016-17

DRAFT

All of the work we do is driven by our vision to create a better Southend and we ALL acknowledge that:

- Everyone in the community can contribute to, and benefit from, creating a better Southend.
- Residents/citizens establish what's important to them.
- Southend-on-Sea Borough Council works with partner agencies to make those things that are important to Southend residents actually happen.
- Agencies continually check out with the community that what we do is in line with what they have decided are the key priorities.
- The community knows its strengths and needs best – so we take an asset based approach to our work.
- Individuals/the community in the first instance are responsible for setting out their agenda and what's important to them, for creating their own solutions, and for meeting their own needs. All of our work supports this principle.
- We work alongside each other – sharing knowledge, skills, and the responsibility for supporting residents to create a better Southend.
- We each have areas of expertise: but we're prepared to flex the boundaries of these and allow people to work across roles/services in order to achieve our overall aim.
- We're committed to working in multi-disciplinary teams of specialists where possible; where not, we work in a joined up way across teams and services with a continuous flow of communication between all parties.

Local Account 2016-17

Contents

Foreword

1. The National Picture
 2. The Local Picture – How we support you
 - Local demographics
 - What we spend
 - Achievements and challenges
 - Adult social care outcomes
 - Keeping People Safe
 - Working Together
 - Listening to you
 3. Monitoring and Accountability
 - Healthwatch
 - Southend Health and Wellbeing Board
 - Complaints and compliments
 4. Plans for 2017-18
 5. Useful contacts
 6. Glossary
- Appendix A: Full ASCOF Results

Foreword

This annual Local Account provides an overview of adult social care in Southend-on-Sea during 2016-17, and our priorities and plans for 2017-18 and beyond.

The purpose of this Local Account is to inform people living in the Borough about the achievements, challenges and priorities for adult social care and the impact these have on people's lives.

A glossary that explains some of the terms used plus a list of useful contacts is included at the end of this document.

Our ambitions for redesigning adult social care

The adult social care redesign programme is changing our approach to people, their families, carers and the community. We are moving to an approach that is empowering, and helps the person in taking control of their own lives rather than being told what is best for them, with social workers taking a preventative approach to their work in community settings. Social workers and their health colleagues have a strong understanding of their local community and engage wholly with Southend residents to maximise independence, inclusion and reduce marginalisation. In other words, we recognise that everyone in the community is important and can contribute to our ambition to create a better Southend.

Redesigning adult social care is a transformational programme across the whole social care and health system in order to achieve our ambition; we are turning around culture and mind-set, developing engagement and communicating a compelling vision. We are working in partnership with local health providers and voluntary organisations to ensure people who have particular support needs receive preventative information, advice and support and excellent care that enables them to enjoy independence and be a part of society.

We are pleased to present this overview of adult social care in Southend-on-Sea 2016-17.

Simon Leftley

Deputy Chief Executive (People)

Councillor Lesley Salter

Portfolio Holder for Health & Adult Social Care

1. The National Picture

Adult social care provides advice and support to people over the age of 18 who may need some help.

The national emphasis is on developing a person's strengths, assets and aspirations, rather than on 'providing services'. We enable people and their carers to be as independent as possible with the right support from their families, friends and wider community network. We view our residents as both equal and as an asset who make a valued and constructive contribution to the Borough.

As a result we have been working hard to strengthen asset based community development and community inclusion projects so people can access the right advice and information earlier. Anyone who is likely to have difficulty in taking part in the assessment and planning process is also entitled to an independent advocate.

2. The Local Picture – How we support you

In 2016-17 in order to ensure sustainability and regeneration we continued to implement a re-design of adult social care, health and housing in line with the principles of the Care Act (2014).

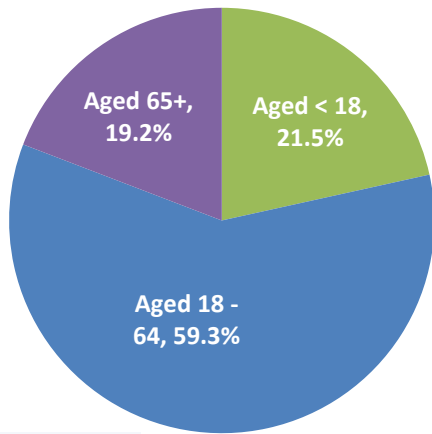
The re-design is developing an integrated single approach across health and social care to change and includes the voluntary sector and community groups. It is looking at the positives through strengths-based assessments and care planning, focusing on individual abilities and community resources, rather than a negative approach that focuses on the things people can't do and services to meet need.

Every day in our borough we deal with complex and challenging situations and our workforce plays a unique role in supporting people, often at the most difficult periods in their lives. The **Southend Locality Approach** supports communities by joining up professionals across a range of areas, including health, housing the voluntary sector and other community providers. Achieving our local vision requires the support and commitment of all of us including our partners in health and most importantly the people who live in our town.

Local Demographics

Southend is home to 179,799 residents. Of these, 38,729 (21.5%) are under the age of 18; 106,583(59.3%) are aged 18-64 and 34,487 (19.2%) are aged 65 and over.

2016 Population Split by Age Group

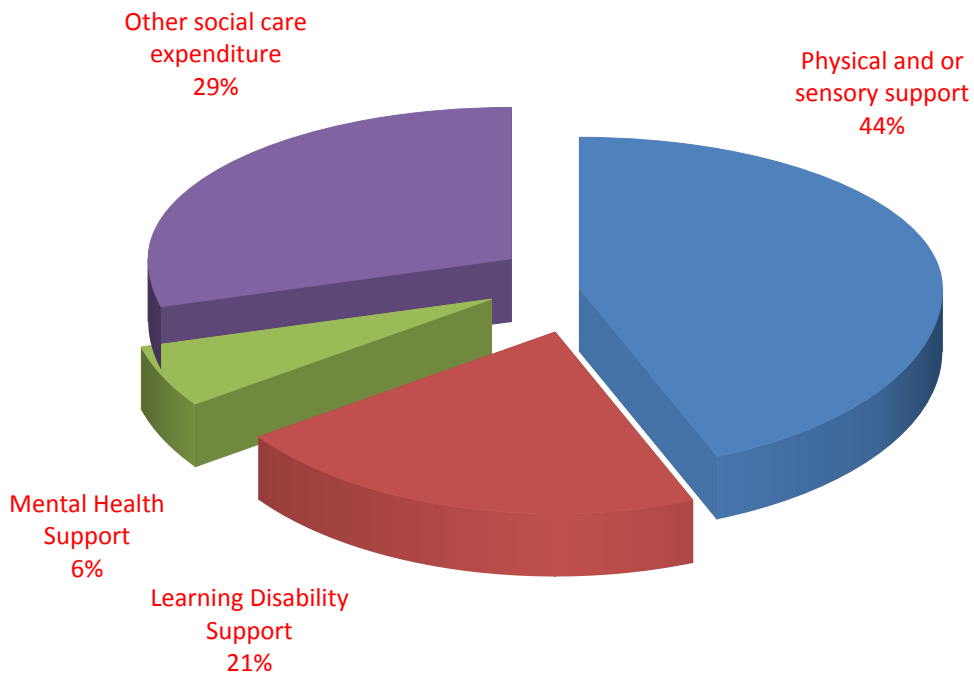


Source: ONS Mid-2016

What We Spend

During 2016-17 Southend Borough Council spent £67 million on adult social care. This is 36% of everything the council spends.

Adult Social Care Expenditure 2016-17 (gross)



Source: data provided by the Corporate Finance Team

Gross Spend for Adult Social Care 2016-17 by Primary Support Reason

Adult Social Care	£'000
Physical support - adults (18–64)	3,481
Physical support - older people (65+)	25,611
Sensory support - adults (18–64)	70
Sensory support - older people (65+)	391
Support with memory and cognition - adults (18–64)	20
Support with memory and cognition - older people (65+)	1,109
Learning disability support - adults (18–64)	12,512
Learning disability support - older people (65+)	1,925
Mental health support - adults (18–64)	2,963
Mental health support - older people (65+)	775
Social support: Substance misuse support	61
Social support: Asylum seeker support	33
Social support: Support for carer	1,878
Social support: Social Isolation	0
Assistive equipment and technology	1,384
Social care activities	6,735
Information and early intervention	254
Commissioning and service delivery	8,259
TOTAL ADULT SOCIAL CARE	67,461

Achievements and Challenges

Some examples of our achievements in 2016-17 and challenges are:

Achievements

- The development of an early intervention and assessment approach to prevent needs increasing
- Social workers concentrating on what people can do and what enhances their lives rather than focusing on things people find difficult.
- Trialling social workers within the heart of our community, for example community hubs to delay needs and offer advice and information earlier.
- An overnight domiciliary care support (personal, domestic, or nursing care provided for people at home rather than in an institution) to minimise admissions into residential care and hospital
- Trialling a Community Social Worker to integrate social work practice with GP's and the community.

- The development of six 'Discharge-to-Assess' beds at Priory House to support timely discharges from hospital

Challenges

- We recognise how important it is to listen to the people living in Southend, we want to increase our engagement with local community members to agree how we can work together to make best use of the support available in the town and identify wishes and gaps which can be jointly addressed.
- Carers play a vital role in Southend-on-Sea to support people who need additional help. Change in legislation has given carers an equal footing with people who need care and support in their own right. We want to support carers more as they often find themselves in the most difficult situations, we want to support them to carry on living fulfilling and happy lives alongside the people they care for.

Adult Social Care Outcomes

The Adult Social Care Outcomes Framework (ASCOF) is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability. It also fosters greater transparency in the delivery of adult social care, supporting local people to hold their council to account for the quality of the services they provide commission or arrange.

Southend-on-Sea Borough Council use ASCOF as part of the planning process to set the priorities and future plans for adult social care in Southend-on-Sea which are set out in section 4 of this document.

For more information visit <http://ascof.hscic.gov.uk/>

The tables below compare Southend-on-Sea's performance for 2016-17 to 2015-16 (2014-15 for the Carer's Survey) as well as the national average for 2016-17 (the full table of results can be found as an appendix at the end of this document.)

There are 4 areas of Adult Social Care that are measured. Overall Southend improved for 15 of the 27 measures (56%) compared to 2015-16 (2014-15 for the Carer's Survey). 10 of 27 (37%) of measures were lower. The remaining 2 measures stayed the same (7%).

When comparing to national data, Southend are above the England average for 14 of the ASCOF measures and 13 are below the England average.

Enhancing quality of life for people with care and support needs

Enhancing quality of life for people with care and support needs				
Number of Measures	Compared to Previously Published Figures (Southend)			
	Higher	Same	Lower	
13	6	2	5	<div style="text-align: center;"> <p>Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)</p> <p>■ Higher ■ Same ■ Lower</p> </div>
	46.2%	15.4%	38.5%	
Number and % of Measures at or above 2016-17 England Average		7	53.8%	

Delaying and reducing the need for care and support

Delaying and reducing the need for care and support				
Number of Measures	Compared to Previously Published Figures (Southend)			
	Higher	Same	Lower	
7	3	0	4	<div style="text-align: center;"> <p>Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)</p> <p>■ Higher ■ Lower</p> </div>
	42.9%	0.0%	57.1%	
Number and % of Measures at or above 2016-17 England Average		4	57.1%	

Ensuring that people have a positive experience of care and support

Number of Measures	Compared to Previously Published Figures (Southend)			Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)
	Higher	Same	Lower	
5	4	0	1	<p>Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)</p> <p>80.0% Higher, 20.0% Lower</p>
	80.0%	0.0%	20.0%	
	↑	↔	↓	
Number and % of Measures at or above 2016-17 England Average (Excluding the Carer's Survey)		2	40.0%	

Safeguarding adults whose circumstances make them vulnerable and protection from avoidable harm

Number of Measures	Compared to Previously Published Figures (Southend)			Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)
	Higher	Same	Lower	
2	2	0	0	<p>Percentage of Direction of Performance compared to Southend Figures for 2015/16 (2014/15 for Carers Survey)</p> <p>100.0% Higher</p>
	100.0%	0.0%	0.0%	
	↑	↔	↓	
Number and % of Measures at or above 2016-17 England Average		1	50.0%	

Keeping People Safe

The **Southend-on-Sea Safeguarding Adults Board (SAB)** works to support adults who have care and support needs and who therefore may be unable to protect themselves from abuse. Made up of a wide range of public sector organisations from the statutory and voluntary sectors it ensures that organisations from around the Borough work together in partnership, to help reduce the risks of abuse and prevent adults being subject to abuse. The SAB also leads work in the community aimed at raising awareness about abuse, preventing abuse and supporting those who have been harmed by abuse.

As part of the **PREVENT Strategy** the Council have statutory responsibilities to assist the Government to prevent vulnerable people being drawn into terrorist activity. The PREVENT Board is a multi-agency initiative and a key element are CHANNEL Panels which are a convened group of safeguarding professionals, representative of statutory services, who can assist in supporting a person who is or is at risk of being radicalised and are managed by the Council.

'**Keep Safe**' is one example of how people aged 16+ are being safeguarded in Southend on Sea. Keep Safe is a scheme to support people aged 16+ who have a learning disability and access the community independently. The scheme is facilitated by SHIELDS Parliament, a self-advocacy group supported by Basildon and Thurrock Independent Advocacy Service. Local businesses sign up to the scheme by agreeing to provide use of a telephone in a public area for a person who may be experiencing an emergency or who are in distress. Participants in the scheme look for the yellow and black telephone sticker in the shop window. Using the emergency number card or fob provided, they can call their carer or parent or if required the shop would assist or call the police if needed. The scheme aims to support people to reduce the feelings of fear or agitation in accessing the community alone.

Working together:

We continue to develop our well-established Locality Approach culture of partnership working amongst health, social care, clinical commissioners, Southend Hospital, and a range of local public, private and voluntary sector partners. The result is better support at home and earlier treatment in the community to prevent people needing emergency care in hospital or in care homes.

There are many examples of our integrated (partnership) approach that people living in Southend-on-Sea may already have seen as well as many behind the scenes changes that make providing services easier:

- we continue to develop Multi-Disciplinary Teams working across the Borough and focused around GP practices.
- the social worker team at the hospital has been further developed to ensure patients in need of social services receive them at the right time and in the right place following discharge from hospital

- the way we manage hospital discharge is considered national best practice

Listening to You:

As part of the statutory duty to consult and the wider commitment to engage with service users and stakeholders we have conducted a wide range of consultations and engagement activities within adult social care in 2016-17.

- 1) Our Town Our Future conversations were launched following a peer review to create an asset-based, shared and live vision of a resilient Southend where residents and public services work together as equal partners to explore opportunities and address challenges. The conversations are taking place across Southend and across demographics. An example of the potential impact of these conversations were visits to the Age Concern lunch club where members engaged in the exercise and identified Southend as a great place to live with lots of things to do but felt affected by bus route changes. They were helped to draft a letter to the company to advise of the effect it had on them and offered to be a contact point for future consultations.
- 2) Social Work Students as part of their degree completed a community study walking the streets of Southend, listening to residents and getting involved with groups to identify existing strengths and resources and provide recommendations as to how groups can access further resources that will help them to grow.
- 3) Through working in GP Hubs and the community the social workers identified that one of the main issues raised with them by colleagues and residents is social isolation amongst frail adults who have not reached the social care threshold. This information guided the asset mapping efforts culminating in an additional 150 resources to be added to the public information point and an online map being trialled with professionals first.

Local authorities also have a statutory duty to carry out a sample survey of all users of adult social care services. The results from this survey feed into the ASCOF framework mentioned earlier and the measures within the framework can be found at the following website; <http://ascof.hscic.gov.uk/>

Early findings from the Adult Social Care Users Survey

2016-17 ASCOF Performance for Southend-on-Sea	Southend-on-Sea Published Data			Compared to 2015-16 Results	Compared to England Average 16/17	Output	Eng Avg 16/17
ASCOF Measures from the Adult Social Care Users Survey	2014/15	2015/16	2016/17				
Social care-related quality of life score	18.8	18.9	19.2	Higher	Above	Score	19.1
The proportion of people who use services who have control over their daily life	76.6	75.8	80.5	Higher	Above	%	77.7
The proportion of people who use services who reported that they had as much social contact as they would like	45.1	44.1	44.6	Higher	Below	%	45.4
Overall satisfaction of people who use services with their care and support	60.2	59.8	60.0	Higher	Below	%	64.7
The proportion of people who use services who find it easy to find information about support	75.6	73.5	77.9	Higher	Above	%	73.5
The proportion of people who use services who feel safe	70.0	66.1	70.0	Higher	Below	%	70.1
The proportion of people who use services who say that those services have made them feel safe and secure	87.4	86.0	88.8	Higher	Above	%	86.4

3. Monitoring and accountability

Healthwatch England

Healthwatch England is the national consumer champion for people who use health and social care services. It was set up as part of the changes to the way the NHS and social care services are run. It represents the views of the public to improve services nationally. Each local Healthwatch is independent of the NHS and local authorities.

Healthwatch Southend

Healthwatch Southend is a health and social care consumer champion for the residents of Southend-on-Sea. They are commissioned by Southend-on-Sea Borough Council using funding provided by the Department of Health and are a confidential, independent and free service for all Southend residents and anyone receiving health or social care services within the Borough.

Healthwatch Southend gives a voice to all the people of Southend-on-Sea; adults and children. It offers a range of services to the people of Southend, including:

- advocacy support for people who wish to raise a concern or complaint about NHS services and who would like help to do so
- information and guidance about health and social care services in the area
- improving services by gathering views and passing them on to the people who commission local providers

If repeated concerns are received, Healthwatch can influence both the organisations delivering health and social care services and those that pay for them. Healthwatch researches trends in poor service and reports their findings to Healthwatch England to influence the Department of Health and NHS England. At a local level they report research findings to the people who make the decisions about health and social care, such as the NHS Clinical Commissioning Group (CCG), the hospital, and Southend-on-Sea Borough Council.

They are represented on the following local Boards and advisory groups:

- Southend Health and Wellbeing Board
- Southend People Scrutiny Committee
- Essex Quality surveillance group
- Southend Safeguarding Adults Board
- Southend Primary Care Commissioning Committee
- Southend Dementia Steering Group
- Pharmaceutical Needs Assessment Group

Southend Health and Wellbeing Board

There is a Health and Wellbeing Board in each council to oversee the aim of improving the overall health and wellbeing of the population, and reducing health inequalities.

In the past year, Southend's Health and Wellbeing Board (HWB) has been working closely with health colleagues throughout the ongoing development of NHS proposals to re-shape local health services. The Sustainability and Transformation Plan (STP) has been a routine item for discussion and HWB leaders continue to be closely engaged as proposals develop.

Despite a period of significant transition in membership and organisational reconfiguration, the HWB has remained stable and effective thanks to the robust structures and relationships that have been developed over time.

The Board continues to refine its longer term priorities and is in the process of refreshing the HWB Strategy, with a closer focus on increasing local levels of physical activity, while

addressing issues of inequality, in view of the associated positive and broad ranging health outcomes.

Complaints and Compliments

The total number of complaints received by the Council regarding adult social care during 2016-17 was 190.

Financial year	2013-2014	2014-2015	2015-16	2016-17
Number of complaints	136	166	176	190

There has been a steady upward trend in the number of complaints being received by the Council (8% up on 2015-16). This trend reflects the nationwide picture as reported in the Local Government Ombudsman's 'Annual Review of Local Government Complaints' (2015-16) which highlighted a rise in complaints and enquiries received by them. Reasons cited for this upward trend include the impact of declining resources on council services and growing willingness of the public to make complaints.

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

Financial year	2013-2014	2014-2015	2015-16	2016-17
Number of comments and compliments	470	407	341	269

Lessons Learnt and Service Improvements

The Council continues to use complaints as a learning tool to improve services and to plan for the future. Examples of service improvements undertaken throughout the year as a result of customer feedback include:

Issue	Improvements
Concern about letters sent via finance, outlining the hourly charge for care. The letter did not make it clear that the hourly charge was per carer.	Updated to letter to make the charges clearer, that if a service user was receiving 2 carers then the hourly charge would be per carer.

Issue with the number of missed calls or late calls.	Trial of real time alerts on the electronic call monitoring system (CM2000) this meant the care provider could identify where calls have not been made, and be pro-active in making alternative arrangements if necessary.
Confusion caused by the terminology used by Social Workers when explaining the costs associated with care.	Complaints and their outcomes are fed back to Social Workers within team meetings to make Social Workers aware of the language they use verbally and in writing and the confusion it could cause.

8. Plans for 2017-18

- We will continue to build on our existing integrated service provision by developing our Locality Approach. We want to ensure that people only have to tell their story once because their care is joined up. An example of this is our social workers working closely with GPs to develop stronger partnerships between Social Care, GP Practices and the wider community. (Ensuring that People have a positive experience of care and support)
- We are engaging with community groups and forums and specifically focusing on bringing people together to reduce isolation as well as support them to live healthy, active, independent and fulfilling lives. (Enhancing quality of life for people with care and support needs)
- We will launch an interactive Asset Map that provides the details of a number of different groups, events and a range of ways people can be supported in the borough. (Delaying and reducing the need for care and support)
- We will be continuing our work around the Transforming Care agenda with our partners across Southend-on-Sea, Thurrock and Essex. One element of this agenda is the work we are undertaking on a unified Learning Disability Pathway. It will be this pathway which will ensure residents and families living with a learning disability across the county will receive the same joined up approach to accessing support. (Ensuring that People have a positive experience of care and support)
- Social Workers will be working in the heart of our community, for example in community hubs, to delay needs and increase advice and information earlier (Delaying and reducing the need for care and support)

- We are strong advocates for people to remain in their own homes rather than in institutional types of care and are adopting a new 'enablement' ethos to how we commission domiciliary care We will be delivering a new Domiciliary Care contract that will have an enabling approach, this means that people will be supported at home to be as independent as possible. (Delaying and reducing the need for care and support)
- We will commence planning on a new dual registered 60 bed care home and day care centre for people with a learning disability as replacement for Priory House, Delaware House and the Viking Centre respectively. (Ensuring that People have a positive experience of care and support)
- We will tender and deliver new contracts for adult and young people drug and alcohol prevention, treatment and recovery systems/ develop a targeted recovery approach to the commissioning and delivery of drug and alcohol services. (Safeguarding adults whose circumstances make them vulnerable and protection from avoidable harm)
- REACH (Recovery, Empowerment, Achievement, Community and Hope) is the name of the new Recovery College that is being piloted across South East Essex during 2016-17. REACH is co-produced and co-lead with people who have lived experience and aims to provide psycho-educational courses and self-management tools for people with on-going mental health issues. As well as a range of courses there will be an active and peer led student union that will offer both support and social opportunities. (Enhancing quality of life for people with care and support needs)
- We will produce a Market Position Statement which will confirm the Council's strategic vision for care provision and set out how we will work together with Southend's Clinical Commissioning Group to commission health and community care services going forward and give providers a steer of how to shape their business. (Ensuring that People have a positive experience of care and support)

Useful Contacts

Southend-on-Sea Borough Council

Adult Social Care

www.southend.gov.uk

Tel: 01702 215008

Carers Consortium

www.southendcarers.co.uk

Tel: 01702 393933

Healthwatch Southend

Centre Place

15 Prospect Close

Southend-on-Sea

SS1 2JB

01702 416320

Southend Association of Voluntary Services (SAVS)

29-31 Alexandra Street

Southend-on-Sea,

SS1 1BW

Tel: 01702 356000

www.savs-southend.org

Southend's Health & Wellbeing Information Point (SHIP) provides information, advice and guidance on local services and organisations that can help you increase your independence and wellbeing. www.southendinfopoint.org

GLOSSARY

Adult Social Care	Personal care and practical help for adults who have care or support needs due to age, illness or disability to help them live life as independently as possible.
Advocacy	An independent process which supports and enables people to express their views about their needs and choices.
Adult Social Care Survey	An annual questionnaire that seeks to gain an understanding of service users' views and experiences of adult social care. It seeks feedback from service users about how adult social services have affected their lives. This feedback and experience from service users is crucial information for improving adult social services.
Assessment	An assessment is the process by which the Council gains an understanding of a service user's level of need. It will involve asking the service user a series of questions, following which a financial assessment may also take place to determine whether funding can be provided
Asset-Based Community Development	An approach based on the principle of identifying and mobilising individual and community 'assets', rather than focusing on problems and needs.
Carer	Somebody who provides support, or who looks after a family member, partner or friend who needs help because of physical or mental illness or disability.
Clinical Commissioning Group (CCG)	A CCG is a group of GPs and clinicians which commissions (buys) health services for their local communities.
Commissioning	The process of identifying what services or products are needed, acquiring them and ensuring that they meet requirements.
Community-based services	Care and support services provided in the community rather than in hospital or residential homes.
Discharge-to-Assess beds	In Southend we have developed 6 residential care beds into discharge-to-assess beds to enable safe transfers from hospital and support adults who need a short period of reablement, ideally to get them back to their own homes and live as independently as possible;
Domiciliary Care	Personal, domestic, or nursing care provided for people at home rather than in an institution.

Home care	Help at home from paid carers for people with care and support needs.
Integrated care	Care and support provided jointly by health and social care services.
Local Account	The Local Account summaries what adult social services have done over the past year. It assesses how successful adult social services have been and outlines the future priorities.
Nursing care	Care carried out or supervised by a qualified nurse, including injections and dressings, paid for by the NHS.
Outcome	End result, change or benefit for an individual who uses social care and support services or takes part in other community activities.
Primary Care	As many people's first point of contact with the NHS, around 90 per cent of patient interaction is with primary care services. In addition to GP practices, primary care covers dental practices, community pharmacies and high street optometrists.
Reablement	Supports service users to regain and develop the confidence and skills to safely and independently live at home. It provides service users with help to perform certain tasks such as personal care and daily living.
Review	Regular evaluation of a person's needs to make sure their care and support plan is personalised and meets their needs.
Safeguarding	Protecting a vulnerable person's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.
SBC (Southend-on-Sea Borough Council)	The local authority with responsibility for the Borough of Southend-on-Sea.
Secondary Care	Secondary care refers to health services provided by medical specialists who generally do not have the first contact with a patient and patients are usually referred to secondary care by a primary care provider such as a GP.
Stakeholders	A person, group or organisation that has interest or concern in an organisation.
Wellbeing	Health and happiness.

We would welcome your feedback, which will help us to continuously improve the information we provide in the Local Account. The easiest way to provide your comments is via our online survey at this link: xxxxxxxx.

Alternatively you can provide feedback by contacting the Department for People on Tel: 01702 215008 or E-mail council@southend.gov.uk. You can also use these contact details to request a copy in an alternate format, such as audio, large print or a translated version.

DRAFT

Appendix A: Full Adult Social Care Outcomes Framework (ASCOF) results

2016-17 ASCOF Performance for Southend-on-Sea	Southend-on-Sea Published Data			Compared to 2015-16 Results (14/15 for Carers Survey)	Compared to England Average 16/17	Output	Eng Avg 16/17
ASCOF Measure	2014/15	2015/16	2016/17				
Enhancing quality of life for people with care and support needs							
Social care-related quality of life score	18.8	18.9	19.2	Higher	Above	Score	19.1
The proportion of people who use services who have control over their daily life	76.6	75.8	80.5	Higher	Above	%	77.7
The proportion of people who use services who receive self-directed support	97.6	97.1	81.0	Lower	Below	%	89.4
The proportion of carers who receive self-directed support	8.8	19.6	32.3	Higher	Below	%	83.1
The proportion of people who use services who receive direct payments	30.9	32.1	26.3	Lower	Below	%	28.3
The proportion of carers who receive direct payments	3.6	19.6	32.3	Higher	Below	%	74.3
Carer-reported quality of life	8.2	Biennial	8.2	Same	Above	Score	7.7
The proportion of adults with a learning disability in paid employment	7.1	10.2	10.2	Same	Above	%	5.7
The proportion of adults in contact with secondary mental health services in paid employment	7.2	9.2	6.0	Lower	Below	%	7.0
The proportion of adults with a learning disability who live in their own home or with their family	81.4	83.4	85.5	Higher	Above	%	76.2
Proportion of adults in contact with secondary mental health services living independently with or without support	70.3	67.2	61.0	Lower	Above	%	54.0
The proportion of people who use services who reported that they had as much social contact as they would like	45.1	44.1	44.6	Higher	Below	%	45.4
The proportion of carers who reported that they had as much social contact as they would like	45.8	Biennial	44.9	Lower	Above	%	35.5
Delaying and reducing the need for care and support							
Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population (Lower Rate is Better)	11.3	12.2	5.6	Higher	Above	Rate	12.8
Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population (Lower Rate is Better)	831.0	669.7	620.5	Higher	Below	Rate	610.7

The proportion of older people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	77.4	87.4	75.3	Lower	Below	%	82.5
The proportion of older people (aged 65 and over) who received reablement/rehabilitation services after discharge from hospital	2.5	1.8	1.6	Lower	Below	%	2.7
Delayed transfers of care from hospital, per 100,000 (Lower Rate is Better)	6.6	6.4	7.9	Lower	Above	Rate	14.9
Delayed transfers of care from hospital that are attributable to adult social care, per 100,000 population (Lower Rate is Better)	1.0	1.2	2.5	Lower	Above	Rate	6.3
The outcome of short-term services: sequel to service	68.4	70.1	82.0	Higher	Above	%	77.8
Ensuring that people have a positive experience of care and support							
Overall satisfaction of people who use services with their care and support	60.2	59.8	60.0	Higher	Below	%	64.7
Overall satisfaction of carers with social services	41.5	Biennial	35.3	Lower	Below	%	39.0
The proportion of carers who report that they have been included or consulted in discussion about the person they care for	66.9	Biennial	69.1	Higher	Below	%	70.6
The proportion of people who use services who find it easy to find information about support	75.6	73.5	77.9	Higher	Above	%	73.5
The proportion of carers who find it easy to find information about support	65.3	Biennial	66.5	Higher	Above	%	64.2
Safeguarding adults whose circumstances make them vulnerable and protection from avoidable harm							
The proportion of people who use services who feel safe	70.0	66.1	70.0	Higher	Below	%	70.1
The proportion of people who use services who say that those services have made them feel safe and secure	87.4	86.0	88.8	Higher	Above	%	86.4

This page is intentionally left blank

Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to
Cabinet
on

7th November 2017

Agenda
Item No.

12

Report prepared by: Alison McIlwraith, Interim Group
Manager SEN

First Annual Report on the Implementation of Southend on Sea's Strategy for Children Age 0 – 25 with Special Educational Needs and/or Disabilities “Working together to improve outcomes”

People Scrutiny Committee
Executive Councillor: Councillor James Courtenay
A Part 1 Public Agenda item

1 Purpose of Report

- 1.1 To report on progress of the first year (financial year April 2016 - March 2017) of the implementation plan of the strategy for children with Special Educational Needs and/or Disabilities. The report gives a summary of progress made on the 5 key proposals and action plans that take the strategy forward.

2 Recommendations

- 2.1 That Cabinet notes the progress and areas that require further improvement as indicated in the report for the first year of “Working together to improve outcomes”;
- 2.2 That Cabinet approves the recommendation contained in 5.4 to undertake a full review and refresh of the current strategy, with a view to representing the updated version to Cabinet by the end of the current financial year.

3 Background

- 3.1 “Working together to improve outcomes” built on the previous Southend on Sea's Strategy for Special Educational Needs 2013-2016 entitled “Early Help, Partnership, Choice and Ambition”. At the time, the strategy placed us in a good position to prepare for and implement the legislation changes aimed at reforming the approach of local authorities to SEN and Disability (SEND) introduced by the Children and Families Act 2014.
- 3.2 The strategy identifies 5 priorities that continue and extend the proposals identified in Early Help, Partnership, Choice and Ambition and aims to build on the progress already made in Southend and ensure the required changes are effective and sustained.

3.3 The main aim of the SEND reform legislation was to achieve cultural change to improve the outcomes for the most vulnerable children and young people and their families. While it is important there are systems and processes in place, culture change is the biggest obstacle to overcome to ensure any other changes have an impact on the outcomes for learners with SEND.

3.4 The strategy and action plans are monitored by the SEN Strategic Board. The board has members from education, children's and adult's social care, Southend CCG and health service providers, Southend Family Voice, Southend Carers Forum, mainstream and special schools. This is the first annual report on the progress of its implementation.

4 Progress Report The strategy has 5 key priorities each with an action plan. The following account is a summary of the progress that has been made so far on implementing the strategy, as identified for the first year (financial year April 2016 – March 2017).

4.1 Priority 1: Timely Intervention.

4.1.1 The focus of work for this period has been to get the systems, processes and protocols in place around information sharing to support schools and services to enable early identification of need.

4.1.2 Collaborative working is taking place, as evidenced by the multi-agency involvement in the EHCP process, joint funding of individual children and young people's placements and joint children's commissioning teams. However the LA and CCG continue to work together to jointly commission support services. Initial consultation and work done to design a possible autism referral pathway involving both health and the LA's Educational Psychology Service is now being considered by Southend University Hospital Foundation Trust (SUHFT).

4.1.3 Changes to the Early Help offer have had good feedback from schools. There is closer working with social care which should ensure there are fewer gaps in provision for children and young people with better outcomes for all.

4.1.4 The pathway for EHC needs assessments was altered following feedback from parents, schools and partners which should better allow parents and young people to tell their story once, with desired outcomes and aspirations shared with professionals prior to the assessment.

4.1.5 The revised transition protocol (details under priority 2) helps support children and young people who enter youth custody with SEND or whose SEND is subsequently identified whilst in custody.

Overall progress amber

Further work will be required in year two to secure better joint commissioning with Health

4.2 Priority 2: Partnership working

- 4.2.1 Parents and carers are involved in the EHCP needs assessment process from the start. The new assessment pathway was devised and implemented from September 2016. It means for every request a member of the SEN team meets with parent and setting before a decision is made whether to assess or not. Every assessment and conversion involves a face to face meeting with a named officer from the local authority. Every parent that requests impartial support receives it from either the Information Advice and Support Service or Independent Support. The effectiveness of the new pathway in reducing tribunal appeals is being monitored.
- 4.2.2 (*This section reports on current progress rather than last financial year due to significant improvement being made in recent months*). There been marked change in the percentage of assessments completed within 20 weeks, and although it remains at less than the national average of 55%, as a result of a robust plan it has improved from less than 10% in May to the most recent figure reported to Council of around 40%. The trajectory of our plans would bring us back up to the national average by the new year, and the proposed target of 90% by the end of the next financial year, 2018/19.
- 4.2.3 In the academic year 2015 -16 there was a 40% increase in the number of requests and a 58% increase in the number of assessments carried out compared to the average of the previous 3 years.
- 4.2.4 Officers are currently working directly with partners to ensure rapid improvement in this area. A more robust administrative process will support better communication between professionals and parents. Improvement in this area remains a key priority, and is being monitored on a weekly basis. We are liaising with health colleagues to determine the barriers to producing plans within timescales and looking for solutions with data sharing and recording to eliminate these barriers.
- 4.2.7 A new transitions protocol for young people with SEND entering adulthood was written following input from stakeholder groups supported by Preparing for Adulthood. It is currently being redrafted following further feedback from Health.
- 4.2.8 We have recorded where children and young people have been involved in their annual review. This baseline data can now be used to identify trends or particular settings that need more encouragement to involve children and young people in the review of their EHC plan.
- 4.2.9 All previous Learning Difficulty Assessments (LDAs) were converted to EHC plans prior to the statutory deadline of 1st September 2016. The Transition Plan to convert Statements to EHCPs is well underway with 74.2% completed. Conversion review meetings are being held in line with the targets we set out on this plan. We are confident that we will meet the statutory deadline to convert all statements by the deadline of March 2018.
- 4.2.10 The local offer, hosted on SHIP, sets out in one place information about provision that is available for children and young people in the area who have Special

Educational Needs. Work to engage parents, carers and young people in developing the local offer of provision continues through avenues such as user forums and social media. A parent conference on the local offer was held in the summer term.

Overall progress amber due to % completion of EHCPs within 20 weeks. Robust action and monitoring is in place to improve the situation even further. Further promote the Local Offer to parents and families.

4.3 Priority 3: Quality and effective SEND provision

- 4.3.1 The quality of four out of the five special schools in Southend have been judged good or better at inspection with one school outstanding. (Seabrook College has now converted to an academy and joined an established Multi Academy Trust) but there remains concern about the effectiveness of this provision. It is currently housed on a number of sites and plans to seek suitable alternative accommodation are progressing. We will continue to work with the sponsor to ensure rapid improvement in provision, including the relocation of all sites to a more fitting building.
- 4.3.2 The Behaviour Outreach Service sits within the management of Victory Park Academy (part of the old Seabrook College). This service works with most mainstream schools across the Borough. Part of their work is around developing whole school behaviour policies and strategies for improving behaviour. Feedback from the schools using this service is positive. Reporting from internal systems (using data from all but 2 schools) indicates that in 2015/16 the fixed term exclusion rate for all SEN pupils in Southend was 9.5%, whilst down from 16.3% 2014/15 it remains much higher than the rate for non-SEN pupils (2.4%). The permanent exclusion rate for SEN pupils was 0.19% in 2015/16, compared to 0.12% in 2014/15. Again this is higher than the rate for non-SEN pupils (0.01%).
- 4.3.3 We have a good range of options post 16 meaning only 3% of school leavers with an EHC plan had unknown destinations or were NEET in September 2016. There is still only one provider for supported internships but the number of Southend young people accessing them has increased. Discussions are taking place with other providers to increase options for young people Post 16.
- 4.3.4 In addition to the previously commissioned outreach services – for autism and speech and language – we have increased the training on offer to schools to address speech and language needs. We are working closely with the special schools to commission a service to support learning difficulties in mainstream schools.

Overall progress green.

Further work to ensure that the Council takes full account of the views of parents and learners is already underway.

4.4 Priority 4: Raise attainment and expectations

- 4.4.1 *(Based upon 2016 outcomes as 2017 data not available at the time of writing)*
Children with SEN in Southend do less well than children with SEN nationally.

Headline figures shows progress in narrowing the attainment gap between those with SEN and those without remains stubborn. The attainment and Progress 8 measures used for Key Stage 4 show Southend pupils with statements or EHCPs make less progress than their peers nationally. Detailed analysis does show some areas of progress, for example a greater percentage of young people with an EHC plan or statement achieved A*-C GCSEs in English and Maths in Southend than nationally, and at key stage 2 the contextual value added score for Southend pupils with an EHC plan or statement was in line with or above national.

- 4.4.2 All schools across the country have been identifying fewer children and young people with SEN –Southend schools already identified less than the majority of councils and are now in the bottom 10%. This has presented a further issue to closing the gap as now only the most complex pupils are identified.
- 4.4.3 The local authority continues to offer an extensive menu of support to schools and colleges via the borough SENCO meetings and the annual SEN conference has been well received with the vast majority of Southend schools subscribing to this service.
- 4.4.4 All settings published a school offer for September 2014, prior to the publication of the revised code. They have since updated this to the required SEN Information report. All SEN information reports are now compliant. In addition all schools have been requested to provide extended SEND information to their SHIP record on the LA's Local Offer in order to have consistent information in one place.

Overall progress green.

Reducing the attainment gap will feature in revised support and challenge for all schools.

4.5 Priority 5: Ensure value for money

- 4.5.1 The High Needs Block of the Dedicated Schools Grant (DSG) has been overspent this financial year (2017/18). This reflects the situation nationally. Resources for individual pupils are monitored via annual review, conversion reviews and at EHC panel. Systems are in place to ensure the correct funding allocated to pupils is paid to schools. The overspend has been driven by both an increase in the number of pupils and the support required in mainstream schools and the demand for special school places. This demand for special school places is exceeding population growth and available spaces. This pattern mirrors the national picture and does not appear to be limited to Southend. The government has consulted on a national formula for funding both schools and the high needs block. While this consultation indicated additional money for Southend's high need block, there is concern this is not as much as it could be due to a low area cost adjustment and inclusion of previous spending in the formula (Southend has historically had a comparatively small high needs block).
- 4.5.2 Additional pressure on the high needs block has come from increased numbers of young people requiring high needs support in post 16 provision. There is likely to be further pressure with the 30 hours early years entitlement from September 2017.

- 4.5.3 In December 2016 Schools were consulted on moving to a banding system to replace LSA hours and introducing a mechanism for schools to access high needs funding without an EHC plan and there was a positive response to each proposal. There is currently a two phased approach to monitoring and implementing high needs funding with the introduction of a reduced hourly rate for EHCP top ups and a reduction of 1.5 % to special schools. Phase 2 is the introduction of a banded system in place of allocated .The next steps to develop this will now be carried forward with wider consultation and engagement in developing and agreeing the descriptors required.
- 4.5.4 Existing personal budgets (direct payments) mainly from social care are being incorporated into EHCPs. A limited number of personal budgets for education and health have been requested and a few of these have been able to be agreed. We are anticipating more as understanding of the scope of what can and cannot be agreed becomes more widely understood.

Overall progress amber

Action has already started to mitigate the funding overspend, working alongside school leaders to implement fairer and understood funding.

5 Conclusion

- 5.1 Good progress has been made in embedding the new SEND system, but greater progress has been hindered by a range of factors.
- 5.2 Progress has been made in changing systems and processes around gathering intelligence and involving parents and carers to better inform improvements. There is further work do to achieve the cultural change to improve the outcomes for the most vulnerable children and young people and their families. It will involve changing attitudes – not only of service providers, but also of service users and these changes will be harder to achieve and take longer to embed.
- 5.3 A range of factors have emerged that will require the Council to reconsider and recalibrate its strategic approach to the provision and outcomes for SEND. A number of these emerge from the report and the more detailed action plan for the first year. However, three features in particular will require this focus:
- 5.3.1 Local areas are being inspected by Ofsted and the CQC on how well they are implementing the new duties that came into force in September 2014 in the Children and Families Act 2014. This focuses on how effective an area is at identifying and meeting needs and improving outcomes for children and young people aged 0 to 25 who are disabled or have special educational needs. These started in May 2016 and all local authority area will be inspected within 5 years.
- 5.3.2 In addition, the Local Authority commissioned a Peer Review of an aspect of its SEND provision. The focus for the review was “Do all I stakeholders have a clear and shared understanding of their respective responsibilities and duties in identifying and supporting learners with SEND. The findings from this review are currently being considered, but they supported our view that there is additional work to be undertaken in ensuring that all partners recognise and meet their statutory obligations.

5.3.3 As a result of firstly the publication of the National Funding Formula High Needs Block allocations, and the pressures on the current financial year spend outlined above, Education Board will need to both short and medium term measures to ensure that spend is brought in line with budgeted allocation.

5.4 As a result of these factors: the performance in year one; changes to staffing leadership with SEND; pending possible inspection findings and the determination to give learners with SEND the best possible opportunity in education; the outcomes of the recent peer review and the pressures on the High Needs spending, it is recommended that **a full review of the provision for SEND area is undertaken and presented back to cabinet in the form of a refreshed SEND Strategy**. In order that the review can properly involve all stakeholders, it is envisaged that the review will be completed towards the end of the financial year 2017-18.

5.5 In the meantime, We cannot afford to await the revised strategic priorities, and in parallel, in the second year of the current strategy, we should begin to see further progress including:

- Agreeing specification for services that need to be commissioned and begin initial tendering process.
- Converting or ceasing all statements of SEN.
- Determination to increase the number of assessments completed within 20 weeks and an increase in health assessments completed in 6 weeks.
- Developing a system to identify which pupils contribute to the SEN gap in order to track pupils and target support.

5.6 The following areas will be the focus and priority for the second year of the strategy:

- Gathering evidence of involvement of children, young people and their parents and carers, the impact of this and improvement in outcomes.
- Work with schools to identify and support those underachieving or at risk of becoming NEET, particularly those at the SEN support stage of the code of practice.

6 Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

The strategy contributes to the Success for All priorities of raising achievement and securing good outcomes for the Borough's children and young people.

6.2 Financial Implications

- Spend on the high needs block is monitored by the Education Board (which incorporates the schools forum functions) as required. As referenced in 4.5.1, the 2016/17 financial year closed with a significant overspend on the High Needs block which is funded by the Dedicated Schools Grant. In order to part reduce those funding pressures into 2017/18, savings were applied and approved through the Education Board to reduce both the ECHP hourly top up rate paid, and a full 1.5% funding reduction applied to special schools in accordance with the minimum funding guarantee. However as expected, due to continuing

demand and cost pressures in 2017/18 the High Needs block is continuing to forecast an over spend.

- There is positive news, as recently announced by the Department of Education the High Needs block funding is expected to gain in both 2018/19 and 2019/20 and therefore this will helpfully assist in terms of increased funding levels to meet demand and cost. However, given the severity of the 2017/18 forecast overspend the Education Board have also recently agreed that any additional funding due to High Needs in 2018/19 will firstly be used to help ensure the dedicated school grant reserve balance is held to a contingent level. The Education Board and SEN team are continuing to work on mitigating existing cost pressures to ensure expenditure is contained within the resources available.

6.3 Legal Implications

The new Education Health and Care Plans and the new SEND Code of Practice came into force in September 2014. They have the same legal status as statements of SEN. These are being implemented as per government guidance and the new SEND Code of Practice.

6.4 People Implications

Ongoing training is offered to SENCOs in all schools via a subscription. The regional peer support network funded by the DfE continues to offer training to internal and external staff.

6.5 Property Implications

None

6.6 Consultation

There has been extensive consultation and engagements with a wide range of stakeholders on the strategy and the implementation of the SEND reforms, in particular, parents and children and young people.

6.7 Equalities and Diversity Implications

Data is regularly monitored to ensure that there is a match between demand and the provision that reflects the demography of the population. Processes are in place to ensure that there is a fair distribution of resources across schools to meet the needs of pupils with SEN and that resources are targeted to meet the needs of the most vulnerable.

6.8 Risk Assessment

If an inspection by Ofsted and the CQC identifies any or all of the following there is a risk that the Local Authority or CCG will be required to produce a written statement of action: lack of progress in implementing the reforms; lack of understanding among leaders of the key areas of weakness; lack of an action plans to address weaknesses. The LA have completed a Self Evaluation Form and the CCG have completed the CDC's audit tool to help leaders and inspectors understand progress and the areas that still require development.

6.9 Value for Money

The SEND reform grant has enabled temporary staff to be appointed into the SEN team which enabled all existing LDAs to be converted and is supporting all

existing statements to be converted to EHC Plans by March 2018. The grants have been awarded annually since 2014. There is no indication that further grants will be available from March 2018.

6.10 Community Safety Implications
None

6.11 Environmental Impact
None

7. Background Papers

DfE Special educational needs and disability code of practice: 0-25 years.
Southend on Sea's SEND Strategy 2016-19 "Working together to improve outcomes".
Review on progress of Year 1 of SEN Strategy Action Plan

8. Appendices

none

This page is intentionally left blank

Southend-on-Sea Borough Council**Report of the Deputy Chief Executive
(People)**

to

People Scrutiny Committee

on

28th November 2017

Report prepared by: Amanda Champ
School performance & Improvement Group Manager (interim)

Schools Progress Report**People Scrutiny Committee**

Executive Councillor: Councillor James Courtenay
A Part 1 Item

1. Purpose of Report

To inform members of the current position with regard to the performance of all schools, including those schools causing concern, and to update on known Academy developments.

2. Recommendation

For members to note and approve the information in the report.

3. Background**Ofsted Inspections**

In the period since the previous School Progress Report, two Southend-on-Sea schools have been inspected by Ofsted. Both Chalkwell Infant School and Chalkwell Junior School have retained 'good' status. Shoeburyness High School was inspected on 15th/16th November 2017.

Overall, the 5 pupils attending a good or outstanding school remains at 85.6%. However, it should be remembered that a good judgement now is made against a more robust inspection framework than when a school was previously inspected.

A further ten Southend-on-Sea Primary Schools are imminently due an Ofsted inspection. This is mainly due to the date of academy conversions which means most of these schools are due their first inspection since gaining academy status. The Local Authority will be providing support for schools to prepare them for the requirements of the inspections including 'preparation' training which took place as part of the Directors briefing.

Academies

We currently have 32 Academies (Federation of Greenways and PLT Campus counted as one school each) in Southend.

The conversion of Futures College has been further delayed and is now due to convert on 1st January 2018 (proving the land issues are cleared by the Minister). Temple Sutton Primary school is now due to convert 1st April 2018.

School Performance and Improvement Strategy

A draft School Performance and Improvement Strategy has been approved by the School Performance sub group and has been presented to head teachers for consultation. Following feedback from the head teacher consultation, the document has been further revised and is currently being considered for approval by the Deputy Chief Executive (People), Executive Councillor for Children & Learning and the Head of Learning Services.

The strategy sets out to define Southend Borough Council's evolving process of support and intervention for schools and includes information on how we intend to monitor, challenge and support schools.

Diminishing the Difference (previously known as 'narrowing the gap') Pupil Premium Strategy

Phase two of the Pupil Premium strategy is now underway. Two local head teachers will be leading implementation of the strategy and will focus on the delivery of CPD and support for schools. A pupil premium network digital community has been set up and is due to be launched in December 2017.

Grammar School Strategy

The consortium of Selective Schools in Essex (CSSE) have confirmed that more local children registered for and passed the 11plus test this year compared to the year before.

In 2016, 1280 candidates from the SS0-SS9 priority area registered for the test, with 399 passing. This year 53 more passes were gained in comparison to the previous year with 1,440 candidates registered and 452 passing the test. The figures represent an increase of 12.5% in applications on the previous year and a 13.3% increase in passes.

There are sufficient priority places at the grammar schools, which mean that if the additional 53 pupils name both Grammar Schools on their application in their preferred order, they are guaranteed a place.

The council's #nofuss11plus campaign, run with support by all four grammar schools is about offering choice, and in the long-term it is also about supporting those from more disadvantaged backgrounds to prepare for and take the test and ultimately increase the numbers of local children attending one of the four outstanding local grammar schools.

Overall performance of schools

Overall, at all Key Stages, Southend schools continue to both improve and outperform against national benchmarks. Validated data is now becoming available and a summary table is as follows;

Key Stage	Measure	Southend Performance	Rank	England (State-Funded)
EYFS	% Achieving a Good Level of Development	74%	28	71%
KS1	% of pupils achieving the expected standard in the following subjects			
	Reading	78%	38	76%
	Writing	71%	38	68%
	Maths	77%	45	75%
KS2	% of pupils achieving the expected standard in the following subjects			
	Rea,wri,Mat combined	65%	26	61%
KS4	Attainment 8	50.3	15	46.1
	Progress 8	0.07	38	-0.03
	% Achieving English and Maths (9-4) (old A*-C equivalent)	70.6%	18	63.5%

Note: All data taken from SFR releases. Rank based on 151 local authorities.

4. Other Options

N/A

5. Reasons for Recommendations

N/A

6. Corporate Implications

6.1 Contribution to Council's Vision & Corporate Priorities

This report contributes to the Council's ambition that all schools will be good or outstanding.

6.2 Financial Implications

The work currently undertaken with school improvement is covered by the core staffing budget and the SLA with the teaching school alliance.

6.3 Legal Implications

None

6.4 People Implications

None

6.5 Property Implications

None

6.6 Consultation

None

6.7 Equalities and Diversity Implications

None

6.8 Risk Assessment

None

6.9 Value for Money

None

6.10 Community Safety Implications

None

6.11 Environmental Impact

None

7. Background Papers

None

8. Appendices – see Appendix 1

Appendix 1 - List of Southend Academies (as at 01/09/17)

Academy name	Date of conversion	Multi-Academy Trust	Single Academy
Belfairs Academy	01/06/2012	Legra Academy Trust	
Blenheim Primary and Nursery	01/09/2016	Learning in Harmony Trust	
Bournemouth Park Primary School	01/02/2017	Eastwood Park Academy Trust (EPAT)	
Bournes Green Infant	01/09/2016	Southend East Community Academy Trust (SECAT)	
Bournes Green Junior	01/08/2017	Southend East Community Academy Trust (SECAT)	
Cecil Jones Academy	01/09/2015	Legra Academy Trust	
Chase High School	01/04/2015	Brentwood Academies Trust	
Darlinghurst School	01/01/2014	Legra Academy Trust	
Friars Primary School and Nursery	01/09/2016	Portico Academy Trust	
Hamstel Infant School and Nursery	01/09/2016	Portico Academy Trust	
Hamstel Junior School	01/09/2016	Portico Academy Trust	
Hinguar Community Primary School	01/09/2016	Southend East Community Academy Trust (SECAT)	
Kingsdown School	01/09/2017	SEN Trust Southend	
Lancaster School	01/09/2017	SEN Trust Southend	
Porters Grange Primary School	01/04/2016	Portico Academy Trust	
Prince Avenue Academy & Nursery	01/04/2014	South East Essex Academy Trust (SEEAT)	
Richmond Avenue Primary and Nursery School	01/08/2017	Southend East Community Academy Trust (SECAT)	
PLT Southend Campus: Victory Park & Sutton House (formerly Seabrook College)	01/07/2017	Parallel Learning Trust (PLT)	
Shoeburyness High School	01/12/2011	Southend East Community Academy Trust (SECAT)	
Southend High School for Boys	01/02/2011		Southend High School for Boys Academy Trust
Southend High School for Girls	01/02/2011		Southend High School for Girls

			Academy Trust
St Bernard's High School	01/08/2011		St Bernard's High School
St Nicholas School	01/09/2017	SEN Trust Southend	
St Thomas More High School	01/08/2011		St. Thomas More High School
The Eastwood Academy	01/08/2011	Eastwood Park Academy Trust (EPAT)	
The Federation of Greenways Schools	01/10/2016	Learning in Harmony Trust	
The St Christopher School	01/03/2012	SEN Trust Southend (previously a single academy trust)	
The Westborough School	01/09/2010	The Challenger Multi Academy Trust	
Thorpedene Primary School	01/09/2016	Southend East Community Academy Trust (SECAT)	
Westcliff High School for Boys	01/09/2010		Westcliff High School for Boys
Westcliff High School for Girls	01/03/2011	South East Essex Academy Trust (SEEAT)	
West Leigh Junior School	01/04/2016	Portico Academy Trust	

Southend-on-Sea Borough Council

Report of Chief Executive to People Scrutiny Committee

On 28th November 2017

Report prepared by:
Fiona Abbott

Agenda
Item No.

14

Scrutiny Committee - updates A Part 1 Agenda Item

1. Purpose of Report

To update the Committee on a number of scrutiny matters.

2. Recommendations

That the report and actions taken be noted.

3. IVF consultation

3.1 At the special Scrutiny Committee meeting on 18th September 2017, representatives from NHS Southend CCG presented the public consultation on In Vitro Fertilisation (IVF) in Southend (Minute 302 refers). A copy of the relevant Minute is attached at **Appendix 1**.

3.2 The consultation was due to end on 25th October 2017 and following comments made at the meeting, the CCG extended the closing date of the consultation by 2 weeks, to 9th November to allow for more time for more responses.

3.3 Following the extension of the consultation the CCG increased responses by 70% between the meeting and the close of consultation. The CCG have advised that a feedback report will be sent to the CCG Governing Body meeting on 7th December and a copy of the report will be shared with the Committee when available.

4 South & Mid Essex Sustainability and Transformation Partnership (STP)

4.1 At the special Scrutiny Committee meeting on 18th October 2017 the Committee received an update on the STP and considered the role of Scrutiny Committee going forward (Minute 388 refers). A copy of the relevant Minute is attached at **Appendix 2**.

4.2 A copy of the draft consultation document was shared with Councillors on the Scrutiny Committee on 10th November for views on whether the document was clear, understandable and accessible for local people. Feedback was forwarded to NHS England by the deadline of 15th November 2017.

- 4.3 Health are planning to start consultation at the end of this month, subject to approval of the CCG Joint Committee.
- 4.4 The following Councillors have been appointed to sit on the Joint Scrutiny Committee to scrutinise the implementation of the Mid and South Essex STP with Essex and Thurrock Councils – Councillors C Nevin, A Jones, B Arscott, S Habermel (substitutes - Councillors M Borton and H Boyd). An informal meeting of the Joint Scrutiny Committee has been arranged for 18th December which will be held at Southend Council offices and will be Chaired by Cllr Nevin. It is likely that the first formal meeting of the Joint Scrutiny Committee will be held in late January / early February 2018.
- 4.5 Essex County Council have appointed members to sit on the Joint Scrutiny Committee. Thurrock Council have not as yet decided if they will be involved in the Joint Scrutiny Committee.

5. Other matters

- 5.1 St Luke's Primary Care Development – at the meeting on 10th October 2017 I was asked to approach the CCG for further details about the membership of the stakeholder group (Minute 374 refers). This information was circulated to the Committee on 15th November.
- 5.2 Alternative provision scrutiny review - update – the scrutiny review was undertaken in the 2016/17 Municipal Year and agreed by Cabinet at its meeting on 20th June 2017 (Minute 64 refers)¹.
- 5.3 The Director of Learning has provided a brief update, as follows:-
- The report has been shared with the Education Board.
 - Has had discussions with the former and the new Regional Schools Commissioner (RSC) regarding the broader inclusion context of Southend and shared exclusion data with her team. They were particularly interested in the high exclusion rates in some secondary academies. (As academies however, the intervention will come from the RSC rather than the Council).
 - There is also a health initiative just emerging about transforming early help (under 5s) for learning who potentially have behavioural or mental health issues.
- 5.4 EPUT – the Committee will be aware that North Essex Partnership Trust and South Essex Partnership Trust merged to form the Essex Partnership University NHS Foundation Trust (EPUT) earlier in the year.
- 5.5 As advised at the Committee meeting in October, the Chairman was contacted by EPUT offering to meet to discuss the new clinical model for mental health services across the county. A briefing has now been arranged for members on Monday 11th November 2017 so the Trust can provide a detailed update on the changes.
- 5.6 Connecting communities scrutiny review – update - the project team has now held a further meeting and a workshop session will be held on 22nd November. This next evidence gathering session will be held on 12th January 2018.

¹ A copy of the review can be found on the internet www.southend.gov.uk - link to the report [Alternative provision scrutiny](#)

6. Corporate Implications

- 6.1 Contribution to Council's Vision and Critical Priorities – Becoming an excellent and high performing organisation.
- 6.2 Financial Implications – there are costs associated with organising in depth projects relating to officer time but this will all be contained within existing resources.
- 6.3 Legal Implications – none.
- 6.4 People Implications – none.
- 6.5 Property Implications – none.
- 6.6 Consultation – as described in report.
- 6.7 Equalities Impact Assessment – none.
- 6.8 Risk Assessment – none.

7. Background Papers

- IVF consultation update - email to Committee members – 5th October 2017
- STP - note to Scrutiny Committee Members – 10th November 2017
- St Luke's information – email to Committee members – 15th November 2017
- EPUT briefing – email to Councillors – 15th November 2017

8. Appendix

- Appendix 1 – Minute 302 – People Scrutiny Committee 18th September 2017**
- Appendix 2 – Minute 388 – People Scrutiny Committee 18th October 2017**

This page is intentionally left blank

Minute 302 – Special People Scrutiny Committee held on 18th September 2017

Public Consultation on In Vitro Fertilisation (IVF) in Southend-on-Sea

The Committee considered a report of the Chief Executive which advised that the CCG are currently consulting on proposals to change the service restriction policy with regard to In Vitro fertilisation (IVF) in Southend-on-Sea. The consultation runs from 26th July – 26th October 2017.

The Chairman welcomed the following health representatives to the meeting for this item:-

- Dr Jose Garcia Lobera – Chair, NHS Southend CCG
- Mr Ian Stidston – Accountable Officer, NHS Southend CCG
- Dr Krishna Chaturvedi – Clinical Executive Committee Chair, NHS Southend CCG
- Mr Matt Rangué – Chief Nurse, NHS Southend CCG

The Committee received a detailed presentation on the proposals and received an update on the consultation responses to date, including:-

- Rationale for proposal and are reviewing all services which are commissioned;
- CCG has to make £18.2m worth of savings;
- Referred to NICE guidelines and NHS Commissioning Guidance;
- CCG's need to take account of the needs of the population overall;
- Outlined current clinically based service restriction policy and the proposal being consulted on which is that the CCG would no longer routinely fund IVF and other assisted conception treatments other than for 2 exceptions;
- IVF is often unsuccessful with success rates varying between 2% and 32% mainly depending on age of mother;
- Outlined ways in which NHS can help couples;
- IVF is not routinely funded in other areas already, including within Essex – Basildon & Brentwood, Mid Essex and North East Essex. West Essex is currently looking at the provision of IVF and specialist fertility services;
- Provided some information on responses received to the consultation to date and workshop. Further workshops are being planned. The themes, concerns and suggestions will be included in final report to be considered by the CCG Governing Body.

This was followed by questions from the members of the Committee which were responded to by the CCG, as summarised below:-

- Impact of change, especially mental health – will look this as there are links between mental & physical health and will also encourage people to access other services such as Talking Therapy;
- How the CCG is publicising the consultation and encouraging people to respond – the consultation is on the CCG website and has been circulated to stakeholders and the local press, social media, stakeholder groups etc.

- the CCG will re circulate information about the consultation to GP's / Practice Managers to remind them about the consultation and to disseminate. Hard copies of the document can also be provided;
- Number of responses seems low & query if representative – will provide breakdown on demographics and will also ensure differentiate between those who live in or outside borough in analysis;
- Other areas considering same matter & 'post code lottery' issue – will provide information on situation in London area;
- The proposals are cost driven rather than clinical – issue needs to be considered in the round and around other services which need to be provided to residents.

In conclusion, the Committee made the following comments:-

- Extremely difficult decision and disappointing that IVF will no longer be offered (funded) for Southend residents (except for the exceptions mentioned);
- Contraception pill possibly had impact on fertility;
- Right to review the service but if the CCG Governing Body does decide to go ahead with the change there will need to be careful managing of expectations (message) / human side there;
- Whether have considered impact on other services (Adoption Service mentioned);
- There needs to be more detailed analysis of responses at the end of the consultation (age range, who responded etc.);
- The CCG should consider extending the consultation deadline to encourage more responses.

Resolved:-

That the views of the Committee be forwarded to NHS Southend CCG and the CCG present the results from the consultation to a future meeting.

Note:- This is a Scrutiny Function.

Minute 388 – Special People Scrutiny Committee held on 18th October 2017

Mid and South Essex Sustainability and Transformation Partnership

Referring to Minute 303 of the meeting held on 18th September 2017, the Committee considered a report of the Chief Executive which updated members on the Mid and South Essex Sustainability and Transformation Partnership (STP) and the role of the Scrutiny Committee going forward. On behalf of the Committee, the Chairman also welcomed Mr A Vowles, Programme Director to the meeting. Mr Vowles had been invited to provide an update on the development of the STP and the plans for public consultation, as detailed in Appendix 2 to the report.

Mr Vowles advised the Committee that the proposals are still subject to assurance processes and it is likely that the public consultation will now begin in mid-November and will be a 14 week consultation. A copy of the draft document will be shared with the Committee for comments and input and any recommendations for further action.

The presentation was followed by questions and comments from the Committee covering a number of issues, including - A&E services; capital investment in hospital needed; the role of Ambulance service in 'treat and transfer' model; need for the consultation to be meaningful with right design / format and needs to reach people 'where they are' and reach as many as possible; need to see wide ranging clinical support to changes (e.g. front line staff); concern about proposals for stroke services; need to see clinical evidence and be reassured about the financial modelling.

Resolved:-

1. To note the progress report on the development of the STP and the plans for public consultation, as set out in the briefing paper at Appendix 2 and as outlined at the meeting but the Committee still has significant reservations about the proposals and has yet to see the detailed clinical evidence and financial modelling.
2. That authority be given to the principle of establishing a Joint Scrutiny Committee with Essex County Council and to support an invitation to Thurrock Council to join.
3. To approve in principle the draft indicative terms of reference for the Joint Scrutiny Committee, as set out at Appendix 3 to the report.
4. That Southend should be the lead authority for the Joint Scrutiny Committee.
5. That the following Members be appointed to sit on the Joint Scrutiny Committee – Councillors C Nevin, A Jones, B Arscott, S Habermel and that Councillors M Borton and H Boyd be appointed as substitutes.

Note:- This is a Scrutiny Function.

This page is intentionally left blank