

Public Document Pack
SOUTHEND-ON-SEA BOROUGH COUNCIL

People Scrutiny Committee

Date: Tuesday, 29th January, 2019 @ 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 Meeting held on Tuesday, 27th November, 2018**

**** **ITEMS REFERRED DIRECT FROM CABINET - Thursday, 17th January 2019**

5 Southend 2050 - Strategic Delivery Plans

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to all Scrutiny Committees for consideration.

6 Draft Capital Investment Programme 2019/20 to 2023/24

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to all Scrutiny Committees for consideration.

7 Draft General Fund Revenue Budget 2019/20

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to all Scrutiny Committees for consideration.

8 Special Educational Needs and Disabilities Inspection

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to the People Scrutiny Committee for consideration.

9 St Mary's Primary School Consultation

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to the People Scrutiny Committee for consideration.

10 School Term Dates 2020/21

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to the

People Scrutiny Committee for consideration.

11 Corporate Risk Register

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to all Scrutiny Committees for consideration.

12 Revenue and Capital Monitoring to 30 November 2018

The report has been circulated with the Cabinet Agenda for its meeting on 17th January 2019. The relevant Minute and report has been referred direct to all Scrutiny Committees for consideration.

13 Monthly Performance Report (November 2018)

Members are reminded to bring with them the most recent MPR for period end November 2018 circulated recently.

Comments/questions should be made at the appropriate Scrutiny Committee relevant to the subject matter.

PRE-CABINET SCRUTINY ITEMS

NONE

ITEMS CALLED-IN FROM FORWARD PLAN

NONE

****** OTHER SCRUTINY MATTERS**

14 Schools Progress Report

Report of Deputy Chief Executive (People)

15 Scrutiny Committee - updates

Report of Strategic Director (Legal & Democratic Services)

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

Councillor C Nevin (Chair), Councillor M Borton (Vice-Chair)
Councillors B Arscott, S Buckley, L Burton, A Chalk, A Dear, D Garne, S Habermel,
T Harp, A Holland, J McMahon, C Mulroney, G Phillips, M Stafford, C Walker

Co-opted Members

Church of England Diocese –

Fr Jonathan Collis (Voting on Education matters only)

Roman Catholic Diocese –

VACANT (Voting on Education matters only)

Parent Governors

- (i) VACANT (Voting on Education matters only)
- (ii) VACANT (Voting on Education matters only)

SAVS – K Jackson (Non-Voting)

Healthwatch Southend – J Broadbent (Non-Voting)

Southend Carers Forum – T Watts (Non-Voting)

Observers

Youth Council -

- (i) M Mann (Non-voting)
- (ii) A Burdett (Non-Voting)

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SOUTHEND-ON-SEA BOROUGH COUNCIL

Meeting of People Scrutiny Committee

Date: Tuesday, 27th November, 2018

Place: Committee Room 1 - Civic Suite

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Present: Councillor C Nevin (Chair)
Councillors M Borton (Vice-Chair), B Arscott, S Buckley, L Burton,
A Chalk, A Dear, D Garne, S Habermel, T Harp, A Holland,
A Jones*, C Mulroney, D Nelson*, G Phillips, M Stafford and
C Walker
K Jackson – co-opted member
*Substitute in accordance with Council Procedure Rule 31.

In Attendance: Councillors Lamb, Boyd, Cox and Salter (Cabinet Members)
A Griffin, J K Williams, F Abbott, S Leftley, S Banda, S Baker,
L Eddy, P Grout, S Houlden, T MacGregor, B Martin and
J O'Loughlin, C Bellis-Wright and A Smyth

Start/End Time: 6.30 - 9.10 pm

479 Apologies for Absence

Apologies for absence were received from Councillor J Ware-Lane (substitute Cllr A Jones) and Councillor J McMahon (substitute Cllr D Nelson) and The Rev'd Canon J Collis, T Watts and J Broadbent (co-opted members).

480 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Lamb, Boyd, Cox and Salter (Cabinet Members) – Disqualifying non-pecuniary interests in the called in items / referred item; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Boyd (Cabinet Member) – disqualifying non-pecuniary interest in the Schools Progress Report; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (c) Councillor Jones – agenda item relating to Youth Council presentation – non-pecuniary – daughter is a member of Youth Council;
- (d) Councillor Cox - agenda item relating to Youth Council presentation – non-pecuniary – young relative has been diagnosed with mental health condition;
- (e) Councillor Salter - agenda item relating to Scrutiny Committee updates - non-pecuniary – husband is consultant Surgeon at Southend Hospital and holds senior post at Hospital; son-in-law is GP in the Borough; daughter is a doctor at Basildon Hospital;
- (f) Councillor Harp – agenda item relating to Scrutiny Committee updates – non-pecuniary – Chair of St Lukes PPG and PPG Forum member;

- (g) Councillor Habermel - agenda item relating to Scrutiny Committee updates - non-pecuniary – sister is a nurse at Southend Hospital; nephew is a physiotherapist based at Southend; brother is a paramedic with London Ambulance Service;
- (h) Councillor Walker – agenda item relating to Scrutiny Committee updates – non-pecuniary – daughter is working in Southend Stroke Unit;
- (i) Councillor Nevin - agenda item relating to Scrutiny Committee updates - non-pecuniary – Previous employee at Southend Hospital; NHS Employee at Barts; 2 children work at MEHT; step sister works Basildon Hospital and sister works for the Department of Health;
- (j) Councillor Borton - agenda item relating to Scrutiny Committee updates - non-pecuniary interest – daughter is a nurse at Rochford Hospital;
- (k) Councillor Nelson - agenda item relating to Scrutiny Committee updates - non-pecuniary interest – wife is a nurse at Southend Hospital;
- (l) Councillor Mulroney - agenda item relating to Scrutiny Committee updates - non-pecuniary interest – relative works at Broomfield Hospital;
- (m) Councillor Borton – agenda item relating to Schools Progress Report – non-pecuniary - Governor at Milton Hall School;
- (n) Councillor Arscott - agenda item relating to Schools Progress Report – non-pecuniary – Governor at Our Lady of Lourdes Catholic Primary School (Assisi Trust);
- (o) Councillor Walker - agenda item relating to Schools Progress Report – non-pecuniary – wife teaches at West Leigh Schools; Southend Boys & Girls Training Choirs rehearse at St Mary's School.

481 Questions from Members of the Public

The responses to the questions submitted by Mr Webb will be forwarded to him as he was not present at the meeting.

482 Minutes of the Meeting held on Tuesday, 9th October, 2018

Resolved:-

That the Minutes of the Meeting held on Tuesday, 9th October, 2018 be confirmed as a correct record and signed.

483 Youth Council - Mental Health School Survey

On behalf of the Committee, the Chair welcomed the following to the meeting for this item – Marco Mann (Youth Mayor), Amy Burdett (Deputy Youth Mayor) and Jasmine Thompson (Youth Council member).

The Youth Council presented the results and outcomes from the school mental health survey, highlighting in particular the draft Mental Health Charter.

This contains a series of recommendations and actions which they would like schools to implement in order to improve the mental health of their students. They hope to meet with relevant stakeholders to discuss the Charter and for them to develop and shape it. Each item on the Charter was inspired by the personal experiences and statistics in the survey. The Charter is intended to be cost neutral where possible and to be adopted by all schools in the

borough with the support of the Council. The main sections in the Charter are – privacy & confidentiality, referral, internal school services and stigma. The Charter will be officially launched at a later date.

The Committee paid tribute to the Youth Council members for the excellent piece of work and for all their hard work and for putting the report together and that need to ensure it moves forward. The representatives then responded to a number of questions from the Committee.

The Council's Director of Learning said that he would be happy to meet with the Youth Council to discuss how to take the work forward, for example taking the work to the Education Board and the Head Teachers meeting to get sign up and discussing with professional services (education psychologist).

Resolved:-

That the Youth Council be thanked for the excellent presentation and work undertaken.

Note:- This is a Scrutiny Function

484 Monthly Performance Report

The Committee considered the Monthly Performance Report covering the period to end September 2018, which had been circulated recently.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Cabinet Member:- As appropriate to the item.

485 Southend 2050 - Draft Ambition, Desired Outcomes and Road Map

The Committee considered Minute 423 of the meeting of the Cabinet held on 6th November 2018, which had been referred direct to all three Scrutiny Committees for consideration, together with the report of the Chief Executive setting out the proposed draft Ambition, Themes and Outcomes and Southend 2050 Five Year Road Map.

The Committee also received a presentation by Lysanne Eddy (Head of Policy, Engagement & Communication) and Tim MacGregor (Team Manager - Policy and Information Management) which provided:

- An overview of the scope and findings of the Southend 2050 engagement programme; and
- Feedback received from Councillors and others to date, which will inform a revised version of the documentation to be submitted to Cabinet on 4th December 2018.

The Leader of the Council thanked all of those who had submitted feedback so far. He also explained that further issues raised by the Scrutiny Committees would be taken on board in the preparation of the revised Road Map, including those from the Place Scrutiny Committee held on 26 November 2018 and the following additional matters raised at this meeting of the Scrutiny Committee:

- Active and Involved – add a new outcome on active lifestyles.
- Include reference to the Youth Council's Charter on Mental Health in Schools.
- Include reference to Adult Education, with a strong emphasis on skills training to address the low wage economy and opportunities to address isolation.
- Include a reference to establishing additional accommodation to meet the needs of children looked after within their community.

In response to a question from Councillor Nevin, the Leader agreed to provide details about the schools and number of children and young people included in the consultation.

Resolved:-

That the following decisions of Cabinet be noted:

"1. That the findings of the Southend 2050 engagement programme be welcomed and noted.

2. That the Ambition, Themes & Outcomes and the Southend 2050 Five Year Road Map, as set out in Appendices A, B and C to the submitted report, be endorsed.

3. That the Transforming Together programme, outlined in paragraph 6 of the submitted report, be noted and endorsed.

4. That the matter be referred direct to the Policy & Resources, Place and People Scrutiny Committees."

Note: Approval of the Southend 2050 Ambition, Themes & Outcomes and Five Year Road Map is a Council Function.

Referred direct to: all three Scrutiny Committees

Cabinet Member: Cllr Lamb

486 Local Account Annual Report 17/18

The Committee considered Minute 435 of the meeting of Cabinet held on 6th November 2018, which had been called in to scrutiny, together with a report of the Deputy Chief Executive (People). This presented the draft of the Local Account of Adult Social Care in 2017-18.

Following discussion at the meeting, the Cabinet Member said that he would be happy to consider the following in future documents:-

- Incorporate a 'best practice' box.

- Incorporate the information which sits behind points.
- Look at accessibility of the report in future years, including the colour palette used.
- Include the views of Healthwatch Southend.

Resolved:-

That the following decision of Cabinet be noted:-

“That the draft Local Account as the Council’s self-assessment for these services, be noted.”

Note: This is an Executive Function
Cabinet Member: Cllr Cox

487 Revenue and Capital Budget Monitoring 2018/19 to 30 September 2018

The Committee considered Minute 436 of the meeting of Cabinet held on 6th November 2018, which had been called in to scrutiny, together with a report of the Strategic Director (Finance & Resources) setting out the Council’s revenue and capital budgetary performance as at September 2018.

In response to questions about the financial position at end year, the Deputy Chief Executive (People) said that he would provide further details on the cost pressures on the Children’s Social Care 0-16 budget (bulges at under 5’s and teenage years in particular). With regard to the adults and housing budget, the Director also agreed to find details on the (small) numbers of agency staff used in adult services.

Resolved:-

That the following recommendations of Cabinet be noted:-

“In respect of the 2018/19 Revenue Budget Monitoring, as set out in Appendix 1 to the submitted report:

1. That the forecast outturn for the General Fund and Housing Revenue Account, as at September 2018, be noted.

1.2 That the planned management actions of £3,230,000 to achieve that forecast outturn, be noted.

1.3 That the planned budget transfers (virements) of £2,610,170, be approved.

1.4 That the potential transfer of £1,293,000 from the Business Transformation Reserve in respect of the forecast General Fund overspend unless further management action and savings are identified to rebalance the budget, be noted.

1.5 That the potential transfer of £93,000 to the HRA Capital Investment Reserve in respect of the forecast HRA underspend, be noted.

In respect of the 2018/19 Capital Budget Monitoring, as set out in Appendix 2 to the submitted report:

1.6 The expenditure to date and the forecast outturn as at September 2018 and its financing, be noted.

1.7 That the requested changes to the 2018/19 capital programme as set out in Section 2 of Appendix 2, be approved.”

Note: This is a Council Function
Cabinet Member: Cllr Lamb

488 Schools Progress Report

The Committee received a report of the Deputy Chief Executive (People) which informed the advised about the current position with regard to two recent Ofsted Inspections, Academy developments and the Grammar School Strategy, which is now in year 2 of the programme.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.
Cabinet Member:- Cllr Boyd

489 Scrutiny Committee - updates

The Committee considered a report by the Strategic Director (Legal & Democratic Services) which updated the Committee on a number of Scrutiny matters.

Referring to the decision taken at the last meeting to refer the Mid and South Essex STP plans to the Secretary of State for Health and Social Care (Minute 345 refers), the Scrutiny Officer advised that the letter had been sent on 23rd November 2018 and a copy of the letter circulated to the Committee. The response by the Mid and South Essex CCG Joint Committee had also been circulated to the Committee.

With regard to the update on new diabetes technology, the Scrutiny Officer advised that the position statement from the 5 CCG's had not yet been received and would be circulated as soon as it was received.

Resolved:-

1. That the report and actions taken be noted.
2. To note the referral letter sent to the Secretary of State for Health & Social Care and the response by Mid and South Essex CCG Joint Committee.
3. That the information on new diabetes technology will be circulated to the Committee when available.

Note:- This is a Scrutiny Function.

490 Minutes of the Meeting of the Chairmen's Scrutiny Forum held on Tuesday, 20th November, 2018

Resolved:-

That the Minutes of the meeting on the Chairmen's Scrutiny Forum held on Tuesday, 20th November, 2018 be received and noted.

Note:- This is a Scrutiny Function.

Chairman: _____

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Southend-on-Sea Borough Council

Report of Chief Executive
to

Cabinet

on

17 January 2018

5

Louisa Thomas – Data & Insights Analyst,
Suzanne Newman – Insights Manager

Southend 2050 – Strategic Delivery Plans **A Part 1 Public Agenda Item**

1. Purpose of Report

- 1.1 To consider the Strategic Delivery Plans (SDPs) following the agreement of the Southend 2050 Ambition, Themes & Outcomes and Southend 2050 Five Year Road Map at full Council on 13 December.

2. Recommendation

- 2.1 That Cabinet adopts the Strategic Delivery Plans supporting the delivery of the Southend 2050 Ambition and the Southend 2050 Five Year Road Map as mentioned in the background reports.
- 2.2 That the Cabinet notes the Transforming Together work and endorses the new Council values.

3. Background

- 3.1 Cabinet, on 6 November 2018, received a report outlining the findings of the Southend 2050 engagement programme and the draft Southend 2050 Ambition, Themes and Outcomes and Five Year Road Map.
- 3.2 The Southend 2050 documentation was endorsed by full Council on 13 December following referral to the Council's three Scrutiny Committees for further consideration.
- 3.3 The 2050 Road Map, incorporating the Ambition, Themes and Outcomes, is a high level document. It will be supported by 5 Strategic Delivery Plans (one per theme) Underpinning these high level plans there will be 23 outcome delivery plans (4 or 5 per theme) While setting the Ambition for the coming decades to 2050, the Road Map and associated documentation should not be seen as set in stone. They will need to respond to inevitably changing circumstances, locally, nationally and internationally, and future documentation will reflect this.

4. The Strategic Delivery Plans

The Strategic Delivery Plans (SDPs) are based on each of the five themes and each is led by a Cabinet Member and a member of the Council's Corporate Management Team. The SDPs will have a five year horizon. The outcome delivery plans are led by officers, will support the SDPs, will have a one year horizon and will be refreshed each year.

The Strategic Delivery Plans are based on each of the five Themes:

- **Pride & Joy** – By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer
- **Safe & Well** – By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives
- **Active & Involved** – by 2050 we have a thriving, active and involved community that feel invested in our city.
- **Opportunity & Prosperity** – By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people
- **Connected & Smart** – By 2050 people can easily get in, out and around our borough and we have world class digital infrastructure

4.2 Each SDP has been divided in to three sections:

- What do we want to achieve?
- How will we know if we've achieved it?
- How are we going to achieve it?

There are also two additional sections of the plan, which links the theme to other key plans and strategies across the council; as well linking to other 2050 outcomes.

5. Councils Values

- 5.1 In order to deliver the Southend 2050 ambition for the town, the Council will need to develop a new culture and way of doing business. This work – Transforming Together - is currently underway and is being delivered through outcomes designed to create the conditions that have been identified for successful transformation. Namely:

Clear Vision & Strategy

Digital Enablement to support the vision

Trusted empowered and engaged workforce

Appetite to invest in people, outcomes and accept risk

Closer collaboration with staff, members, citizens and partners

Simple and effective governance

Open mind-set that will drive forward transformation and change

A key building block for the Transforming Together work is the Council's values.

These represent and underpin everything we do at the council, from key business making decisions, to our engagement with our residents, visitors, businesses and students.

The new values have been developed from extensive engagement with our staff and are:

- **Inclusive** - we put people at the heart of what we do
- **Collaborative** - we work together
- **Honest** - we are honest, fair and accountable
- **Proud** – we are proud to make lives better

- 5.2 The final value 'proud' feeds into the new 'sign off statement' for the council to replace 'Creating a better Southend' with Southend-on-Sea Borough Council – 'making lives better'.

5. Other Options

Not adopting the recommended approach would mean that the Borough's vision would not be aligned to what our residents and others are telling us.

6. Reason for Recommendation

To have in place Strategic Delivery Plans to deliver the Southend 2050 ambition, Themes, Outcomes and the Five Year Road Map, ensuring the successful and sustainable future of the borough.

7. Corporate Implications

7.1 Contribution to Council's Vision & Corporate Priorities

The SDPs will ensure the delivery of the Southend 2050 ambition and will provide a new collaborative planning framework for how the Council does business

7.2 Financial Implications

The capital and revenue resources required to deliver the Strategic Delivery Plans are either already identified in existing Council budgets or will need to be identified as part of the Council's budget making process and will mean a move to longer term budget investment focussed on outcomes. Effectively this will mean prioritisation and reallocation of resources plus any additional investments of capital and revenue resources, as required, to deliver the Strategic Delivery Plans. Any communication costs associated with the dissemination or publicity of the Strategic Delivery Plans will be met within existing budgets.

7.3 Legal Implications - None specific.

7.4 People Implications

Council staff have provided their input into the Southend 2050 programme and the Transforming Together work. As the Council becomes an outcome focussed organisation, staff will be deployed to deliver against the agreed outcomes.

7.5 Property Implications – The Council will also begin to utilise its property assets and to focus these around the delivery of the agreed outcomes.

7.6 Consultation

The wide extent of the engagement is outlined in the 2050 report to 6 November Cabinet. The engagement programme has been framed around a conversational, discursive approach although some formal consultation methods have been used where appropriate - notably for the Residents Perception and Online surveys - which were carried out following Council guidelines. Consultation and engagement in the Transforming Together work is also underway.

7.7 Equalities Implications

Southend 2050 has been designed to engage with as wide a range of stakeholders as possible, both geographically and across the protected characteristics. Consultation methods have been inclusive and accessible. Equality Assessments will be carried out on key deliverables once they have been identified as outcomes and confirmed in the Five Year Road Map and Strategic Delivery Plans.

7.8 Risk Assessment

Potential risks have been routinely monitored and addressed via monthly project progress reviews. Mitigating measures have been used to successfully manage the chief potential risk; 'Negative impact on the Council's reputational due to inappropriate methods of engagement'.

7.9 Value for Money

Engagement work is deemed to have provided good value for money due to the breadth, scope and volume of participants involved and the quality of intelligence gathered.

7.10 Community Safety Implications

Feedback from engagement work has identified a number of ambitions relating to community safety that will be addressed as potential outcomes in subsequent Council delivery plans and partners strategies. It has also flagged current concerns which have been passed to relevant colleagues and partners for action.

8. Background Papers

Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map. Report to 4 December Cabinet 2018.

9. Appendices

9.1 Appendix 1: Strategic Delivery Plans

Strategic Delivery Plan 2019-2023

Lead Councillor: Cllr Courtenay
Lead Officer: Joe Chesterton

Links to other 2050 themes:

Safe & Well

- People feel safe and secure
- Southenders are remaining well enough to enjoy fulfilling lives
- Protecting and improving the quality of life for the most vulnerable
- We are a Green City

Active & Involved

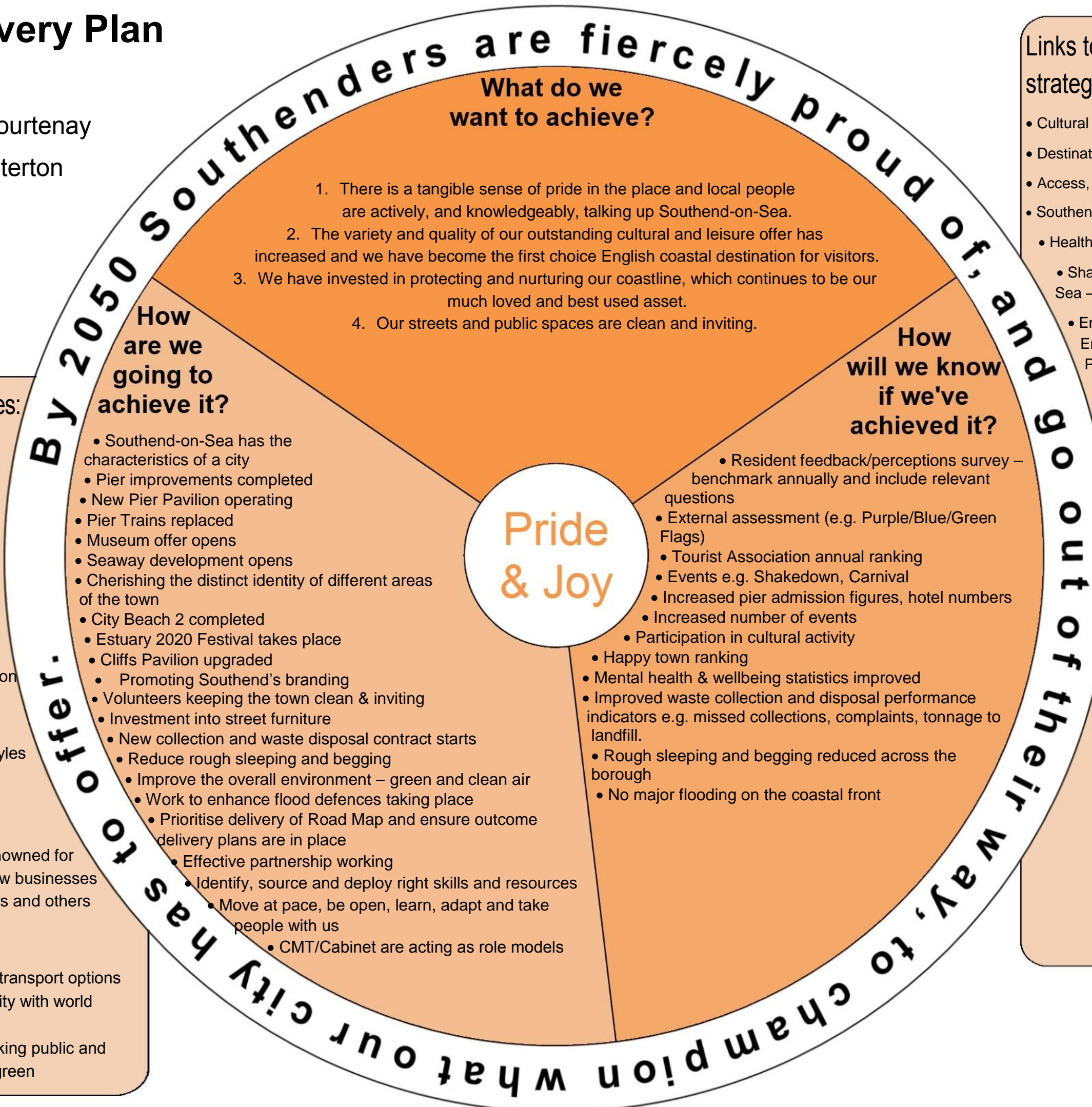
- Improved community connection
- Communities come together to enhance their neighbourhood
- People have active and lifestyles

Opportunity & Prosperity

- Key regeneration schemes
- Local Plan
- Southend is a place that is renowned for its creative industries, where new businesses thrive and established employers and others invest for the long term.

Connected & Smart

- People have a wide choice of transport options
- Southend is a leading digital city with world class infrastructure
- We are leading the way in making public and private travel smart, clean and green



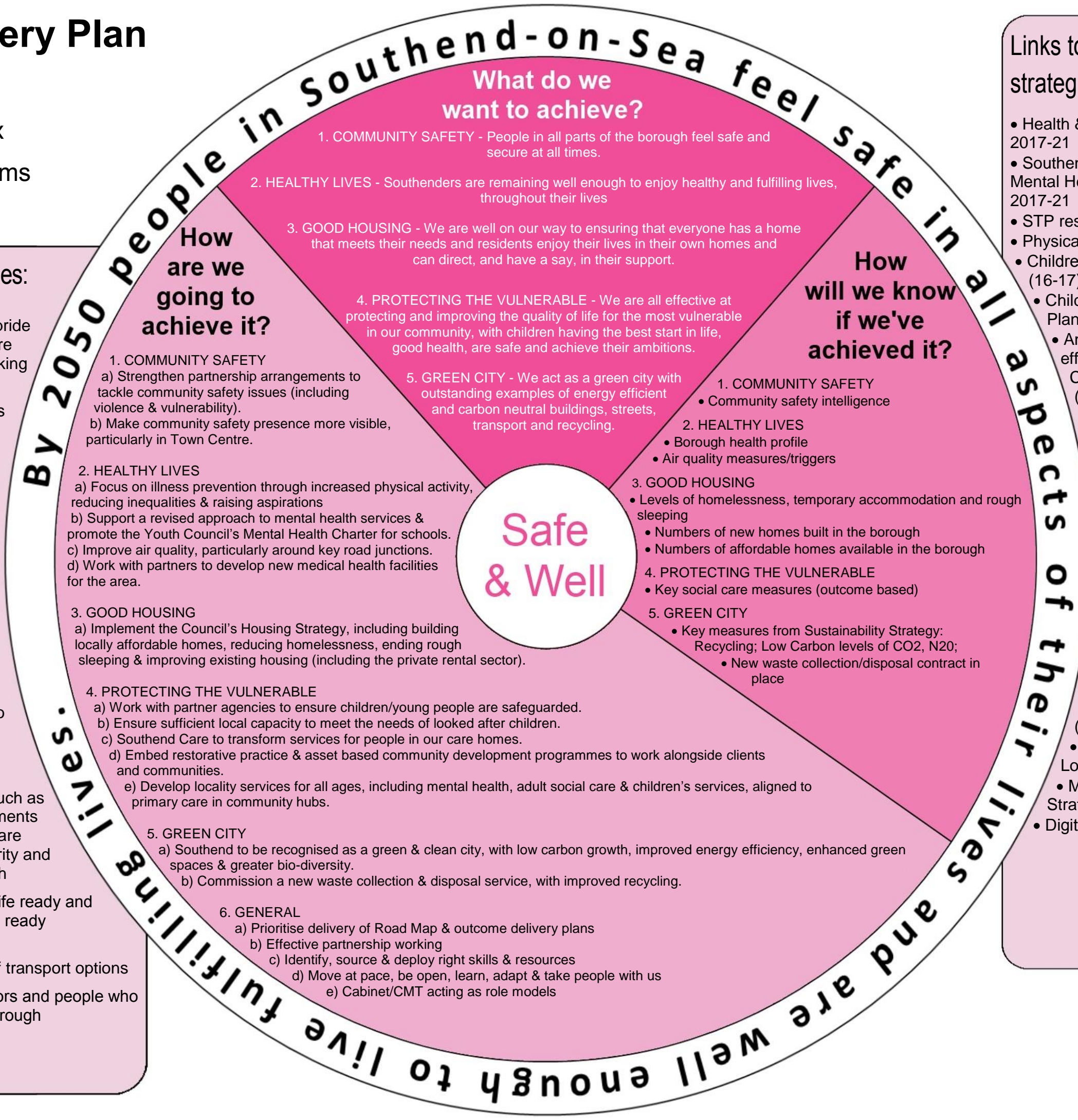
Links to other key plans & strategies:

- Cultural Strategy
- Destination Southend (Tourism Strategy)
- Access, Parking & Transport Strategy
- Southend Cycling Strategy
- Health & Wellbeing Strategy
- Shaping the Future for Southend-on-Sea – Vision for Learning 2020
- Environmental, Crime Enforcement Strategy and Policy
- Local Plan
- Growth Strategy
- Physical Activity Strategy
- Ambition Southend – Skills and Labour Market Strategy 2018
- Southend Shoreline Strategy
- Local Plan
- Medium Term Financial Strategy

Strategic Delivery Plan

2019-2023

Lead Councillor: Cllr Cox
Lead Officer: John Williams



Links to other 2050 themes:

- Pride and Joy**
- There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend-on-Sea
 - Our streets and public spaces are clean and inviting
- Active & Involved**
- The benefits of community connection are evident as more people come together to help, support and spend time with each other
 - A range of initiatives help communities come together to enhance their neighbourhood and environment
 - More people have active lifestyles and there are significant fewer people who do **not engage in any physical activity**
- Opportunity and Prosperity**
- Key regeneration schemes such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the borough
 - Our children are school and life ready and our workforce is skilled and job ready
- Connected & Smart**
- People have a wide choice of transport options
 - It is easier for residents, visitors and people who work here to get around the borough

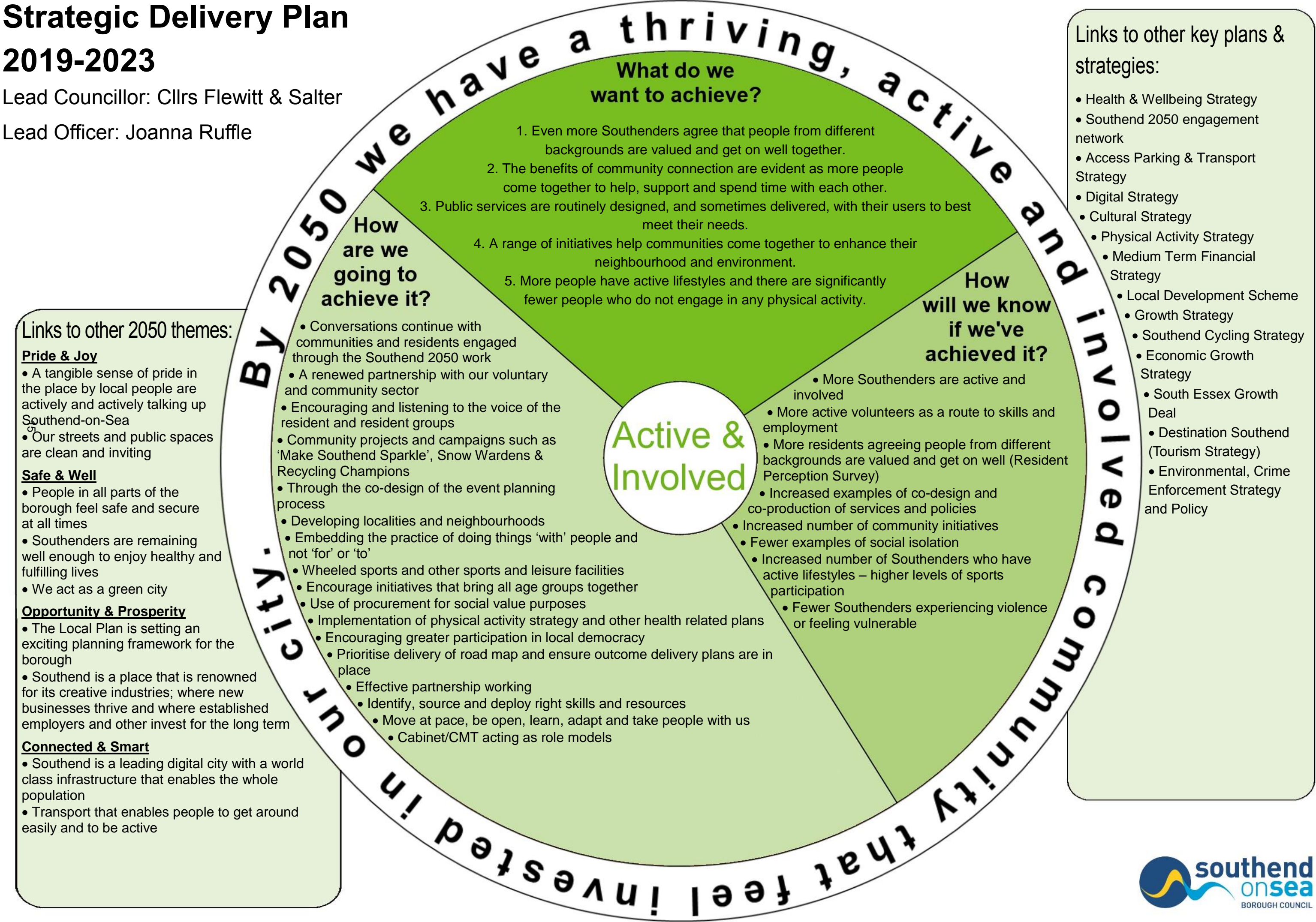
Links to other key plans & strategies:

- Health & Wellbeing Strategy – 2017-21
- Southend, Essex and Thurrock Mental Health and Wellbeing Strategy 2017-21
- STP response (2018)
- Physical Activity Strategy (2016-21)
- Children & Young People's Plan (16-17)
- Children Services Improvement Plan (Sept 2016)
- Annual Report on the effectiveness of Safeguarding Children in Southend (2016-17)
- Early Help Family Support Strategic Plan (2016-17)
- Integrating Children's Strategy (June 17)
- Older People's Strategy (15-18)
- Learning disability strategy & Action Plan (2014-19)
- Low Carbon Energy and Sustainability Strategy (2015-20)
- Environmental Crime Enforcement Strategy & Policy (2013)
- Air Quality Action Plan (2018)
- Essex & Southend Waste Local plan (2016-17)
- Medium Term Financial Strategy
- Digital Strategy

Strategic Delivery Plan 2019-2023

Lead Councillor: Cllrs Flewitt & Salter

Lead Officer: Joanna Ruffle



Strategic Delivery Plan 2019-2023

Lead Councillor: Cllr Boyd

Lead Officer: Simon Leftley

Links to other 2050 themes:

Pride and Joy

- Attracting investment
- Culture as an attractor
- Tourism - jobs and skills
- Diversity in the population creating a more diverse economy with greater opportunity
- Skills and jobs so people can stay in Southend

Safe and Well

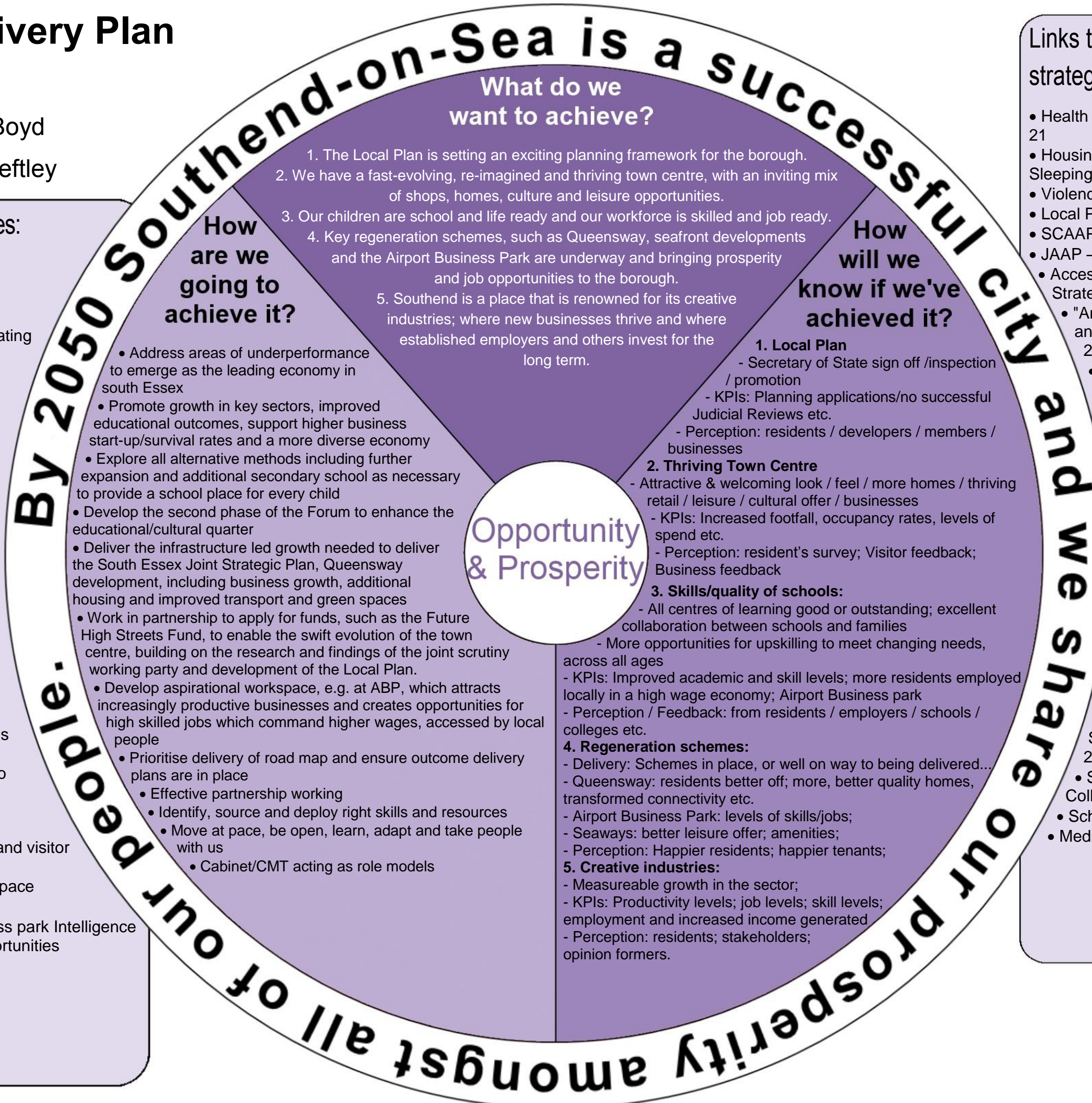
- Safe and active town centre
- Inclusive growth-opportunities for all including vulnerable groups
- Health/mental health in education and the workplace
- Housing for the workforce
- Attractiveness of the town centre

Active and Involved

- Business participation in shaping the narrative about Southend, ambassadors
- Volunteering as a route to skills and employment
- Procurement - local capacity to sell to the Council

Connected and Smart

- Business, workforce, student and visitor accessibility
- Unlocking new development space
- Digital economy and skills
- Role of the airport and business park Intelligence / data creating commercial opportunities



Links to other key plans & strategies:

- Health & Wellbeing Strategy – 2017-21
- Housing, Homelessness & Rough Sleeping Strategy
- Violence & Vulnerability Strategy
- Local Plan
- SCAAP – 2016
- JAAP – Dec 14
- Access, Parking and Transport Strategy – 2018
- "Ambition Southend" - Skills and Labour Market Strategy 2018
- Destination Southend – 2017 (Tourism Strategy)
- Economic Growth Strategy – 2017
- South Essex Growth Deal – 2016
- BID business plan=
- South East LEP Strategic Economic Plan – Jul 16
- Digital Strategy – 2017
- Shaping the Future Southend-on-Sea - Vision for Learning 2020
- Grammar School Strategy – 2017
- Our ambitions for your child's education' - An Education Policy for Southend Borough Council – 2016
- Southend Adult Community College Strategic Plan
- School Admissions policies
- Medium Term Financial Strategy

Strategic Delivery Plan 2019-2023

Lead Councillor: Cllr Moring

Lead Officer: Andy Lewis

Links to other 2050 themes:

Pride and Joy

- There is a tangible sense of pride in the place and local people are actively and knowledgeably talking up Southend-on-Sea
- Our streets and public spaces are clean and thriving

Safe and Well

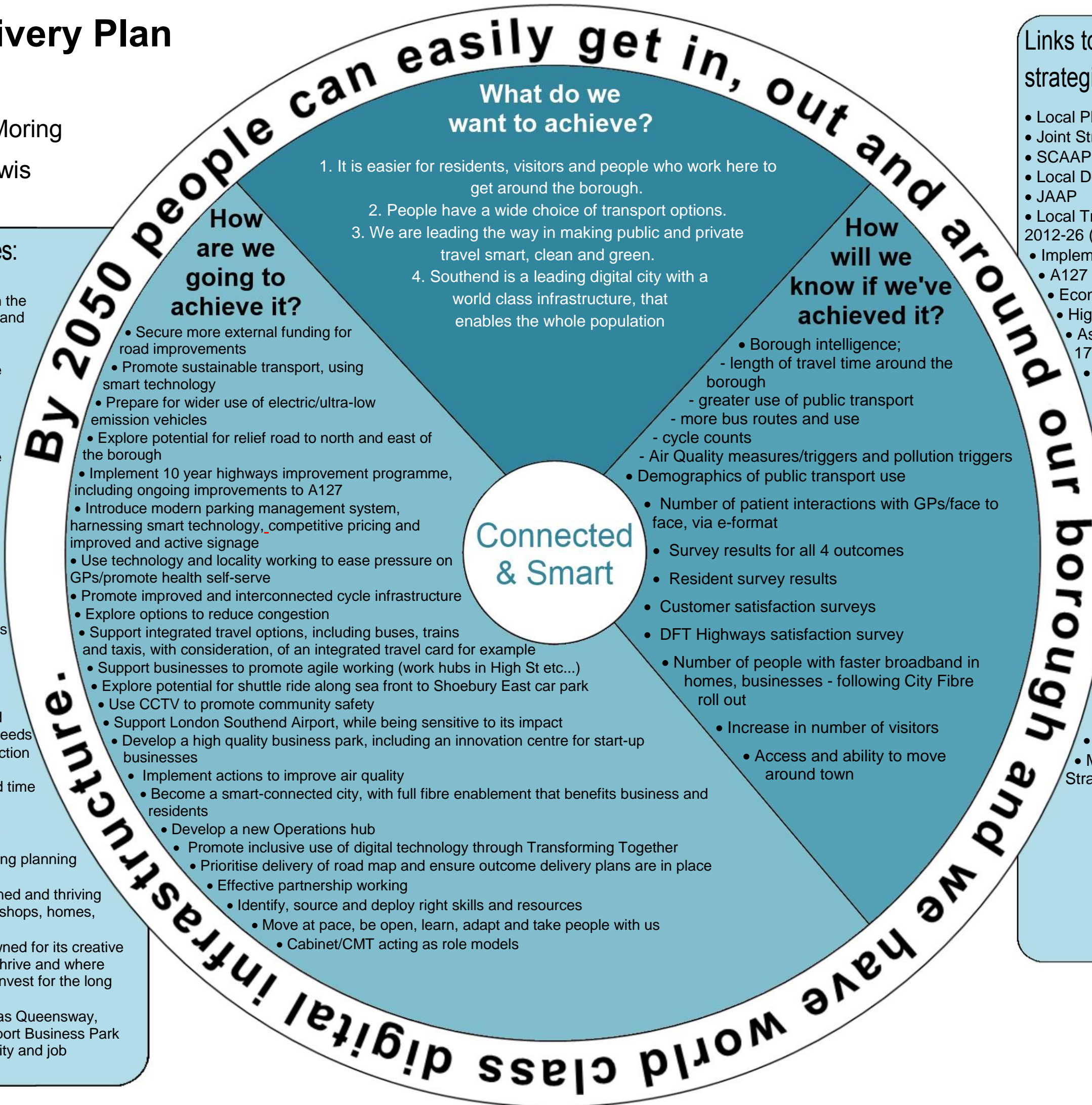
- We are well on our way to ensuring that everyone has a home that meets their needs and residents enjoy their lives in their own homes and can direct, and have a say in their support.
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community, with children having the best start in life, good health, are safe and achieve their ambitions
- We act as a green city

Active and Involved

- Public services are routinely designed, and sometimes delivered with their users to best meet their needs
- The benefits of community connection are evident as more people come together to help, support and spend time with each other

Opportunity and Prosperity

- The Local Plan is setting an exciting planning framework for the borough
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities
- Southend is a place that is renowned for its creative industries; where new businesses thrive and where established employers and others invest for the long term
- Key regeneration schemes such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities



Links to other key plans & strategies:

- Local Plan
- Joint Strategic Plan (ASLEA)
- SCAAP
- Local Development Scheme
- JAAP
- Local Transport Plan – Strategy 2012-26 (Jan 15) &
- Implementation 2015-21
- A127 Corridor for Growth
- Economic Plan (Mar 14)
- Highway infrastructure
- Asset Management Plan (Jun 17)
- Transport Asset management Strategy
- Southend Shoreline Strategy
- Highways Infrastructure
- Data Management Strategy
- Highway Infrastructure
- Asset Data Management Strategy
- Access, Parking & Transport Strategy for Southend
- Southend Cycling Strategy
- Southend Digital (2014-18)
- Digital Strategy
- Growth Strategy
- Tourism Strategy
- Medium Term Financial Strategy

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Southend-on-Sea Borough Council

**Report of Strategic Director (Finance and Resources)
to
Cabinet
on
17 January 2019**

**Agenda
Item No.**

6

Report prepared by: Caroline Fozzard
Group Manager – Financial Planning and Control

Draft Capital Investment Programme 2019/20 to 2023/24

**All Scrutiny Committees
Cabinet Member: Councillor John Lamb
*Part 1 (Public Agenda Item)***

1. Purpose of Report

- 1.1 The purpose of this report is for Members to consider a draft programme of capital investment for the period 2019/20 to 2023/24 that can be submitted to Council for approval.

2. Recommendations

That the Cabinet:

- 2.1 **Note the current approved Programme for 2019/20 to 2021/22 of £153.1m (Appendix 1);**
- 2.2 **Consider and approve the Capital Investment Strategy for 2019/20 to 2023/24 (Appendix 2);**
- 2.3 **Consider and approve the proposed:**
- (i) new schemes and additions to the Capital Investment Programme for the period 2019/20 to 2023/24 totalling £14.5m for the General Fund and £20.8m for the Housing Revenue Account (Appendix 6);**
 - (ii) schemes subject to external funding approval for the period 2019/20 to 2020/21 totalling £3.0m (Appendix 6);**
 - (iii) schemes subject to viable business cases for the period 2019/20 to 2021/22 totalling £48.6m (Appendices 6 and 7);**
- 2.4 **Note the changes to the approved Programme will result in a proposed capital investment programme of £177.0m for 2019/20 to 2023/24 (Appendix 7) of which £70.7m is supported by external funding;**

- 2.5 Note that a final review is being undertaken on the 2018/19 projected outturn and that the results will be included in the report to Cabinet on 12 February 2019;**
- 2.6 Refer this report as approved to all Scrutiny Committees and then to Budget Cabinet on 12 February 2019.**

3. Background

- 3.1 Capital expenditure is defined as expenditure incurred on the enhancement, acquisition or creation of assets needed to provide services, such as houses, schools, vehicles etc. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services. Capital grants, borrowing and capital receipts can only be spent on capital items and cannot be used to support the revenue budget. However, it should be noted that revenue funding can be used to support capital expenditure.
- 3.2 Under the Local Government Act 2003, from 1 April 2004, each authority can determine how much it can borrow within prudential limits (unsupported borrowing). The Government does have powers to limit the aggregate for authorities for national economic reasons, or for an individual authority.
- 3.3 Unsupported borrowing is not specifically financed by capital grant so any unsupported borrowing undertaken is financed from the total available resources to the Council from both grant and Council Tax.

4 Capital Investment Strategy

- 4.1 Each year the Council agrees a Capital Investment Strategy that sets out the framework for controlling and monitoring the Capital Investment Programme. The Capital Investment Strategy is a key document for the Council. It sets out the processes and policies relating to capital expenditure and investment and includes reference to other key documents of the authority which influence capital investment such as the Medium Term Financial Strategy (MTFS) and the Corporate Asset Management Strategy (CAMS).
- 4.2 The capital investment programme is prepared and developed in accordance with the Council's Capital Investment Strategy, which is attached as Appendix 2 to this report. In turn, the Capital Investment Strategy has been written in the context of Southend 2050 and the five themes and all capital investment is therefore driven by the aim of contributing to the delivery of the ambition and the desired outcomes.
- 4.3 The proposed additions to the capital investment programme for 2019/20 to 2023/24 of £14.5m for the General Fund and £20.8m for the Housing Revenue Account are set out in Appendix 6, with the details of each scheme and its funding explained. In preparing these proposals consideration has been given to the key criteria set out in section 8.1 of the capital investment strategy and to

the factors concerning prudence, affordability and sustainability set out in section 8.3 of the capital investment strategy.

- 4.4 As a result of the strategy around prioritisation of schemes there are a number of new schemes and additions that are being proposed subject to viable business cases being produced and approved under current governance processes, before they can be brought into the capital investment programme. These schemes are set out in Appendix 6.
- 4.5 There are also two schemes in the current approved programme that are now being re-categorised as being subject to a viable business case being approved. These are the re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre and the Commercial Property Investment scheme. This is set out in Appendix 7.
- 4.6 The Council's current agreed capital programme for 2018/19 and future years is attached as Appendix 1 and totals £213.6m.
- 4.7 Movements and proposed new schemes and additions since the agreement of the revised programme in November 2018 are set out in Appendix 7, with more detail in Appendices 3 to 6. Excluding schemes subject to external funding approval and viable business case approval they have an overall effect of increasing the capital investment programme by £21.0m to £234.6m (Appendix 8). If all these schemes were approved it would increase the programme by a further £51.6m to £286.2m (Appendix 8).
Appendix 8 also shows how the proposed capital investment programme relates to the five themes.

5 Southend 2050 engagement programme

- 5.1 During spring 2018 the Council embarked on a major engagement exercise with residents and key local stakeholders to develop a shared and jointly owned ambition for Southend in 2050. As part of this a large scale borough-wide 2018 Residents Perception Survey was undertaken.
- 5.2 Residents were asked what they most like about living in this area. The seaside/beach was one of the top responses. A key element of this is Southend's historic pleasure pier, the longest in the world. In recognition of this, capital investment of £18.441m in the pier has been included in this proposed programme across the financial years 2018/19 to 2021/22, including £3.25m for the replacement of the pier trains. A further £10.5m is subject to a viable business case being agreed for the technical design and construction of the Pavilion Deck of the pier.
- 5.3 Parks and open spaces were another important aspect for residents. The town has many parks, gardens and nature reserves offering a range of facilities including sports pitches/courts, children's playgrounds, skateboarding, cafés, boating lakes, fishing lakes and wildlife areas. In recognition of this, capital investment of £1.223m in the town's parks and open spaces has been included in this proposed programme across the financial years 2018/19 to 2020/21.

- 5.4 Residents were also asked what they most disliked about living in this area. The quality of the roads and pavements was the top area of concern and in response to this, capital investment of £26.278m in improvements to the town's highway and footpath network has been included in this proposed programme across the financial years 2018/19 to 2021/22. This amount includes repairing potholes and improving the condition of the pavements around highway trees.
- 5.5 The availability of parking and the amount of traffic congestion were other key areas of concern and in response to this, capital investment of £6.858m for improvements and major works to the town's car parks and £4.690m for traffic management, network and control systems have been included in this proposed programme across the financial years 2018/19 to 2023/24.
- 5.6 Residents were asked how safe or unsafe they felt when outside in their local area. Less than one in ten residents said they felt unsafe during the day but four in ten residents said they felt unsafe after dark. Women and younger residents were more likely to feel unsafe after dark, with perceptions varying by locality. In response to this, capital investment of £2.94m for community safety has been included in this proposed programme across the financial years 2018/19 to 2020/21. £2.04m of this is for an upgrade to the existing CCTV cameras and installation of a number of new cameras in priority locations following consultation.

6. Other Key Areas of Investment 2019/20 to 2023/24

Other key areas of investment for the Council are identified in the sections below.

6.1 Housing

- 6.1.1 Under the theme Safe and Well investment in this area contributes to the desired outcome that we are well on our way to ensuring that everyone has a home that meets their needs.
- 6.1.2 The Housing, Homelessness and Rough Sleeping Strategy 2018-2028 was approved by Cabinet at its meeting of 6 November. The strategy has five high level aims:
- Prioritise the supply of safe, genuinely affordable homes;
 - Regeneration and growth to create inclusive, healthy places to live and thrive;
 - Encourage good quality housing design, management and maintenance;
 - Support people to live independently in their own homes and avoid homelessness;
 - Any instance of homelessness to be brief and non-recurrent.

The capital resource position for housing investment will be submitted once the implementation plans have been developed and considered. Business cases will be considered and agreed, with any resulting capital investment being brought into the programme at the appropriate time. Capital investment may be

supported by funding sources either from the General Fund or Housing Revenue Account (HRA) or by any other housing investment model.

- 6.1.3 The Housing Revenue Account capital investment programme for the 2019/20 financial year is £9.326m which comprises mainly Decent Homes work to the Council's housing stock including kitchen and bathroom modernisations, together with improvements to the common areas and environmental health and safety works. This also includes a budget of £0.700m for disabled adaptations, £1.258m for the construction of new housing on HRA land and £0.345m for some remodelling works to sheltered housing schemes.
- 6.1.4 The overall capital programme for the next five financial years 2019/20 to 2023/24 includes a commitment of at least £6.5m each year for major repairs and Decent Homes work to the Council's housing stock.

6.2 Social Care

- 6.2.1 Under the theme Safe and Well investment in this area contributes to the desired outcome that we are all effective at protecting and improving the quality of life for the most vulnerable in our community.
- 6.2.2 A major investment of £11.581m included in this capital programme (subject to a viable business case being approved) is for the re-development of the Delaware and Priory Residential Care homes and the Viking Day Centre. This will include the building of a new 60-bedroom care facility and a day centre providing high quality services for people with high and complex needs, including dementia, and incorporating specialist services for people with disabilities. The new centre will be flexible, enabling people to remain as independent as possible offering a wide range of activities to meet individual needs and interests as well as providing personal care, therapeutic and health interventions.

6.3 Schools

- 6.3.1 Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that our children are school and life ready and our workforce is skilled and job ready.
- 6.3.2 The schools capital investment programme for 2019/20 onwards will continue to be dominated by the need to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools. £12.711m of investment has been included in the proposed programme for this.
- 6.3.3 The secondary expansion programme is progressing well. 120 permanent places have been created for September 2018 and a further seven places will be available from September 2019 along with additional new places over the following years. This expansion will be across eight of the twelve secondary schools. The Primary School future demand will continue to be monitored closely.

6.4 Enterprise and Regeneration

- 6.4.1 Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bring prosperity and job opportunities to the borough.
- 6.4.2 A major investment of £24.818m included in this capital investment programme is for the Airport Business Park, a major strategic employment site in close proximity to London Southend Airport. It is envisaged that the new Business Park will become renowned as a leading regional centre for the science, medical and technology sectors and deliver benefits for both local businesses and local communities. The development will create thousands of job opportunities for local people, attract inward investment and it is hoped it will bring lasting prosperity to the region. Design consultants have been appointed for the Launchpad at the Airport Business Park. Procurement is in the early stages to find an operator, procurement of the remaining phase one infrastructure works is complete and procurement of phases two and three are underway.

6.5 Culture and Tourism

- 6.5.1 Under the theme Pride and Joy investment in this area contributes to the desired outcome that the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors.
- 6.5.2 Under the theme Safe and Well investment in this area contributes to the desired outcome that Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives.
- 6.5.3 Under the theme Active and Involved investment in this area contributes to the desired outcome that more people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.
- 6.5.4 Under the theme Opportunity and Prosperity investment in this area contributes to the desired outcome that key regeneration schemes such as seafront developments are underway and bringing prosperity and job opportunities to the borough.
- 6.5.5 A major investment of £18.450m included in this capital investment programme is for Forum II, the second phase development of the Forum in partnership with South Essex College. This will deliver education, cultural and business space so as to increase the opportunity to engage with digital, cultural and creative industries.

6.6 Other Investment

- 6.6.1 Subject to a viable business case being produced and approved, commercial property investment of £23.478m has been included in the proposed capital programme to continue to grow an investment portfolio to enable the Council to secure and maintain long-term growing income streams and capital appreciation. Such investments will be part of the Council's wider strategy, for example economic development and growth. The Council's Commercial

Property Investment Strategy is set out in the Corporate Asset Management Strategy.

6.6.2 Also subject to a viable business case being produced and approved, £2m of investment is included in the proposed capital investment programme for the construction of an Operation Centre which can discharge 24/7 control of core council services, including CCTV, Parking and Transport, Careline/Telehealth and Environmental Monitoring. Also included in this scheme is the ability to improve the use of data for both day to day operational and longer term strategic planning purposes.

6.6.3 The other proposed capital investment encompasses the following areas:

- Refurbishment of the Council's core property stock to deliver a planned condition programme;
- Essential refurbishment and renovation works to theatres, parks, leisure centres and other leisure assets;
- Upgrade and modernisation of the ICT core infrastructure;
- ICT schemes in support of business transformation;

7. Capital Investment Programme 2018/19 to 2023/24

7.1 The Council's proposed capital investment programme for 2018/19 and future years is attached as Appendix 8, which includes all of the adjustments identified in the other appendices.

7.2 The proposed capital investment programme represents a significant investment of nearly £235million on the part of the Council in the Southend area with a further £3million subject to external funding approval and a further £48million subject to a viable business cases being approved.

The projected investment in 2019/20 alone amounts to some £67million. Key areas of new and continued investment in 2019/20 and later years include:

- Continued investment in the Pier;
- Essential works for Leisure, Parks, Libraries, Theatres and Museums;
- Forum II;
- Highways infrastructure and Transport works;
- A127 works;
- Library Car Park site redevelopment;
- Development of a care home and related facility;
- Council Housing and Private Housing stock;
- Secondary School Expansion Programme;
- Airport Business Park;
- Digital Strategy and ICT infrastructure;
- Energy efficiency schemes;

8. Funding the capital investment programme

- 8.1 The proposed capital investment programme presented in this report is currently fully funded and has been prepared based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants and the timing and valuation of capital receipts (from the sale of existing surplus Council assets) that will be realised.

The proposed estimated funding for the programme (excluding schemes subject to external funding and viable business case approval) is as follows:

Type of funding:	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
External funding – capital grant	27.0	31.5	10.8	-	-	69.3
External funding – third party contributions	0.9	-	0.5	-	-	1.4
Capital Receipts	0.9	0.3	-	-	-	1.2
Major Repairs Reserve (Housing Revenue Account)	7.6	6.7	6.6	6.6	6.6	34.1
Earmarked reserves/ Revenue Contributions	5.9	-	-	-	-	5.9
Borrowing – Main Schemes ⁽¹⁾	23.8	19.2	9.4	0.3	0.3	53.0
Borrowing – Invest to Save ⁽¹⁾	0.8	4.4	6.9	-	-	12.1
Total	66.9	62.1	34.2	6.9	6.9	177.0

Note 1 - this relates to both internal and external borrowing

The estimated amounts of internal and external borrowing are shown in the table below:

Borrowing to fund capital schemes	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Internal borrowing	0	0	0	0	0	0
External borrowing	24.6	23.6	16.3	0.3	0.3	65.1
Total borrowing	24.6	23.6	16.3	0.3	0.3	65.1

- 8.2 An updated Corporate Asset management Strategy (CAMS) for the period 2015-25 was agreed by Cabinet on 22 September 2015 and endorsed by Full Council on 22 October 2015. This revised CAMS records a clear preference for the retention of freeholds but does recognise that in some circumstances, a disposal is the most appropriate course of action. The Capital Receipts target of £1m p.a. is retained but is not a key driver for the sale of property. Capital receipts will reduce the need for borrowing to support the Capital Investment Programme if they can be generated.

8.3 When the Council enters into Prudential Borrowing to fund capital expenditure, there is a revenue impact and therefore an increase to the Councils budget requirement. As an indicative guide to the revenue consequence, there is a cost of approximately £70k for every £1m borrowed or if £10m is borrowed this would equate to an increase in Council Tax of approximately 1%.

8.4 The full impact of borrowing costs associated with the funding of the proposed programme has been included in the Council's current financial planning for 2019/20 to 2023/24. The draft 2019/20 revenue budget elsewhere on this agenda incorporates the required borrowing costs budget requirement for 2019/20.

8.5 **Schools Funding**

8.5.1 In February 2018 the Government confirmed the Education Maintenance Capital allocations and Devolved Formula Capital (DFC) for 2018/19 and gave an indication that a similar level of grant would be available for 2019/20, subject to downwards adjustments as more schools convert to academy status. Basic Need Grant was confirmed for the three years 2018/19 to 2020/21.

The grant funding was confirmed as follows:

- £4.831 million of basic need funding to provide school places to be paid in 2018/19 with indicative sums of £3.82million paid in 2019/20 and £10.35 million in 2020/21.
- £0.615 million of Maintenance Capital to support the needs of the schools we maintain and for the Sure Start children's centres;
- £0.125 million of Devolved Formula Capital for schools;

8.5.2 All of these allocations will be delivered as capital grant.

8.5.3 The Government is due to confirm in February 2019 the 2019/20 grant figures and issue indicative grant figures for the years 2020/21 and 2021/22. If these figures are available in time they will be included in the report to Cabinet for February 2019.

8.5.4 The Basic Need Grant awarded to Local Authorities includes expansion at academies. The Government also expects all Local Authorities to fund capital works for any new academy arising from a Basic Need requirement unless the new school is funded directly from Central Government.

8.5.5 Government funding is not ring fenced and Southend, like many other authorities, will be spending more on Basic Need than the awarded grant.

8.5.6 Once the 2019/20 maintenance grant has been published officers will produce a draft condition programme. It is hoped, as in previous years, future years indicative amounts will also be included to allow a multi-year programme to be set that will allow schools to plan ahead.

8.5.7 The income received from Central Government for maintenance only covers maintained schools and will continue to reduce in relation to the increase in the

number of academies. Academies are able to bid into a central pot directly to the Department for Education for capital funding.

8.5.8 Although the maintenance grant will decrease as more schools convert to academy status the schools condition programme will continue to address high priority condition items at schools and children's centres as far as funds allow, which if not done could result in a closure. The replacement of boilers, curtain walling and rewiring continues to dominate the investment programme.

8.5.9 Where already announced and allocated to schemes the capital grant allocations are included in the funding table in paragraph 8.1.

8.6 Highways and Transportation Funding

8.6.1 The expenditure will be delivered by fully un-ringfenced capital grants.

8.6.2 The settlement is as follows:

	2019/20 £'000	2020/21 £'000
Integrated Transport	1,401	1,401
'Needs Based' Highways Capital Maintenance Block	1,121	1,121

8.6.3 The allocations for the Integrated Transport Block (ITB) 2020/21 are indicative and are awaiting confirmation from the Department for Transport (DfT).

8.6.4 Pothole Funding of £250 million was announced in the Budget 2015. This funding is allocated by formula shared by Local Highways Authorities between 2016/17 and 2020/21 based on the road length for which each authority is responsible. The allocated sum to Southend Borough Council is £65k per year until 2020/21.

8.6.5 To allow the full delivery of the 2019/20 Local Transport Plan (LTP) programme, the full spend is proposed to be met 100% by capital grant.

- Typical schemes are presented in the context of four 'Actions' as set out in the Local Transport Plan (LTP3) Implementation Plan 2015/16 to 2020/21.
- The prioritisation process is set out in diagram 1 of the implementation plan. In addition, maintenance schemes will be progressed using the latest information from the Gaist Asset Management work.
- As in previous years, there is flexibility to allocate funding between the two blocks and the LTP actions.

8.6.6 Where already announced the capital grant allocations are included in the funding table in paragraph 8.1.

- 8.7 The other revenue implications of the proposed new schemes and additions to the capital investment programme are set out in the table at the end of Appendix 6. In summary these are:
- Commercial Property Investment – the rental incomes to at least cover the financing costs;
 - ICT – Southend Operation Centre – £198,000 p.a. from 2021/22 generated by selling services to other organisations, £5,000 p.a. running costs for the new museum store;
 - Chalkwell Hall Infants Energy Project – the revenues generated covering the financing costs;
 - CCTV upgrade – £37,000 p.a. for increased camera support and maintenance costs;
 - Civic Centre Boilers - £5,000 p.a. savings in gas costs through greater efficiency.
- 8.8 In summary, it is the Chief Finance Officer's view that the 2019/20 to 2023/24 proposed capital programme is Prudent, Affordable and Sustainable.

9. Other Options

- 9.1 The proposed Capital Investment Programme is compiled from a number of individual projects, any of which can be agreed or rejected independently of the other projects.

10. Reasons for Recommendations

- 10.1 The proposed Capital Investment Programme is compiled from a number of individual projects which either contribute to the delivery of the Councils ambition and desired outcomes or enhance the Councils infrastructure.

11. Corporate Implications

11.1 Contribution to the Southend 2050 Road Map

In line with the Capital Investment Strategy the projects contribute to the delivery of the Southend 2050 ambition and achievement of the desired outcomes, five year roadmap and five themes (as shown in Appendix 8).

11.2 Financial Implications

As set out in the report.

11.3 Legal Implications

None at this stage.

11.4 People Implications

None at this stage.

11.5 Property Implications

The Capital Investment Strategy and Corporate Asset Management Strategy (CAMS) may affect the Council's property holdings, assets and liabilities. The Strategy and CAMS will reflect the implications of the agreed capital investment programme and any impact on the level of required borrowing.

The CAMS now also includes a Commercial Property Investment Strategy setting out the Council's clear intention to proceed to make commercial property investments on the basis of specialist independent advice and where there is a good, sustainable return to be made both in terms of on-going revenue and long term capital appreciation.

11.6 Consultation

Consultation has taken place as agreed in the budget timetable, for example the large scale borough-wide 2018 Residents Perception Survey as a key part of the Southend 2050 engagement programme.

11.7 Equalities and Diversity Implications

Assessments have been carried out for all capital investment proposals where appropriate.

11.8 Risk Assessment

All capital projects are delivered using best practice project management tools as appropriate. This requires a full risk assessment and management review to be carried out. The programme includes an appropriate sum within each project to cover build risk and claims.

11.9 Value for Money

All projects are required to follow and adhere to procurement guidance issued by the Council. They must also comply with procedure rules for entering into and managing contracts with suppliers.

11.10 Community Safety Implications

Assessments have been carried out for all capital investment proposals where appropriate.

11.11 Environmental Impact

Assessments have been carried out for all capital investment proposals where appropriate.

12. Background Papers

12.1 Corporate Asset Management Strategy 2015-2025:

http://www.southend.gov.uk/downloads/file/2074/corporate_asset_management_strategy_2015-2025

13. Appendices

Appendix 1 – Approved Capital Investment Programme November 2018

Appendix 2 – Capital Investment Strategy – 2019/20 to 2023/24

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Re-profiles Between Years

Appendix 5 – New External Funding

Appendix 6 – Proposed New Schemes and Additions to the Capital Investment Programme

Appendix 7 – Summary of Changes to Approved Capital Investment Programme

Appendix 8 – Amended Capital Investment Programme 2019/20 to 2023/24 (2018/19 shown for information)

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Current Approved Capital Investment Programme 2018/19 to 2021/22 - Summary by Area of Investment (Cabinet 6/11/18)

Appendix 1

Scheme	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
General Fund Housing	1,372	2,020	900	577	4,869
Council Housing and New Build Programme	9,453	8,131	6,200	-	23,784
Social Care	3,214	7,538	2,362	-	13,114
Schools	13,352	13,714	391	-	27,457
Enterprise and Regeneration	4,841	12,600	7,520	5,698	30,659
Southend Pier	3,158	2,218	3,915	5,900	15,191
Culture and Tourism	7,095	4,145	13,530	3,950	28,720
Community Safety	233	667	-	-	900
Highways and Infrastructure	10,736	13,150	15,824	-	39,710
Works to Property	1,170	4,591	4,643	8,432	18,836
Energy Saving	714	1,592	-	-	2,306
ICT	3,998	1,874	40	-	5,912
S106/S38/CIL	1,145	773	35	171	2,124
TOTAL CAPITAL INVESTMENT PROGRAMME	60,481	73,013	55,360	24,728	213,582

Total budget for 2019/20 to 2021/22:

153,101

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
General Fund Housing						
Disabled Facilities Grant	C10145	922	900	900	577	3,299
Empty Dwelling Management	C10020	150	207			357
PSH Works in Default - Enforcement Work	C10503	50	88			138
Private Sector Renewal	C10146	250	825			1,075
Total General Fund Housing		1,372	2,020	900	577	4,869
Council Housing and New Build Programme						
Bathroom Refurbishment	C10161	130				130
Central Heating	C10162	1,079				1,079
Common Areas Improvement	C10168	1,709				1,709
Environmental - H&S works	C10163	1,517				1,517
Kitchen Refurbishments	C10164	649				649
Rewiring	C10165	193				193
Roofs	C10166	1,075				1,075
Windows and Doors	C10167	432				432
Future Programme (MRA & Decent Homes)	C10298		6,359	6,200		12,559
HRA Disabled Adaptations - Major Adaptations	C10015	784				784
HRA Disabled Adaptations - Minor Adaptations	C10257	100				100
Sheltered Housing DDA works	C10177		345			345
S106 HRA Land Review	C10685	1,455	1,258			2,713
Construction of New Housing on HRA Land	C10684	45				45
Acquisition of leasehold property	C10909	115				115
Acquisition of tower block leaseholds - Queensway	C10614	170	169			339
Total Council Housing and New Build Programme		9,453	8,131	6,200	-	23,784
Social Care						
Community Capacity	C10526	177				177
Dementia Friendly Environments	C10598	17				17
Children's Residential Care Provision	C10960		400			400
SEND Module and Integration with Liquid Logic	C10961	30	90			120
Learning Management System	C10929	120				120
Mental Health Funding Stream	C10184	36				36
Transforming Care Housing	C10689		163			163
LATC - Delaware and Priory	C10621	2,834	6,885	2,362		12,081
Total Social Care		3,214	7,538	2,362	-	13,114

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
Schools						
AHDC Short Breaks for Disabled Children	C10282		64			64
Healthy School Capital Funding	C10991	52				52
Adult Community College rainwater goods	C10989	67				67
Chalkwell Hall Infants replace relocatables (SBC 50%)	C10988		109			109
Chalkwell Hall Juniors roofs	C10987	10	100			110
Children's Centre - Landlords Maintenance	C10990	45				45
Earls Hall Primary heating	C10986	40				40
Eastwood Primary roof	C10985	100	100			200
Fairways Primary Boiler	New	60				60
Fairways Primary roof	C10983	15				15
Fairways Primary curtain walling	C10984	150	240			390
Future condition projects	C10024	73				73
Futures Heating and Pipe Ducts	C10714	68				68
Leigh North Street boiler	C10982	110				110
West Leigh Infant Boiler	New		160			160
Devolved Formula Capital	C10014	125				125
Earls Primary School	C10864	332				332
Temple Sutton - Early Years	C10992	10				10
Expansion of 2 yr old Childcare Places	C10558	65				65
School Improvement and Provision of School Places	C10475	11,800	12,711			24,511
Special Provisiion Capital Fund	C10910	230	230	391		851
Total Schools		13,352	13,714	391	-	27,457
Enterprise and Regeneration						
Airport Business Park (including Local Growth Fund)	C10261	4,200	11,600	7,520	5,698	29,018
City Deal - Incubation Centre	C10668	31				31
Better Queensway - Regeneration	C10747	610	750			1,360
Housing Infrastructure Feasibility	C10956		250			250
Total Enterprise and Regeneration		4,841	12,600	7,520	5,698	30,659
Southend Pier						
Southend Pier - Bearing Refurbishment (Phase One)	C10885	919				919
Southend Pier - Condition Works Engineers	C10697	750	1,200	415		2,365
Southend Pier - Condition Works Surveyors	C10918	354	518			872
Southend Pier - Pier Entrance Enhancement	C10887	186				186
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	C10884	49				49
Southend Pier - Prince George Extension (Phase Two)	C10905	150		1,000	1,158	2,308
Southend Pier - Structural Works	New			500		500
Southend Pier - Timber Outer Pier Head	C10886	750	500	2,000	4,742	7,992
Total Southend Pier		3,158	2,218	3,915	5,900	15,191

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
Culture and Tourism						
Belfairs Swim Centre	C10623		42			42
Chase Sports and Fitness Centre - Lighting Fitting Replacement	C10875	54				54
Shoeburyness Leisure Centre – Building Management	C10965	85				85
Southchurch Park Bowls Pavillion	C10739		20			20
Southend Cliffs - Replacement of Handrails	C10881	31				31
Southend Leisure and Tennis Centre - Building Management System (BMS) Control	C10882	47				47
Wheeled Sports Facility Central Southend Area	C10966	25	225			250
Allotments Water Supply Upgrade	C10967	100	110			210
Badger Setts in Priory Park and Sidmouth Park	C10993	70				70
Chalkwell Park and Priory Park Tennis Courts	C10682	30				30
Parks Feasibility and Options Appraisals	C10968	25				25
Playground Gates	C10779		123			123
Replacement and Upgrade of Parks Furniture	C10879	30	30	30		90
Replacement of Play Equipment	C10780	47				47
Shoebury Common Regeneration	C10964	50	250			300
Sidmouth Park - Replacement of Play Equipment	C10880	5	64			69
Southchurch Park Tow Path	C10781	199				199
Forum II – SBC Match Funding to LGF	C10979	500	1,000	13,500	3,950	18,950
Kiosks in Libraries	New		40			40
Library Review	C10624	186				186
Cliffs Pavilion – Auditorium Air Handling Unit	C10969	25	90			115
Cliffs Pavilion – Boiler Flues	C10970	10	115			125
Cliffs Pavilion – Chiller	C10971	5	170			175
Cliffs Pavilion - External Refurbishment works	C10876	56	250			306
Joint Theatres and Leisure Centres – Asbestos	C10972	115				115
Palace Theatre - Air Handling Units	C10782	230				230
Palace Theatre Boilers Replacement	C10877	13				13
Palace Theatre - Replacement of Asbestos Stage Safety Curtain	C10878	83				83
Central Museum Works	C10867		249			249
Inflatable Planetarium	New		35			35
New Museum - Gateway Review	C10776	1,181				1,181
Prittlewell Prince Research	C10043	38				38
Prittlewell Prince Storage	C10696		35			35
New Artist Studios	C10973	875				875
Belton Hills Steps	C10777	1,485				1,485
Energy Improvements in Culture Property Assets	C10565		110			110
Fire Improvement Works	C10974	500	500			1,000
"Make Southend Sparkle" Initiative	C10778	16				16
Property Refurbishment Programme	C10626	750	487			1,237
Pump Priming Budget	C10044	128	200			328
Queen Victoria statue - security fence	C10997	25				25
Resorts Services Signage	New	45				45
Resorts Assets	C10883	31				31
Total Culture and Tourism		7,095	4,145	13,530	3,950	28,720

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
Community Safety						
CCTV Equipment Renewal	C10894	133	267			400
Security Measures	C10957	100	400			500
Total Community Safety		233	667	-	-	900
Highways and Infrastructure						
Cliff Slip Investigation Works	C10784	100	153			253
Coastal Defence (Shoebury Common Sea Defence Scheme)	C10011	186	200	3,795		4,181
Improving Resilience of the Borough to Flooding from Extreme Weather Events	C10888	221				221
Manor Road Cliff Stabilisation	C10963	100	225			325
Flood Prevention Works	C10962		1,125	1,125		2,250
Carriageways and Footways Improvements	C10786	1,000	1,000			2,000
Cinder Path	C10115	100				100
Highways Maintenance - Potholes	C10588	146	65	65		276
Improve Footway Condition Around Highway Trees	C10953	150	200			350
Improved Car Park Signage and Guidance Systems	C10890	329	25			354
Town Centre Redevelopment Improvements - Highways (NPIF)	C10889	615	1,235			1,850
Piddlebrook Greenway - Undermining	C10923	75				75
Southend Highway Flood Reduction and Resilience Improvement Scheme	C10921	565				565
Coach Parking	C10954	250				250
Parking Strategy	C10955	200				200
LTP (Integrated Transport block) - Bridge Strengthening	C10512	306	575	300		1,181
LTP (Integrated Transport block) - Better Sustainable Transport	C10384	533	400	400		1,333
LTP (Integrated Transport block) - Better Networks	C10671	639	400	400		1,439
LTP (Integrated Transport block) - Traffic Management Schemes	C10513	400	400	400		1,200
LTP (Integrated Transport block) - Traffic Control Systems	C10470	316	201	201		718
LTP - Maintenance	C10076	1,006	696	671		2,373
LTP - Maintenance - Street Lighting	C10708	150	150	150		450
Local Growth Fund - A127 Growth Corridor	C10699	1,872	4,100	6,317		12,289
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	C10702	976	2,000	2,000		4,976
A127 Junction Improvements	C10553	397				397
HCA Progress Road	C10254	18				18
Southend Transport Model	C10058	40				40
Travel Centre - Bus Service Provision in the Town Centre	C10892	46				46
Total Highways and Infrastructure		10,736	13,150	15,824	-	39,710

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
Works to Property						
62 Avenue Road - demolition	C10922	5	44			49
Belfairs Park Restaurant/Golf Club Preventative Works	C10959	190				190
Civic East Car Park Redevelopment	C10748	8	42		4,790	4,840
Commercial Property Investment	C10749		3,778			3,778
Darlows Green former WCs demolition	C10919	40				40
East Beach Café Project	C10644		32			32
Herbert Grove Security	C10854	8				8
Land Acquisition Works	C10913				1,867	1,867
Library Car Park Reconstruction and Enhancement	C10750	50		4,083	1,775	5,908
New Beach Huts Phase 2	C10631	6				6
Pier Arches External Landlord Works	C11003	93				93
Pier Arches toilets - waterproofing solution	C10734	30				30
Porters Civic House and Cottage	C10571	5				5
Priory House EPH Fire Alarms	C10977	32				32
Ropers Farm Cottages - water supply	C10840	5				5
Seaways Development Enabling Works	C10643	4				4
Seaways - HCA Condition Funding	C10656		170			170
SMAC Eastern Esplanade Slipway	C11000	27				27
Working Environment	C11001	50				50
Urgent Works To Property	C10181	13				13
Cemetery - Ride on Mower	New			30		30
Essential Crematorium/Cemetery Equipment	C10572	17				17
Pergola Walk Memorial Scheme	C10755	7				7
Replacement Boiler at Southend Crematorium	C10866	130				130
Civic Centre Boilers	C10980	245				245
Replacement of Coffin Charger	New		40			40
Sutton Road Cemetery Road Repairs	New			40		40
Priority Works	C10121	205	485	490		1,180
Total Works to Property		1,170	4,591	4,643	8,432	18,836
Energy Saving						
Beecroft - Theatre Lighting and Draughtproofing	C10996	8				8
Civic Centre Boilers - Low Loss Header	C10676		20			20
Civic Centre CHP/Lifts Feasibility	C10930	5				5
Civic Centre Lifts Regeneration	C10931	33				33
Energy Efficiency Projects	C10788	32	727			759
Old Beecroft Ground Source Heat Pump Feasibility	C10932	15				15
Pier Energy Efficiency Scheme	C10933	58				58
Real Time Air Quality Measurement - Feasibility	C10958	10	65			75
Solar PV Projects	C10789	500	457			957
Schools and Council Buildings Solar PV	C10740	23	323			346
Two Tree Island Contamination Study	C10995	30				30
Total Energy Saving		714	1,592	-	-	2,306

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

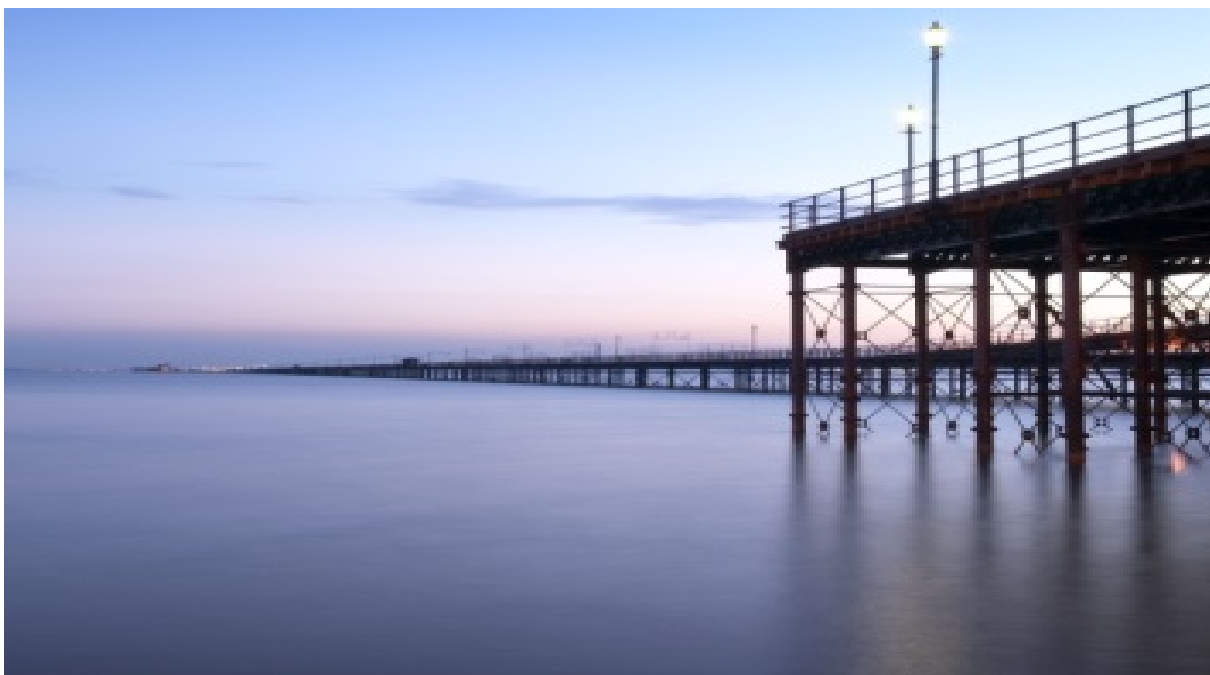
Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
ICT						
Channel Shift	C10757	493				493
DEFRA Inspire III	C10640	4				4
Disaster Recovery Relocation	New	55				55
Extending WiFi in Council Premises	C11002	40				40
HR Recruitment Contract Implementation	C10994	150				150
N3 Connectivity in Civic Building	C10767	146	85			231
ICT - Core Application and Database Migration	C10895		71			71
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	C10637	1,010				1,010
ICT - Central Government IT Security Compliance	C10898	139				139
ICT – Cyber Security/Public Services Network	C10950	40	40	40		120
ICT - Southend Operation Centre	C10904	78	400			478
ICT - Digitally Enable the Council Offices	C10897	19				19
ICT Enterprise Agreement	C10636	329	345			674
ICT – Health and Social Care – GovRoam	C10951	20				20
ICT - Phones Migration and Re-Tender	C10900	172				172
ICT Rolling Replacement Programme	C10576	259	250			509
ICT - Southend Network Monitoring Equipment	C10901	19				19
ICT – Wide Area Network Enhancements	C10952	120				120
Mobile Device End Point Protection Replacement	C10768	90				90
Northgate - Revenues and Benefits application	C11004	50				50
Place - Culture and Enterprise and Tourism - EPOS System	C10758	26				26
Remote Working Enhancements	New		50			50
Replacement and Enhancement to Cash Receipting System	C10578	238				238
Software Licencing	C10426	400	400			800
IoT Smart City Delivery	C10580	101	233			334
Total ICT		3,998	1,874	40	-	5,912
S106/S38/CIL						
S106 3 Acacia Drive 1401434FULM - affordable housing	C10857		177			177
S106 Essex House 1600116DOV - affordable housing	C10852		320			320
S106 3-5 High Street 1501496AMDT - affordable housing	C10915	196				196
S106 845-849 London Rd 1601030AMDT – affordable housing	C10946	143				143
S106 St Hildas 1700530AMDT - affordable housing	C10934	11				11
S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing	C10926	218				218
S106 23/04/2015 Hinguar and Saxon - public art contribution	C10845	18				18
S106 Ajax Works 0300130ful - landscaping maintenance	C10199	6				6
S106 Albany Court 1500369AMDT - public art contribution	C10846	25				25
S106 Avenue Works 1401968AMDT - Public Art	C10801		15			15
S106 Former Balmoral 1400914FULM – public art contribution	C10861	1				1
S106 Bellway Prittlebrook 1400943FULM - Local play facilities	C10804	15				15
S106 Former College 1000225FUL - Tree Replacement	C10207	11				11
S106 Garrison 0000777 Deposit - information boards	C10811	2				2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	C10812	10				10
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	C10815	6				6
S106 Garrison Park Store	C10188	1				1

Current Approved Capital Investment Programme 2018/19 to 2021/22 (Cabinet 6/11/18)

Appendix 1

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	Total Current Budget £000
S106 Lifstan Way 0000273 Out - Open Space Maintenance	C10269	81				81
S106 North Shoebury Road 0301504out - Public Art	C10819	62				62
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	C10205	45				45
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	C10820	35	35	35	171	276
S106 Sunlight Ldry 1400411FULM - Public Art	C10821	13				13
S106 22-23 The Leas 0700820FULM - bus service contribution	C10832		43			43
S106 Essex House 1500521FULM - bus stop improvement	C10793		3			3
S106 Former College 1500803BC4M - parking survey contribution	C10893	10				10
S106 Avenue Works 1401968AMDT - cycleway improvement	C10727	1				1
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	C10808	4				4
S106 High Works Shoe Garrison	C10213	2				2
S106 Albany Court 1500369AMDT - signage contribution	C10842	10				10
S106 Hinguar 1401672BC4M - highway contribution	C10851	5				5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	C10816	2				2
S106 Sunlight Ldry 1400411FULM - Highway Works	C10686	2				2
S106 Texsol Kenway 1500468FULM - highway	C10849	2				2
S106 Texsol Kenway 1500468FULM – public realm contribution	C10858	14				14
S106 Seec 0200500ful - Highway Works	C10073	104				104
S106 Univ H-Way0401561ful	C10196	13				13
S38/S278 Airport 0901960 Fulm	C10275	14	65			79
S38 Bellway Homes 14/00943/fulm	C10746	4	74			78
S38 Old Hinguar School	C10859	4				4
S78 Bellway Homes 14/00943/fulm	C10730	2	8			10
S38 Fossetts Farm Bridleway	C10193	20	28			48
S38 Garrison NBP Road Supp Fee	C10267	3	5			8
S38 Inspection Magazine Rd	C10190	5				5
CIL Ward NA – Chalkwell – Landscaping on Chalkwell	C10936	2				2
CIL Ward NA – Kursaal – Annual community event at Southchurch Hall	C10937	1				1
CIL Ward NA – Milton – Milton Park improvements	C10938	5				5
CIL Ward NA – Milton – Street signs	C10939	2				2
CIL Ward NA – Milton – Park Street replacement bollards	C10940	3				3
CIL Ward NA – St Lukes – Cluny Sq Park improvements (5 a side goals/seating)	C10942	1				1
S106 Audley Court 0200874 Ful - CCTV	C10276	10				10
S106 Garrison 0000777 Depost - CCTV	C10810	1				1
Total S106/S38/CIL		1,145	773	35	171	2,124
TOTAL CAPITAL INVESTMENT PROGRAMME		60,481	73,013	55,360	24,728	213,582



Southend-on-Sea Borough Council

Capital Investment

Strategy

2019/20 – 2023/24

January 2019

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Annexes:

Annex 1 – Capital Investment Policy

Annex 2 – Capital Investment Strategy – links to other corporate strategies and plans

Annex 3 – Specific risks and their proposed mitigation

Annex 4 – Monitoring lifecycle for capital investment programme expenditure

Annex 5 – Gateway Review process

Annex 6 – Key Project Stages

Annex 7 – Policies for funding capital expenditure and investment

SOUTHEND-ON-SEA BOROUGH COUNCIL

CAPITAL INVESTMENT STRATEGY

1 Introduction

Southend 2050 is a mind-set rather than one single publication or statement. It looks to translate the desires of local people and stakeholders into action that is needed, both now and in the medium term, and looks to the long term. It comprises the Council's ambition, associated outcomes by theme that set the context, a Five Year Road Map and a suite of other delivery plans, strategies and policies that fit the context of Southend 2050.

The ambition is an overarching view of the Council's future direction which aims to articulate the visible changes to the environment and the more fundamental effects on people's lives, essentially capturing how it could feel to live, work or visit Southend in the future. It was developed following extensive conversations with those who live, work, visit, do business and study in Southend. The ambition complements the Essex 2050 vision, The Future of Essex developed by Essex wide stakeholders and the emerging South Essex 'proposition', titled 'What sort of place are we making?' This is being developed by South Essex local authorities who are collectively looking to the future.

This ambition is supported by five themes:

- Theme 1: Pride and Joy – by 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;
- Theme 2: Safe and Well – by 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;
- Theme 3: Active and Involved – by 2050 we have a thriving, active and involved community that feel invested in our city;
- Theme 4: Opportunity and Prosperity – by 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;
- Theme 5: Connected and Smart – by 2050 people can easily get in, out and around our borough and we have a world class digital infrastructure.

As steps towards that ambition the Council will agree five year roadmaps. The road map outlines the Council's role in achieving the ambition and provides a high level guide for Councillors, staff, partners and others in aligning their capacity and resources to priorities. It builds on our existing achievements and outlines what the Council wants to achieve in the coming five years. There will be five strategic delivery plans, one per theme reflecting the road map. These will be supported by delivery plans which reflect our ambition and which focus on achieving desired outcomes in five years' time:

Pride and Joy

- There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea;
- The variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;
- We have invested in protecting and nurturing our coastline, which continues to be our much loved and best used asset;
- Our streets and public spaces are clean and inviting.

Safe & Well

- People in all parts of the borough feel safe and secure at all times;
- Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives;
- We are well on our way to ensuring that everyone has a home that meets their needs;
- We are all effective at protecting and improving the quality of life for the most vulnerable in our community;
- We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.

Active and Involved

- Even more Southenders agree that people from different backgrounds are valued and get on well together;
- The benefits of community connection are evident as more people come together to help, support and spend time with each other;
- Public services are routinely designed - and sometimes delivered - with their users to best meet their needs;
- A range of initiatives help communities come together to enhance their neighbourhood and environment;
- More people have active lifestyles and there are significantly fewer people who do not engage in any physical activity.

Opportunity and Prosperity

- The Local Plan is setting an exciting planning framework for the Borough;
- We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, homes, culture and leisure opportunities;

- Our children are school and life ready and our workforce is skilled and job ready;
- Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough;
- Southend is a place that is renowned for its creative industries, where new businesses thrive and where established employers and others invest for the long term.

Connected and Smart

- It is easier for residents, visitors and people who work here to get around the borough;
- People have a wide choice of transport options;
- We are leading the way in making public and private travel smart, clean and green;
- Southend is a leading digital city with world class infrastructure that enables the whole population.

The aims, priorities and objectives of delivery plans will align with the ambition and desired outcomes. Accordingly resources will be prioritised and reallocated to deliver the Five Year Road Map. All capital expenditure and capital investment will therefore be driven by the aim of contributing to the delivery of the ambition and the desired outcomes. This capital investment strategy has been written in this context.

2 Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital investment strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Investment Strategy is a key document for the Council and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

3 Scope

This Capital Investment Strategy includes all capital expenditure and capital investment decisions, not only as an individual local authority but also those entered into under group arrangements. It sets out the long term context in which decisions are made with reference to the life of the projects/assets.

4 Capital Expenditure

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to the Council generally for a period of more than one year, e.g. land, buildings, roads, vehicles. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services.

The capital investment programme is the authority's plan of capital works for future years, including details on the funding of the schemes. Included are the projects such as the purchase of land and buildings, the construction of new buildings, design fees and the acquisition of vehicles and major items of equipment. Also included could be service and commercial investments.

5 Capital vs. Treasury Management Investments

Treasury Management investment activity covers those investments which arise from the organisation's cash flows and debt management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Treasury Management Policy and the Annual Treasury Management Investment Strategy.

The CIPFA Treasury Management Code recognises that organisations may make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. The management of associated risk for these investments is set out in the Capital Investment Policy attached as Annex 1 to this strategy.

6 Links to other corporate strategies and plans

To support the outcomes set out in the introduction a number of key strategies have been agreed, for example the Core Strategy, Digital Strategy and the

Housing, Homelessness and Rough Sleeping Strategy. To support the delivery of these key strategies a number of other interrelated strategies and plans are in place, such as the Medium Term Financial Strategy, Capital Investment Strategy, Corporate Asset Management Strategy (and related asset management plans), Treasury Management Strategy and Annual Treasury Management Investment Strategy.

The operation of all these strategies and plans is underpinned by the Council's constitution, in particular the Contract Procedure Rules and the Financial Regulations.

Annex 2 shows how this Capital Investment Strategy links to the other corporate strategies and plans. This is all in the context of the activities of the Council's group portfolio, the South Essex 2050 plan and the wider national context.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

7 Risk Management

Risk is the threat that an event or action will adversely affect the Council's ability to achieve its desired outcomes and to execute its strategies successfully.

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties. The corporate risk register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme and for the capital investment programme as a whole, especially when investing in capital assets held primarily for financial returns. Under the CIPFA Prudential Code these are defined as investments and so the key principle applies of control of risk and optimising returns consistent with the level of risk.

Risk appetite:

The Council accepts there will be a certain amount of risk inherent in delivering the desired outcomes of the 2050 Ambition. The Council seeks to keep the risk of

capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, the Council seeks to mitigate or manage those risks to a tolerable level. All key risks identified as part of the capital planning process are considered for inclusion in the corporate risk register.

The Strategic Director (Finance and Resources) will report explicitly on the deliverability, affordability and risk associated with the Capital Investment Strategy. Where appropriate he will have access to specialised advice to enable him to reach his conclusions.

Specific risks and their proposed mitigation are set out in Annex 3.

8 The Capital Budget Setting Process

8.1 Key Criteria Set by Members

For any particular budget setting year, the process starts in the spring of the preceding year with sessions held with Members of the Cabinet to help identify and discuss the key criteria by which proposals will be considered. These may include:

- Achievement of the Council's strategic outcomes for Southend 2050;
- Maintenance of the essential infrastructure of the organisation;
- Essential Health and Safety works;
- Essential rolling programmes;
- Whether wholly financed by external/internal funding;
- Match funded investment for regeneration projects;
- Commercial investment that generates a revenue stream and/or a strategic asset holding;
- Invest to save schemes.

8.2 Identifying the need for Capital Expenditure/Investment

The need for a capital scheme may be identified through one or more of the following processes.

- Service areas prepare plans for the delivery and improvement of their services which align with the overall desired outcomes of the Council; these must identify any capital investment needed to meet future service

outcomes. This should be the main method of identifying and planning for outcome driven capital requirements;

- The Corporate Asset Management Strategy and the Education and Schools Asset Management Plans highlight deficiencies in the condition, suitability and sufficiency of the Council's existing building stock and identify future areas of need;
- The Housing Asset Management Plan highlights deficiencies in the condition, suitability and sufficiency of the Council's existing housing stock and identifies future areas of need;
- The Transport Asset Management Plan is the Council's primary transport asset planning tool to ensure the highway infrastructure and public realm is managed sustainably and in a way that underpins the wider corporate outcomes;
- The Performance Management System may identify problem areas where capital investment is needed in order to improve service delivery and meet key performance measures;
- Reviews and external Inspections may also identify areas that need capital investment;
- The need to respond to Government initiatives and new laws and regulations;
- The need to generate a revenue income to contribute to the delivery of desired outcomes.

These plans and review outcomes must be considered by Cabinet Members and their Chief Officers. Cabinet Members must identify their key capital priorities for the relevant planning period by the end of summer each year.

8.3 Deciding which Schemes are to be put forward

Once the list of key capital priorities has been identified, in preparing capital project proposals consideration should be given to the key criteria identified earlier in the year.

Additionally, due consideration should be given to:

Prudence:

- Recognition of the ability to prioritise and refocus following transformation work;
- Recognition of the capacity in the organisation to deliver such a programme;
- Recognition of the knowledge and skills available and whether these are commensurate with the appetite for risk;

- Recognition of the future vision of the authority;
- The approach to commercial activities including ensuring effective due diligence, expert advice and scrutiny, defining the risk appetite and considerations of proportionality in respect of overall resources;
- The approach to treasury management and the management of risk as set out in the Treasury Management Strategy.

Affordability:

- Revenue impact of the proposals on the Medium Term Financial Plan;
- The borrowing position of the Council, projections of external debt and the use of internal borrowing to support capital expenditure;
- The authorised limit and operational boundary for the following year;
- Whether schemes are profiled to the appropriate financial year.

Sustainability:

- A long-term view of capital expenditure plans, where long term is defined by the financing strategy of and risks faced with reference to the life of the project/assets;
- Provision for the repayment of debt over the life of the underlying debt as set out in the Minimum Revenue Provision policy;
- An overview of asset management planning including maintenance requirements and planned disposals.

All bids are submitted using the agreed template and in line with the appropriate timetable. The template includes for each project or scheme:

- Title and description;
- High level aims and outcomes;
- The project sponsor;
- Outcomes expected from the scheme;
- Proposed capital cost and funding source in each relevant future year(s);
- Revenue implications in each relevant future year(s);
- Expected improvements to service delivery;
- Consultation;
- Risk assessment;
- Equalities Impact Assessment.

Cabinet Members must be briefed and understand the expected outcomes and the budget consequences, both revenue and capital, of completing the scheme. Possible sources of funding can then be considered for each of the proposed capital schemes. Each project will be considered in terms of revenue funding to cover the operational running costs of the asset and any borrowing repayment costs, and also how the asset will be funded in terms of capital expenditure.

The proportionality of the proposals as a whole will then be considered in respect of overall resources and longer term sustainability and risk. The Strategic Director (Finance and Resources) will take an overall view on the prudence, affordability and sustainability of the overall borrowing level if all bids are accepted.

Once the Strategic Director (Finance and Resources) has taken a view of the prudence of the overall borrowing level, the Corporate Management Team will then consider the bids from a corporate priority perspective.

8.4 Prioritisation of Schemes put forward

Capital investment can be a means to contribute to the achievement of revenue sustainability and local or regional growth ambition. However, there will inevitably be a gap between the capital investment programme ambition and the available resources, which are finite and there is a limit on the number and value of schemes that are affordable and deliverable. A formalised corporate system for prioritising capital projects has been adopted by the Council. This has resulted in:

- Identifying the long term capital needs for investment to support the high level outcomes to achieve the Southend 2050 ambition;
- Utilising feasibility studies where needed;
- Adopting a Gateway Review approach for larger strategic schemes to enter the programme at the required time;
- Inclusion of schemes that are subject to external funding approval or the approval of a viable business case;
- The ability to enter items into the capital investment programme in a managed way through firstly the annual budget round and secondly when the programme is reviewed mid-year and consequently the November Cabinet cycle;
- Being mindful of the current level of the programme in relation to capacity to deliver, the relevant financing of schemes and any other running costs.

This will result in a list of capital project proposals to be considered as part of that year's budget approval process and a 'waiting list' of other capital project proposals that may be put forward for consideration later in the year or as part of the following year's budget approval process.

8.5 Member Approval Process

In autumn, managers will present the agreed list of key capital projects to the Corporate Management Team. Then the Administration is presented with a description of the scheme, the outcomes that the project is expected to achieve, the proposed funding and the revenue implications. At this stage funding details are sometimes unavailable, as Government funding allocations are announced later in the year. The presentations inform Members of the key projects to be completed over the next few years.

Where appropriate schemes will be reported to Members based on the schemes being subject to external funding or viable business case approval.

These overall capital investment programme totals are then reported to Cabinet Members as part of the annual budget process, who then make recommendations on the overall capital investment programme.

The Cabinet receive the capital investment programme in draft in January each year which is then subject to scrutiny via all the relevant scrutiny committees. Then the Cabinet receive the updated capital investment programme in February each year and in turn make their recommendations to full Council.

Members approve the overall borrowing levels at the budget meeting in February each year as part of the Treasury Management Report. The taking of loans then becomes an operational decision for the Strategic Director (Finance and Resources) who will decide on the basis of the level of reserves and money market position whether borrowing should be met internally from the Capital Reserve/Capital Receipts or whether to enter into external borrowing.

Once the Council has approved the capital investment programme, then expenditure can be committed against these approved schemes subject to the normal contract procedure rules and the terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by Council the capital investment programme expenditure is then monitored on a monthly basis.

9 The Place Capital Programme Board

A significant proportion of the capital investment programme relates to the Department for Place. The Place Capital Programme Board (PCPB) oversees and guides the delivery of the Place capital investment programme to ensure that it is managed in line with corporate requirements, is in compliance with corporate

policies and is within the terms of any relevant grant funding agreement and/or Service Level Agreement.

The Board seeks to:

- Agree a pipeline of investment propositions and co-ordinate the preparation and approval of business cases and appropriate bid documents;
- Manage resources (financial and operational) to deliver the Place capital investment programme in an effective manner, to time and budget;
- Manage key programme risks and scope changes;
- Ensure that the conditions exist for desired benefits/outcomes to be realised;
- Promote a consistent, and successful approach to project governance across the department.

The Board meets monthly and comprises the Deputy Chief Executive (Place) and their Directors. It is also attended by a Finance Manager to provide financial updates on the programme and individual projects. It is also attended by the Place Capital Investment Programme Manager who provides Board members with monthly highlight reports on the status of projects throughout the lifecycle of the programme.

10 Monitoring of the Capital Investment Programme Expenditure

Once detailed capital investment programmes have been approved by Members, the financial spend is monitored on a monthly basis. There is a distinct lifecycle for monitoring which is summarised in the diagram in Annex 4.

11 Multi-Year Schemes

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per year is known. This is called a cash flow projection or budget profiling.

The length of the planning period should be defined by the financing strategy and the risks faced with reference to the life of the project/assets. For example some schemes may span two or three years (e.g. building an extension to a school) whereas others may be over much longer timeframes (e.g. the 30 year business plan for the HRA decent homes programme).

The approval of a rolling multi-year capital investment programme assists the Council in a number of ways. It assists service managers, allowing them to develop longer term capital plans for service delivery.

It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes. It will also allow greater integration of the revenue budget and capital investment programme. It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

12 Options Appraisals, Feasibility Studies and the Gateway Review Process

As part of the process of producing a list of potential schemes for the capital investment programme service managers should complete option appraisals to determine the most cost effective way to optimise the desired outcomes.

By submitting the project the service manager is agreeing to fund all operational and running costs of the scheme and to find any necessary capital resources to fund the scheme or make the Cabinet aware of the full requirement of the use of corporate resources.

Some projects may require a feasibility study. As part of any feasibility study an assessment of the maintenance costs per annum averaged over the whole life of the asset should be calculated. As a minimum this will be based on the RICS (Royal Institute of Chartered Surveyors) recommended benchmark figure prevailing at the time.

A Gateway Review process will operate as part of the setting and monitoring of the capital investment programme. The extent to which each stage is monitored will depend on the risk, complexity, cost and impact of the project. The process will operate in six stages as set out in Annex 5.

Further resources to progress any of these gateway schemes will need to be approved separately by Cabinet and/or as part of the annual review of the capital investment programme and would be subject to the relevant resources being available.

Annex 6 shows the key project stages.

13 In Year Opportunities

Given the 'waiting list' of other capital project proposals that resulted from the prioritisation process, these can be put forward for entry into the capital investment programme in a managed way when the programme is reviewed in the early summer as part of the June Cabinet cycle or mid-year as part of the

November Cabinet cycle. Outside of this timetable a separate Cabinet report would be needed to seek approval at any other meeting in the Cabinet cycle.

Any other schemes which arise during the year will only be considered for borrowing or funding from central resources if they meet a key criteria set out in section 8.1 or one or more of the following criteria:

- The location of the property to be purchased will bring added value to the estate;
- The requirement for the asset is an extraordinary service demand which could not be anticipated in the normal planning processes;
- There is a limited time span when the opportunity is available.

Requests for approval of revisions to the profiling of scheme expenditure across financial years and the movement of budget between schemes (known as a virement) will be considered by Cabinet at the appropriate points during the financial year. These will be at June Cabinet when the capital outturn report is considered, at November Cabinet when the mid-year review of the programme is considered and at the January/February Cabinet meetings when the new capital bids are considered.

14 Funding Strategy and Capital Policies

Annex 7 sets out the policies of the Council in relation to funding capital expenditure and investment.

15 Procurement and Value for Money

Procurement is the purchase of goods and services, with a strategy being developed to assist with the definition of quality standards and securing provision of the best possible services for local people for a given price.

The Council has a Procurement team that ensures they provide value for money and to see where efficiency savings can be achieved. This also covers capital procurement.

It is essential that all procurement activities comply with prevailing regulations and best practice. Guidance on this can be sought from the Procurement team. Procurement must also comply with the Councils policies and regulations such as Contract Procedural Rules and Financial Regulations.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

16 Partnerships and Relationships with other Organisations

Capital planning will be undertaken within the context of the South Essex 2050 strategic plans.

Wherever possible and subject to the usual risk assessments services should look to expand the number of capital schemes which are completed on a partnership basis and continually look for areas where joint projects can be implemented.

17 Management Framework

The governance structure of the Council has the Corporate Management Team that takes a strategic and group view on the capital investment programme.

The Corporate Management Team will also ensure a strategic and group portfolio perspective to the use and allocation of the Council's capital assets and those within its control in planning capital investment. The team receives reports on proposed capital projects and recommends to the Cabinet proposals for the development of the capital investment programme.

18 Performance Management

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, services should check if outcomes have been achieved.

Post scheme evaluation reviews should be completed by Departments for all schemes over £0.5 million and for strategic capital projects.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, financing etc. and identify good practice and lessons to be learnt in delivering future projects.

19 Other Considerations

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.

January 2019

SOUTHEND-ON-SEA BOROUGH COUNCIL

CAPITAL INVESTMENT POLICY

1 Scope of this policy

- 1.1 This investment policy covers capital investments, including service and commercial investments and loans. (Treasury Management investments are covered by the Annual Treasury Management Investment Strategy, which forms part of the Treasury Management Strategy.)

2 Investment Objectives

- 2.1 The underlying objectives for these investments will be:
- Security – protecting the capital sum invested from loss;
 - Liquidity – ensuring the funds invested are available for expenditure when needed;
 - Yield – consideration of the yield obtainable consistent with proper levels of security and liquidity.
- 2.2 Due to the nature of the assets or for valid service reasons, such investments do not always give priority to security and liquidity over yield. In these cases, such a decision will be explicit, with the additional risks set out and the impact on financial sustainability identified and reported.

3 Policy regarding capital investments

- 3.1 Capital investment will only be undertaken if it contributes to the delivery of Southend 2050 and the Council's ambition, strategic delivery plans and desired outcomes.
- 3.2 Before capital investments can be entered into they must be included as part of the approved capital investment programme, either directly or via a pooled budget (e.g. commercial property).
- 3.3 The Council's risk appetite and approach to risk management for capital projects is set out in the risk management section of the Capital Investment Strategy.
- 3.4 The Strategic Director (Finance and Resources) will ensure that the Council has the appropriate legal powers to undertake such investments. Annex A sets out each type of investment, the primary purpose and the legal powers to be used.

- 3.5 The Strategic Director (Finance and Resources) will ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes it to an excessive level of risk compared to its financial resources.

4 Service investments

- 4.1 These will be investments held clearly and explicitly in the course of the provision and for the purposes of operational services, including regeneration.

5 Commercial investments

- 5.1 These will be investments entered into as part the Council's wider strategy, for example economic development and growth. These may include investments arising as part of business structure, such as shares and loans in subsidiaries or other outsourcing structures such as IT providers or building services providers.
- 5.2 These may be investments that include an aim of making a financial surplus for the Council, but this may or may not be the primary purpose of the investment.
- 5.3 Commercial investments may also include fixed assets which are held primarily for financial benefit, such as investment properties.
- 5.4 The Council's Commercial Property Investment Strategy (including the purpose of the Investment Portfolio) is set out in the Corporate Asset Management Strategy. Appendix 3 of that strategy sets out the Investment Property Selection Criteria.
- 5.5 The Strategic Director (Finance and Resources) will assess the extent to which the Council's balanced budget and Council Tax setting is dependent on returns from commercial investments.

6 Loans

- 6.1 These may be loans to local enterprises, local charities or third sector bodies, wholly owned companies and joint ventures. They may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity but would be entered into as part the Council's wider strategy, for example economic development and growth.
- 6.2 Such loans will only be entered into if the Strategic Director (Finance and Resources) is satisfied that the financial exposure to these types of loans is proportionate and that the expected credit losses have been appropriately assessed in accordance with International Financial Reporting Standard (IFRS) 9 Financial Instruments.
- 6.3 Any overdue payments would be recovered using the credit control arrangements set out in the Council's Debt Management Strategy.

- 6.4 The total level of loans will be formally agreed as part of the process for inclusion in the capital investment programme.

7 Financing of Investments

- 7.1 As capital investments the above will be financed by any of the sources in the funding strategy section of the Capital Investment Strategy.
- 7.2 Where the secondary purpose of commercial property investments and loans is to generate an income stream the Strategic Director (Finance and Resources) may choose to finance these capital investments by borrowing. Where this is the case the Strategic Director (Finance and Resources) will set out the rationale for doing so and how the risks of the investment are to be managed (e.g. risk of not achieving the desired returns or the risk of the borrowing costs increasing) and that all the appropriate due diligence has been undertaken.

8 Due Diligence

- 8.1 For all capital investments, the appropriate level of due diligence will be undertaken with the extent and depth reflecting the level of additional risk being considered.
- 8.2 Due diligence process and procedures may include:
- effective scrutiny of proposed investments by the relevant committee;
 - identification of the risk to both the capital sums invested and the returns;
 - understanding the extent and nature of any external underwriting of those risks;
 - the potential impact on the financial sustainability of the Council if those risks come to fruition;
 - identification of the assets being held for security against debt and any prior charges on those assets;
 - where necessary independent and expert advice will be sought.
- 8.3 The Strategic Director (Finance and Resources) will ensure that Members are adequately informed and understand the risk exposures being taken on.

9 Governance and Scrutiny of Capital Investments

- 9.1 The approach to capital investment is set out in the Corporate Asset Management Strategy and includes Members and Chief Officers at key stages.
- 9.2 Significant or strategic capital investments will be overseen by the Corporate Management Team (CMT) and managed by project boards and teams appropriate to the scale of the investment.
- 9.3 CMT will agree which projects should proceed to Cabinet for decisions and scrutiny and on to full Council for approval as part of the capital investment programme.
- 9.4 For Commercial Property Investment an overall budget will be put forward for approval as part of the capital investment programme and individual properties can then be acquired within that budget envelope. Decisions will need to be made commercially and often quickly and efficiently and will be taken by the Strategic Director (Finance and Resources) in accordance with his delegated authority set out in the Council's Constitution. These decisions will be included as part of the next scheduled capital reporting to Cabinet.

Type of investment	Primary purpose	Secondary purpose	Legal power to undertake investment
Service investments	Contribute to the delivery of Southend 2050 and the Council's ambition, strategic delivery plans and desired outcomes.	Provision of operational services, including regeneration	Notes 1 and 2
Commercial property investments		To generate an income stream	Notes 1, 2 and 5
Commercial investments		To support wider strategy	Notes 1, 2 and 3
Loans		To generate an income stream	Notes 1, 2 and 4
Loans		To support wider strategy	Notes 1, 2 and 4

Note 1 – Capital expenditure defined in S16 of Local Government Act 2003.

Note 2 – Power to borrow – S1 of Local Government Act 2003.

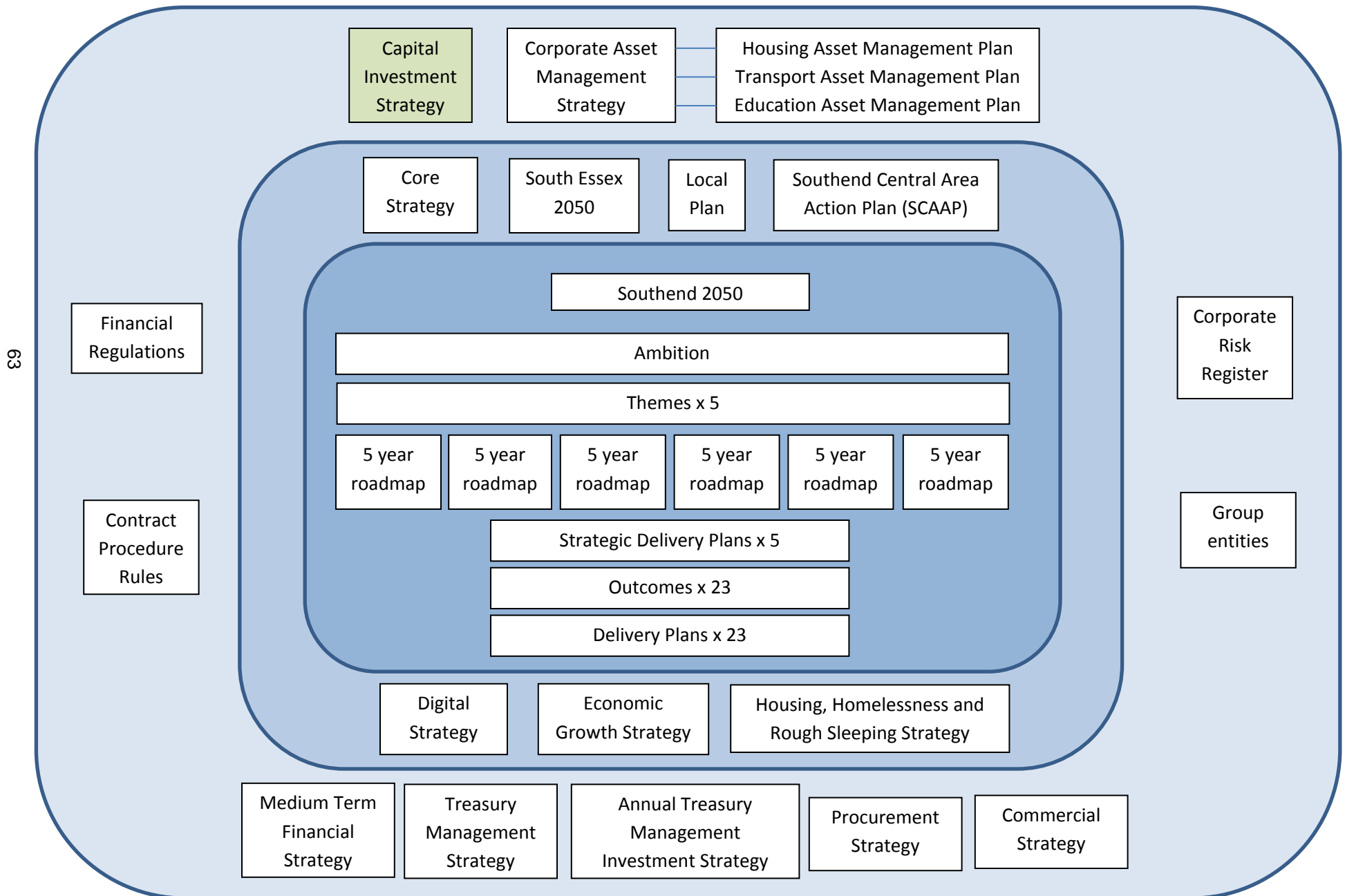
Note 3 - The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(d) – the acquisition of share capital or loan capital in any body corporate

Note 4 – The Local Authorities (Capital Finance and Accounting (England) Regulations 2003 – section 25(1)(b) – the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure.

Note 5 – The Council can build and manage an investment portfolio under the general power of competence set out in Section 1 of the Localism Act 2011. In accordance with this Act, the Council has the legal powers to purchase assets inside or outside the borough (or the UK) and manage them for investment and commercial gain.

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CAPITAL INVESTMENT STRATEGY – LINKS TO OTHER CORPORATE STRATEGIES AND PLANS



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SPECIFIC RISKS AND THEIR PROPOSED MITIGATION

Credit Risk

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot pay us our investment returns or complete the agreed contract. Accordingly, the Council will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

Liquidity Risk

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Where possible appropriate interventions will occur as early as possible.

Interest Rate Risk

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

Exchange Rate Risk

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

Inflation Risk

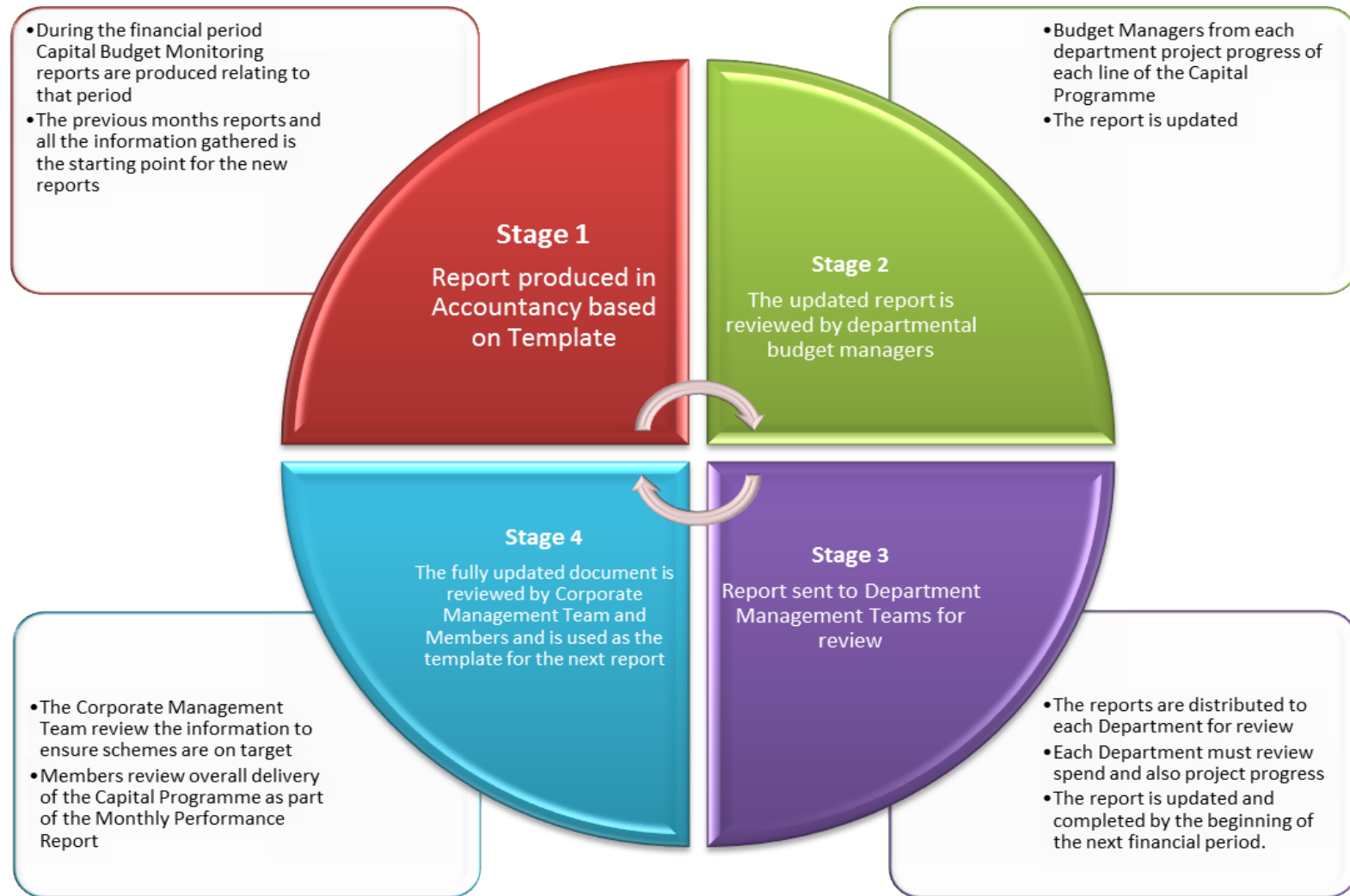
This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

Legal and Regulatory Risk

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, the Council will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

Fraud, Error and Corruption

This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the Council's policies and procedures. The Council has an on-going programme of 'Doing the Right Thing' through our values, principles and appropriate behaviour. This is supported by the Employee Code of Conduct and detailed policies such as Anti-Fraud and Corruption, Anti Money Laundering, Whistle Blowing and Declaration of Interests.



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SIX STAGES OF THE GATEWAY REVIEW PROCESS

Stage One – Project Mandate

- the department or service area takes ownership of a project idea, confirming that it is in line with the outcomes that it is seeking to achieve;
- commissioning the next stage of project development work;

Stage Two – Project Proposal

- a more detailed review of the strategic fit to determine if the project is the most effective way to meet the identified programme objectives;
- a comprehensive review of the potential corporate considerations relevant to the proposed project;
- a higher level risk and impact assessment which will determine further approval and monitoring requirements;

Stage Three – Business Case

- the detailed project planning work is undertaken, including:
 - appraisal of project delivery options;
 - resource planning for project development and delivery;
 - detailed risk and stakeholder analysis;
 - value for money assessment;
- at completion of this stage a decision can be made whether to formally accept the project into the capital investment programme;

Stage Four – Project Start-up

- relevant programme boards or management teams confirm whether all necessary preparation for the project has been completed. This will include:
 - establishing and briefing the project team and (where necessary) the project board;
 - establishing project stages and milestones;
 - setting up reporting templates;
 - confirming the project scope and exclusions;
 - agreeing tolerances and change controls;

Stage Five – Project Delivery

- stage reviews scheduled at appropriate points during project delivery;
- the number and frequency of these will depend on the scale and complexity of the project;
- in addition, project reviews can be requested at any point where there are concerns about progress, or where the project moves outside its agreed timescale or budget tolerances;

Stage Six – Project Close

- reviews should be carried out for completed projects to ensure benefits realisation plans and any post- contract management arrangements are in place and to capture lessons to be learned.

Key Project Stages

	1. Project definition Any project starts with an idea which needs to be defined to gain support and be accepted as a project.	2. Preparation and initial project brief Develops the project mandate/idea into a more detailed proposal.	3. Preparation of full Business Case This is where detailed project planning work is undertaken.	4. Project start-up This stage involves final preparation for project delivery.	5. Delivery This is where you get to deliver the plan.	6. Project closure Closing a project gives the opportunity to assess how successful the project has been.
Project planning	Describe the project. What are the likely outputs and outcomes and how do these fit with corporate priorities. This can be brought together as an outline business case or project mandate.	Establish project objectives and project outcomes. Identify options; undertake Feasibility Studies and review site information.	Detailed project planning including appraisal of delivery options and appraisal of VfM. Development of project plan. Size and complexity of business case will depend on type of project.	A good project plan: <ul style="list-style-type: none"> • What and how? • When it needs to be done • Who will do it/ how much • Sign off and agreement • Communications Brought together in PID	Implement the project plan. Manage all project resources. Project reviews at key stages identified in project plan. Actions to address concerns about progress or movement outside agreed tolerances.	Before you close the project: <ul style="list-style-type: none"> • Have all 'products' been accepted? • Communications outstanding • All the invoices/bills paid • All risk/issue actions completed? • Captured lessons?
Resource planning	Identify the Project Sponsor (senior officer supporting the project) and likely Project Manager . Do you have a likely indication of the budget required and where the money will come from?	Clarify wider Project Roles . Identify required inputs from internal and external partners. Total value of project (capital/revenue) and likely funding source. Outline timescales.	Complete revenue and/or capital budgets. This should be a 'whole life'. Prepare funding plan. Confirm key inputs required from corporate partners – can they do what you want when you want?	Confirm funding is in place. Identify project cost codes. Reporting templates and frequencies. Confirm staff and specialist support resources.	Budget monitoring, keep track of: <ul style="list-style-type: none"> • Expenditure profile • Forecast spend • Project cash-flow/income • Action to address over/underspend • Project resources - people 	Budget reconciliation. Assign any ongoing budget responsibility.
Risk management		Provide indication of main risks and a summary of how these will be dealt with.	Prepare detailed risk register with risk assessments.	Have risks been reviewed and updated?	Review and update risks and maintain risk register.	Complete all risk actions and capture lessons learned.
(Town) Planning	Will the project require any planning permissions or consents?	Pre-application discussions	Submission of application and determination.	Reflect any planning conditions in delivery plans and risk/issues logs.	Delivery of project in line with agreed permissions. Liaise as appropriate.	Compliance certified.
Procurement		Consider any procurement requirements and prepare outline procurement plan.	Clarify procurement plan and ensure all requirements are met.	Commence procurement with appropriate support.	Conclude any procurement and manage to achieve project objectives.	Ensure contract management arrangements in place. Capture lessons learned.
Stakeholder management	Identify who the key project stakeholders might be.	Identify stakeholders and undertake consultation to shape initial brief.	Stakeholder analysis – what and why?	Communications plan and on-going stakeholder analysis.	Communications plan and on-going stakeholder analysis.	Complete final communication activities and celebrate success.
Project controls	The project idea will need approval from your line manager to proceed to the next stage.	Develop issues log, change controls, version control. Financial monitoring	Maintain issues log, change controls, version control. Financial monitoring	Agree project scope and exclusions. Maintain issues log, change controls, version control. Financial monitoring	Maintain issues log, change controls, version control. Financial monitoring. Benefits realisation plan.	Complete a project close review to ensure benefits realisation plans and post contract management arrangements in place.
Governance & reporting	What approvals will the project need if it proceeds?	What approvals are needed to progress to next stage.	Identify project governance – project team and project board.	What reports - where and when? Reporting templates and agree tolerances. Approval to proceed	Report within agreed governance framework.	Project close reviews should be completed
Output	Project mandate	Develop initial project brief or strategic outline case for major projects.	Full business case	Project initiation document (PID)	Project outputs. Lessons learned.	Project closure.

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POLICIES IN RELATION TO FUNDING CAPITAL EXPENDITURE AND INVESTMENT

External Funding

Services must seek to maximise external funding wherever possible to support capital schemes. This can be in the form of grants and contributions from outside bodies including central government. However, services must underwrite any cost overruns on externally funded schemes. If services bid for external funding for schemes and say at tender or during construction or procurement, costs exceed the available funding, then services must fund any shortfall from their existing resources (either revenue or capital).

Prior to submitting bids for grant funding, an assessment of the risk of a contract price increase, associated with market conditions or abnormal building plan demands attached to some grants, must be completed to estimate the likelihood of additional funding being needed.

In respect of match funding bids then the relevant service must fully identify the necessary match funding resources from within existing budgets. If this is not possible then the appropriate service must raise this for consideration with the members of the Corporate Management Team and the relevant Cabinet Member prior to submitting any bid for funding.

Capital Receipts

A capital receipt is an amount of money exceeding £10,000 which is received from the sale of an asset. They cannot be spent on revenue items.

The Strategic Director (Finance and Resources) will review all of the Council's property annually against the aims and objectives of the Corporate Asset Management Strategy. The general policy is that any capital receipts are then pooled and used to finance future capital expenditure and investment according to priorities, although they may be used to repay outstanding debt on assets financed from loans, as permitted by the regulations.

Revenue Funding

Services may use their revenue budgets to fund capital expenditure. This may be via earmarked reserves such as the capital reserve which is an internal fund set up to finance capital expenditure as an alternative to external borrowing.

The Director of the service and the Strategic Director (Finance and Resources) will take an overview and decide the most appropriate way of funding their service areas. In doing that the Strategic Director (Finance and Resources) will take account of the strategy regarding the levels of general and earmarked reserves.

Prudential/Unsupported Borrowing

Local Authorities can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so the Council needs to ensure it can fund the repayment costs. This borrowing may also be referred to as Prudential Borrowing. The Council's Minimum Revenue Provision Policy sets out a prudent approach to the amount set aside for the repayment of debt.

Capital projects that cannot be funded from any other source can be funded from Prudential Borrowing. The Council must be able to afford the borrowing repayment and interest charges on the loan from existing revenue budgets or the Council must see this as their key priority for the budget process and to be factored into the medium term financial strategy accordingly.

The Strategic Director (Finance and Resources) will make an assessment of the overall prudence, affordability and sustainability of the total borrowing requested. The impact of this borrowing will be reported in the Treasury Management Strategy alongside the Prudential Indicators required by CIPFA's Prudential Code for Capital Finance.

The view of the Strategic Director (Finance and Resources) will be fed into the corporate bidding process so that, should the borrowing levels be unaffordable or not prudent, then the schemes will be prioritised against the available funding from borrowing using the corporate prioritisation system.

The Strategic Director (Finance and Resources) will also determine whether the borrowing should be from internal resources such as the Capital Reserve or whether to enter into external borrowing.

Pump Priming and Invest to Save Schemes

Occasionally projects arise for which services require assistance with meeting the set up costs of projects which may bring long term service delivery improvements and/or cost savings. The initial set up costs may be of a revenue or capital nature. Assistance for these schemes must be considered on an individual basis by the Corporate Management Team and then the Cabinet with consideration to the Council's overall priorities and resources.

For 'invest to save' schemes assistance may be given for initial set up costs, but it is expected that in the longer term these schemes will produce savings and/or additional income that will as a minimum fund any additional operational or borrowing costs. If the additional savings/income does not cover the additional costs incurred, then the service will be required to fund the gap from their existing budgets (i.e. they will underwrite the savings/income).

Leasing

The Strategic Director (Finance and Resources) may enter into finance leasing agreements to fund capital expenditure on behalf of services. However, a full option appraisal and comparison of other funding sources must be made and the Strategic Director (Finance and Resources) must be certain that leasing provides the best value for money method of funding the scheme.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

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VIREMENTS BETWEEN APPROVED SCHEMES

Appendix 3

Scheme/Event	Investment Area	Project Code	Project Description	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
HRA Capital Programme	Council Housing	C10161	Bathroom Refurbishment		176					176
	Council Housing	C10162	Central Heating		882					882
	Council Housing	C10168	Common Areas Improvement		3,270					3,270
	Council Housing	C10163	Environmental - H&S works		961					961
	Council Housing	C10164	Kitchen Refurbishments		205					205
	Council Housing	C10165	Rewiring		198					198
	Council Housing	C10166	Roofs		459					459
	Council Housing	C10167	Windows and Doors		147					147
	Council Housing	C10257	Disabled Adaptations - Minor		50					50
	Council Housing	C10015	Disabled Adaptations - Major		11					11
	Council Housing	C10298	Future Programme (MRA & Decent Homes)		(6,359)					(6,359)
<u>Budget Adjustments already actioned</u>										
Priority Works	Works to Property	C10121	Priority Works	(113)						(113)
	Works to Property	C11009	Demolition of Public WCs at Pitmans Close	30						30
	Works to Property	C11010	Conduit repointing and refurbishment	5						5
	Works to Property	C10181	Victoria Avenue Land	3						3
	ICT	C10900	ICT - Phones Migration and Re-Tender	75						75
	Works to Property	C10121	Priority Works		17					17
	Works to Property	C11011	Replacement of Coffin Charger		(17)					(17)
				0	0	0	0	0	0	0

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RE-PROFILES AND AMENDMENTS

Appendix 4

Scheme/Event	Investment Area	Code	Code Description	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Asset Management Capital Programme	Works to Property	C10749	Commercial Property Investment	300	(3,778)	3,478				0
Cemeteries and Crematorium Capital Programme	Works to Property	C11011	Replacement of Coffin Charger	23	(23)					0
	Works to Property	C10866	Replacement Boiler at Southend Crematorium	(129)	129					0
Social Care Capital Programme	Social Care	C10621	LATC - Delaware and Priory	(2,334)	2,334					0
General Fund Housing Capital Programme	General Fund Housing	C10146	Private Sector Renewal	(150)	(325)	475				0
Schools Capital Programme	Schools	C10988	Chalkwell Hall Infants Insulation	25	(25)					0
	Schools	C10985	Eastwood Primary Roof	50	(50)					0
Culture Capital Programme	Culture and Tourism	C10044	Pump Priming Budget		(110)	110				0
	Culture and Tourism	C10973	New Artist Studios	(800)	800					0
Coastal Defence Capital Programme	Highways & Infrastructure	C10962	Flood Prevention Works		(1,125)		1,125			0
Energy Saving Capital Programme	Energy Saving	C10788	Energy Efficiency Projects		(527)	250	277			0
	Energy Saving	C10740	Schools and Council Buildings Solar PV		(200)	100	100			0
HRA Capital Programme	Council Housing	C10161	Bathroom Refurbishment	(87)	87					0
	Council Housing	C10162	Central Heating	(69)	69					0
	Council Housing	C10168	Common Areas Improvement	(93)	93					0
	Council Housing	C10163	Environmental - H&S works	263	(263)					0
	Council Housing	C10164	Kitchen Refurbishments	(486)	486					0
	Council Housing	C10165	Rewiring	(23)	23					0
	Council Housing	C10166	Roofs	40	(40)					0
	Council Housing	C10167	Windows and Doors	(100)	100					0
				(3,570)	(2,345)	4,413	1,502	0	0	0

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SCHEMES FINANCED BY NEW EXTERNAL FUNDING

Appendix 5

Scheme/Event	Investment Area	Project Code	Project Description	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Schools Capital Programme	Schools	C10870	Chalkwell Infants Main Building Windows	1						1
	Schools	C10647	Friars Fire Systems Replacement	1						1
Highways Capital Programme	Highways and Infrastructure	C10588	Highways Maintenance - Potholes	617						617
				619	0	0	0	0	0	619

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CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

SUMMARY OF NEW SCHEMES/ADDITIONS SET OUT IN SECTION 1 (Pages 4 to 15)

Investment Area/Theme	Code	Scheme Description	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Southend Pier	New	Southend Pier - Replacement of Pier Trains	250	3,000				3,250
Total Pride and Joy			250	3,000	0	0	0	3,250
Social Care	C10960	Children's Residential Care Home	300					300
Works to Property	New	Crematorium Drives and Car Park Resurfacing	10	60				70
Works to Property	New	Crematorium - Urgent Structural Repairs to Chimney	500					500
Community Safety	C10894	CCTV Upgrade	1,040	1,000				2,040
Culture and Tourism	New	Cliffs Pavilion - Power Supply Equipment	30	140				170
Culture and Tourism	New	Palace Theatre - Power Supply Equipment	30	140				170
Schools	New	Chalkwell Hall Infants Energy Project	300					300
Works to Property	C10980	Civic Centre Boilers	300	1,000				1,300
Works to Property	New	Public Toilet Provision	40	660				700
Total Safe and Well			2,550	3,000	0	0	0	5,550
Works to Property	New	Civic Campus - Efficient Use of Space	200	150				500
ICT	C11002	ICT - Extending WiFi in Council Premises	70		150			70
Highways & Infrastructure	C10786	Highways Planned Maintenance Investment	1,000	1,000	1,000			3,000
Highways & Infrastructure	New	Car Park Improvements	100	100	100	100	100	500
Highways & Infrastructure	C10058	Southend on Sea Traffic Model	525	325	95	95	95	1,135
Highways & Infrastructure	New	Traffic Signs Upgrade	100	100	100	100	100	500
Total Connected and Smart			1,995	1,675	1,445	295	295	5,705
TOTAL GENERAL FUND			4,795	7,675	1,445	295	295	14,505
Housing and New Build Programme	Various	HRA Future Investment Programme	640	480	6,600	6,560	6,560	20,840
Total Safe and Well			640	480	6,600	6,560	6,560	20,840
TOTAL HOUSING REVENUE ACCOUNT			640	480	6,600	6,560	6,560	20,840
New schemes/additions:			5,435	8,155	8,045	6,855	6,855	35,345

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

SUMMARY OF SCHEMES SUBJECT TO EXTERNAL FUNDING APPROVAL SET OUT IN SECTION 2 (Pages 16 and 17)

Schemes Subject to External Funding Approval:			2019/20	2020/21	2021/22	2022/23	2023/24	Total Budget (all years)
Investment Area	Code	Scheme Description	Budget £000	Budget £000	Budget £000	Budget £000	Budget £000	£000
Highways & Infrastructure	C10553	A127 Bell Junction Improvements		2,150				2,150
Culture and Tourism	New	Cart and Wagon Shed	200	650				850
Total Local Growth Fund			200	2,800	0	0	0	3,000

SUMMARY OF SCHEMES SUBJECT TO VIABLE BUSINESS CASE APPROVAL SET OUT IN SECTION 3 (Pages 18 to 20)

Schemes Subject to Viable Business Case Approval:			2019/20	2020/21	2021/22	2022/23	2023/24	Total Budget (all years)
Investment Area	Code	Scheme Description	Budget £000	Budget £000	Budget £000	Budget £000	Budget £000	£000
ICT	C10904	ICT - Southend Operation Centre	1,000	1,000				2,000
Culture and Tourism	C10876	Cliffs Pavilion - External Refurbishment Works	100	900				1,000
Southend Pier	New	Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	500	7,000	3,000			10,500
Schemes Subject to Viable Business Case Approval			1,600	8,900	3,000	0	0	13,500
Works to Property	C10749	Commercial Property Investment						20,000
Total Schemes Subject to Viable Business Case Approval:								33,500

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

SUMMARY BY INVESTMENT AREA

Area of investment	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Council Housing and New Build Programme	640	480	6,600	6,560	6,560	20,840
Social Care	300	-	-	-	-	300
Schools	300	-	-	-	-	300
Southend Pier	250	3,000	-	-	-	3,250
Culture and Tourism	60	280	-	-	-	340
Community Safety	1,040	1,000	-	-	-	2,040
Highways and Infrastructure	1,725	1,525	1,295	295	295	5,135
Works to Property	1,050	1,870	150	-	-	3,070
ICT	70	-	-	-	-	70
Total	5,435	8,155	8,045	6,855	6,855	35,345

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

1. PROPOSED INVESTMENT SCHEMES BY THEME

THEME 1: PRIDE AND JOY

C1 Southend Pier – Replacement of Pier Trains - £3,250,000

19/20 - £250,000

20/21 - £3,000,000

The Pier Trains were introduced in 1986 with a 20 year lifespan. Replacement parts have now become impossible to source and a replacement system is required. The improvement to the system with replacement trains will enhance the visitor offer and will support growth in overall visitor numbers and satisfaction levels.

The trains form part of the evacuation procedure for the pier and are important in providing access to facilities for people with disabilities. The full process from procurement to delivery of trains will take around 19 months with the construction and implementation phase in place during financial year 2020/21.

Southend 2050:

Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;

Roadmap – 2021 - potentially links to the Pier Pavilion as it will be a key means of accessing the facility;

Justification - without the train system as part of the evacuation plan there is a possibility that the Pier would have to close. Electric golf carts have previously been used but have been found to damage the boarding on the pier.

Funding:

Capital – corporate borrowing;

Revenue – none.

Sub-Total – Pride and Joy:

£3,250,000

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

THEME 2: SAFE AND WELL

C2 Children's Residential Care Home - £300,000

19/20 - £300,000

This scheme is to purchase a property to increase the level of Residential Care provision in Southend. This will reduce the number of high cost out of borough placements and offer the option of respite/interim care provision to reduce the need for long term placements.

This is in addition to the £400,000 already in the approved capital programme in 2019/20 funded from corporate borrowing.

Southend 2050:

Outcome - we are all effective at protecting and improving the quality of life for the most vulnerable in our community;

Roadmap - 2020 – reviewing and delivering a more integrated children's pathway across health and social care to include community paediatrics service;

Justification - if deferred it puts at risk one of the Roadmap projects.

Funding:

Capital – corporate borrowing;

Revenue – placement savings from a combination of children's residential care, part time placements and respite placements were included in the original bid.

C3 HRA Future Investment Programme – £20,840,000

19/20 - £640,000

20/21 - £480,000

21/22 - £6,600,000

22/23 - £6,560,000

23/24 - £6,560,000

The investment relates to

- the continuance of completing the Decent Homes programme to bring the housing stock to decency levels;
- common area improvements;
- environmental health & safety works;
- disabled adaptations works;

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Southend 2050:

Outcome – we are well on our way to ensuring that everyone has a home that meets their needs;

Roadmap – no specific link;

Justification – to continue to keep the Council's housing stock in a decent and safe condition.

Funding:

Capital – wholly funded through the HRA, from the Major Repairs Reserve;

Revenue – none.

C4 Crematorium Drives and Car Park Resurfacing - £70,000

19/20 - £10,000

20/21 - £60,000

This scheme is to resurface the crematorium drives and car park which are breaking up, to avoid further damage and more costly infrastructure repairs.

Southend 2050:

Outcome - no specific link;

Roadmap - no specific link;

Justification – there are no contractual commitments but delay will lead to further deterioration and higher costs of repair.

Funding:

Capital – corporate borrowing;

Revenue – avoiding more costly infrastructure works if the drives and car park deteriorate further.

C5 Crematorium – Urgent Structural Repairs to Chimney - £500,000

19/20 - £500,000

This scheme is to stabilise and repair the crematorium chimney stack. Following a survey and report from property services, the chimney stack has been found to be unstable and needs urgent repairs. Additional supports have temporarily been put in place. The scheme cost allows for a temporary flue for the cremators, the scaffolding and access requirements to the tower and for the cost of stonemasons.

Southend 2050:

Outcome - no specific link;

Roadmap - no specific link;

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Justification – works must be completed to address structural weaknesses, should parts of the chimney collapse, the crematorium would be unable to operate and there would be no cremation service in Southend.

Funding:

Capital – corporate borrowing;

Revenue – avoiding the costs of temporary closure.

Funding:

Capital – corporate borrowing;

Revenue – none.

C6 CCTV Upgrade - £2,040,000

19/20 - £1,040,000

20/21 - £1,000,000

This scheme is for Phase 2 of the upgrade from analogue to digital for existing CCTV cameras and installation of a number of new cameras in priority locations following consultation. £40,000 of this scheme is for a facial recognition pilot in conjunction with the Business Improvement District and the Police. 75% of the scheme cost is for the equipment with the rest to cover integration with the control centre, project management and testing.

This is in addition to the £400,000 currently in the approved capital programme profiled across the years 2018/19 and 2019/20 financed by corporate borrowing.

Southend 2050:

Outcome – people in all parts of the borough feel safe and secure at all times;

Roadmap – 2019 – A Town Centre that feels safe with an active approach to the street community;

Justification – the town centre and safety is a significant priority.

Funding:

Capital – corporate borrowing;

Revenue – £37,000 p.a. for increased camera support and maintenance costs.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

C7 Cliffs Pavilion – Power Supply Equipment - £170,000

19/20 - £30,000

20/21 - £140,000

This scheme is to replace the main incoming power supply which is the original switch gear (the combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment). In the long term this will fail if not replaced. If the electricity supply fails causing the theatre to close the Council will be liable to a claim from HQ theatres for loss of income. The works are anticipated to take three months and if the theatre is unable to close for that period then the power will need to be run from generators with an extra cost of £280,000.

The theatre is scheduled to close for three months in summer 2020 to allow works to take place.

Southend 2050:

Outcome - people in all parts of the borough feel safe and secure at all times;

Roadmap – 2021 – Cliffs Pavilion upgraded;

Justification – to progress a Roadmap project – works need to be scheduled in a period where the building can close to avoid a £280,000 additional cost for generators.

Funding:

Capital – corporate borrowing;

Revenue – loss of theatres revenues if theatre closes.

C8 Palace Theatre – Power Supply Equipment - £170,000

19/20 - £30,000

20/21 - £140,000

This scheme is to replace the main incoming power supply which is the original switch gear (the combination of electrical disconnect switches, fuses or circuit breakers used to control, protect and isolate electrical equipment). In the long term this will fail if not replaced. If the electricity supply fails causing the theatre to close the Council will be liable to a claim from HQ theatres for loss of income. The works are anticipated to take three months and if the theatre is unable to close for that period of dark then the power will need to be run from generators with an extra cost of £280,000.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Most of the Palace Theatre is a trust asset owned by The Palace Theatre Charity, with the exception of the extension which includes the entrance area and the Dixon Studio.

Southend 2050:

Outcome - people in all parts of the borough feel safe and secure at all times;

Roadmap – no specific link;

Justification – possible electrical failure - works need to be scheduled in a period where the building can close to avoid a £280,000 additional cost for generators.

Funding:

Capital – corporate borrowing;

Revenue – loss of theatres revenues if theatre closes.

C9 Chalkwell Hall Infants Energy Project - £300,000

19/20 - £300,000

This scheme is to replace three demountable classrooms which are 39 years old, with new modern buildings to house four classrooms, together with new LED lighting, solar PV, boiler room insulation and in-classroom heating controls. The existing classrooms are so poor in their heating and insulation that children are being taught in coats during the winter. There is not enough available in the education budget to replace these classrooms whilst a lesser project to insulate them leaves us with old insulated wooden boxes that would still need replacing.

The total scheme cost would be £485,000, with £100,000 of this from the school's capital programme and £85,000 financed by a Salix interest free loan taken out by the school.

Southend 2050:

Outcome – we act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling;

Roadmap – 2021 – All schools will be good or outstanding;

Justification – without funding the replacement of the classrooms will not proceed with a consequent impact on the school children.

Funding:

Capital – £110,000 of Government grant relating to schools, £190,000 of corporate borrowing with the revenues generated covering the financing costs;

Revenue – the shared benefits to cover the financing costs.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

C10 Civic Centre Boilers - £1,300,000

19/20 - £300,000

20/21 - £1,000,000

This scheme is for the replacement of life expired plant and to ensure the continued provision of heating and hot water to both the Civic Centre and the Court House. Works would include new boilers, replacement flues, hot water systems, heating circulation pumps, cold water booster system, building management system and the pipework.

Southend 2050:

Outcome – we act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling;

Roadmap – no specific link;

Justification – the boilers are in need of urgent replacement and a temporary solution has already been introduced. The temporary solution has a limited life expectancy and if works aren't carried out there is a significant risk that there will be no heating in the winter of 2021.

Funding:

Capital – discussions would need to take place with the Court House regarding a contribution to the works, with the rest from corporate borrowing;

Revenue – £5,000 savings in gas costs through greater efficiency.

C11 Public Toilet Provision - £700,000

19/20 - £40,000

20/21 - £660,000

This scheme is to investigate and review the public toilet provision and location and implement the construction of a new toilet facility to meet the requirement identified. This may be in the form of one large block or multiple small blocks. The main focus will be the seafront facing wards that contain the main facilities. For instance, following the successful pilot during Summer 2018 a proposal for permanent improvements to the City Beach toilet provision has been identified.

Southend 2050:

Outcome – no specific link;

Roadmap – no specific link;

Justification – the profile of this proposal allows for the purchase of 'portaloo's' which can be deployed along the seafront during 2019/20. It

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

would also allow for the completion of design work for the new facilities which could be implemented from 2020/21.

Funding:

Capital – corporate borrowing;

Revenue – cleaning and maintenance costs anticipated to be covered by the existing revenue budgets.

Sub-Total – Safe and Well:

£26,390,000

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

THEME 5: CONNECTED AND SMART

C12 Civic Campus – Efficient Use of Space - £500,000

19/20 - £200,000

20/21 - £150,000

21/22 - £150,000

This scheme is to fund feasibility studies, plans, furniture and physical changes at the Civic Campus to enable improved agile working and space efficiency, potentially releasing additional space to let to partners.

Southend 2050:

Outcome – no specific link;

Roadmap – 2020 – Agile working culture being embedded in Council;

Justification – if deferred it puts at risk one of the Roadmap projects.

Funding:

Capital – corporate borrowing;

Revenue – at this stage it is not possible to quantify the reduced costs or savings which will arise from the delivery of enhanced space and digital enablement. The potential rental income from partner organisations is also unquantifiable at this pre-planning stage.

C13 ICT – Extending WiFi in Council Premises - £70,000

19/20 - £70,000

This scheme is to provide WiFi services in Council owned sites in order to enable flexible working for staff and internet access for visitors/guests. There is demand for improved use of Council premises and extended use of mobile equipment.

This scheme will incur £10,000 p.a. of extra software licencing costs from 2020/21 which would need accommodated within the ICT – Software Licencing scheme.

Southend 2050:

Outcome – Southend is a leading digital city with world class infrastructure;

Roadmap – 2020 – Agile working culture being embedded in Council;

Justification – if deferred it puts at risk one of the Roadmap projects.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Funding:

Capital – £20,000 contribution from the University of Essex and £10,000 contribution from the South Essex College in relation to the Forum, with the rest from corporate borrowing;

Revenue – none

C14 Highways Planned Maintenance Investment - £3,000,000

19/20 - £1,000,000

20/21 - £1,000,000

21/22 - £1,000,000

This scheme is for additional investment in the highway network including the classified and unclassified carriageway network as well as the entire footway network. It will focus on changing the status of the highway condition from critical to good.

This scheme is in addition to the £1,000,000 p.a. budget for Carriageways and Footways Improvements already in the approved capital programme until 2019/20, funded by corporate borrowing. This scheme is also in addition to the £2,373,000 budget already in the approved capital programme profiled across the years 2018/19 to 2020/21, funded by Local Transport Plan (LTP) grant monies.

Southend 2050:

Outcome – It is easier for residents, visitors and people who work here to get around the borough;

Roadmap – no specific link;

Justification – to focus on changing the status of the highway condition from critical to good.

Funding:

Capital – corporate borrowing;

Revenue – none.

C15 Car Park Improvements - £500,000

19/20 - £100,000

20/21 - £100,000

21/22 - £100,000

22/23 - £100,000

23/24 - £100,000

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

This scheme is for improvements and major works to car parks such as resurfacing, signage, pay and display machines. All of the Borough's pay to park areas have been awarded ParkMark, a national scheme designed to inform motorists that a car park is safe, secure and well managed. Some areas require resurfacing, replacement of signage and fencing replacement to contribute to a good appearance and to indicate that the car parks are well managed.

The car parks scheduled for 2019/20 are: Tylers Avenue, Clarence Road, Warrior Square and Fairheads Green.

Southend 2050:

Outcome – people have a wide choice of transport options;

Roadmap – no specific link;

Justification – if deferred there is increased risk of injury, risk of reduced revenues and the safer car parks accreditation may be affected.

Funding:

Capital – corporate borrowing;

Revenue – to maintain car parking income and prevent future increases in maintenance costs.

C16 Southend-on-Sea Traffic Model - £1,135,000

19/20 - £525,000

20/21 - £325,000

21/22 - £95,000

22/23 - £95,000

23/24 - £95,000

This scheme is for the extension and update to the Council's traffic modelling system to ensure compliance with the Department for Transport's (DfT) appraisal guidance and toolkit. This proposal includes Rochford District Council although discussions are ongoing with them regarding their involvement and funding of this project.

Southend 2050:

Outcome – it is easier for residents, visitors and people who work here to get around the borough;

Roadmap – no specific link;

Justification – if the model is not compliant it could not be used for DfT/LTP funding bids and the Council will lose its opportunities for receiving funding.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Funding:

Capital – anticipated external contributions from Rochford District Council of £360,000 if the scheme includes their area, with the rest funded by corporate borrowing;

Revenue – none.

C17 Traffic Signs Upgrade - £500,000

19/20 - £100,000

20/21 - £100,000

21/22 - £100,000

22/23 - £100,000

23/24 - £100,000

This scheme is upgrade the Council's traffic signs in accordance with regulation and to evaluate the impact of the parking and access strategy on the rest of the Borough including where traffic signing needs to be upgraded.

Southend 2050:

Outcome – it is easier for residents, visitors and people who work here to get around the borough;

Roadmap – no specific link;

Justification – to reduce the Council's liability in the event of any accidents involving a sign requiring replacement.

Funding:

Capital – corporate borrowing;

Revenue – none.

<u>Sub-Total – Connected and Smart:</u>	<u>£5,705,000</u>
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All proposed schemes by year:

2019/20	£5,435,000
2020/21	£8,155,000
2021/22	£8,045,000
2022/23	£6,855,000
2023/24	£6,855,000

<u>TOTAL CAPITAL SCHEMES – ALL YEARS</u>	<u>£35,345,000</u>
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<u>TOTAL CAPITAL SCHEMES – ALL YEARS – GENERAL FUND</u>	<u>£14,505,000</u>
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<u>TOTAL CAPITAL SCHEMES – ALL YEARS – HRA</u>	<u>£20,840,000</u>
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CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

2. SCHEMES SUBJECT TO EXTERNAL FUNDING APPROVAL

C18 A127 Bell Junction Improvements - £2,150,000

20/21 - £2,150,000

This scheme is for improvements at the A127 Bell Junction including an additional left turn lane and the extension of the right turn lane on the eastbound carriageway, the provision of new pedestrian crossings.

The total for this Growth Corridor scheme is £7,170,000 with £4,300,000 to be funded by existing Local Growth Fund (LGF) monies and £720,000 already funded by borrowing.

Southend 2050:

Outcome – it is easier for residents, visitors and people who work here to get around the borough;

Roadmap – 2021 - A127 Bell Junction improvement completed;

Justification – if deferred it puts at risk one of the Roadmap projects.

Funding:

Capital – LGF monies if the SELEP bid is successful, if not this will need to be financed by corporate borrowing;

Revenue – none.

C19 Cart and Wagon Shed - £850,000

19/20 - £200,000

20/21 - £650,000

This scheme is to fit out the space of this building at Shoebury for the coastal community team to use as part of their community interest company. The building is just a shell at present but is starting to deteriorate.

Southend 2050:

Outcome – a range of initiatives help communities come together to enhance their neighbourhood and environment;

Roadmap – links to the tourism strategy, Destination Southend ;

Justification – avoiding more costly infrastructure works if the building deteriorates further.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Funding:

Capital – LGF monies if the SELEP bid is successful, if not this will need to be financed by corporate borrowing;

Revenue – repairs and maintenance costs of the newly fitted building are anticipated to be no more than the current costs for the deteriorating building.

Sub-Total Schemes Subject to External Funding approval **£3,000,000**

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

3. SCHEMES SUBJECT TO VIABLE BUSINESS CASES:

Viable business cases will need to be produced and approved before these schemes can progress and be brought into the capital investment programme.

C20 Commercial Property Investment - £20,000,000

The Commercial Property Investment Strategy was approved as part of the Corporate Asset Management Strategy 2015-2025 at Cabinet on 22 September 2015. In accordance with that, this scheme is to continue to grow an investment portfolio to enable the Council to secure and maintain long-term growing income streams and capital appreciation. The portfolio will require active management in terms of acquisition, management and disposal decisions. Decisions will need to be made commercially and often quickly and efficiently.

This is a budget provision and the profile across years and whether it will be spent in full will depend on the number and size of appropriate and cost effective opportunities that arise.

Southend 2050:

Outcome – no specific link;

Roadmap – 2021 – Council moving towards financial independence;

Justification – to continue to grow an investment portfolio to secure and maintain long-term growing income streams and capital appreciation.

Funding:

Capital - corporate borrowing;

Revenue – the rental incomes from the commercial investment to at least cover the financing costs.

C21 ICT – Southend Operation Centre - £2,000,000

19/20 - £1,000,000

20/21 - £1,000,000

This scheme comprises two phases, each distinct but to be delivered simultaneously. Phase 1 (£1,560,000) refers to the construction of an Operation Centre which can discharge 24/7 control of core council services including CCTV, Parking and Transport, Careline/Telehealth and Environmental Monitoring. This includes £320,000 for the re-provision of the museum store. As yet no alternative for the store has been identified – the service may want to rationalise other stores while they are doing this.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Phase 2 (£440,000) refers to the ability to improve the use of data for both day to day operational and longer term strategic planning purposes.

This scheme is in addition to the £478,000 budget already in the approved capital programme profiled across the years 2018/19 and 2019/20, funded from corporate borrowing.

This scheme will incur £325,000 p.a. of extra software licencing costs from 2020/21, this would need to be considered as part of the viable business case and if agreed this amount would need to be included in the ICT – Software Licencing scheme.

Southend 2050:

Outcome – Southend is a leading digital city with world class infrastructure;

Roadmap – 2020 – Data Warehouse using Real Time information;

Justification – if deferred beyond 2020/21 it puts at risk one of the Roadmap projects.

Funding:

Capital – corporate borrowing;

Revenue – £198,000 p.a. income from 2021/22 generated by selling services to other organisations. £5,000 p.a. running costs for the new museum store;

C22 Cliffs Pavilion – External Refurbishment Works - £1,000,000

19/20 - £100,000

20/21 - £900,000

This scheme is to address all of the external areas to rejuvenate the building and present this as an upmarket offer for the Borough. A three month closure (during summer 2020) has been agreed with HQ theatres to allow the work to take place. As a consequence works cannot be slipped.

This scheme is in addition to the £306,000 budget already in the approved capital programme, funded from corporate borrowing.

Southend 2050:

Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;

Roadmap - 2021 – Cliffs Pavilion upgraded;

Justification - if deferred it puts at risk one of the Roadmap projects.

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

Funding:

Capital – corporate borrowing;

Revenue – by completing refurbishment works this will save further repair costs in the future.

C23 Southend Pier – Pavilion Platform Technical Design (Gateway Review Two) and Construction - £10,500,000

19/20 - £500,000

20/21 - £7,000,000

21/22 - £3,000,000

This scheme is to progress a preferred option for developing the Pavilion Deck of the Pier including development of a full technical design for construction tendering and a construction budget allocation (subject to Gateway Review Two sign off).

The only option to defer would require the opening date on the 2050 roadmap to change.

Southend 2050:

Outcome - the variety and quality of our outstanding cultural and leisure offer has increased and we have become the first choice English coastal destination for visitors;

Roadmap - 2021 – Pier Pavilion opens;

Justification - if deferred it puts at risk one of the Roadmap projects.

Funding:

Capital – corporate borrowing;

Revenue – none.

Sub-Total Schemes Subject to Viable Business Cases

£33,500,000

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

The annual profile of this total investment would be as follows;

Year	Pride and Joy £000	Safe and Well £000	Connected and Smart £000	Total £000	Scheme Subject to External Funding Approval £000	Scheme Subject to Viable Business Cases £000
2019/20	250	3,190	1,995	5,435	200	1,600
2020/21	3,000	3,480	1,675	8,155	2,800	8,900
2021/22	-	6,600	1,445	8,045	-	3,000
2022/23	-	6,560	295	6,855	-	-
2023/24	-	6,560	295	6,855	-	-
Commercial Property Investment						20,000
TOTAL	3,250	26,390	5,705	35,345	3,000	33,500

The annual funding for this total investment would be as follows;

Year	General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self- Funded £000	Total £000	Scheme Subject to External Funding Approval £000	Scheme Subject to Viable Business Cases £000
2019/20	4,265	190	340	-	640	5,435	200	1,600
2020/21	7,575	-	100	-	480	8,155	2,800	8,900
2021/22	1,425	-	20	-	6,600	8,045	-	3,000
2022/23	275	-	20	-	6,560	6,855	-	-
2023/24	275	-	20	-	6,560	6,855	-	-
Commercial Property Investment								20,000
TOTAL	13,815	190	500	-	20,840	35,345	3,000	33,500

Note 1- Capital receipts or revenue contributions to capital including from earmarked reserves

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

The funding by total cost of scheme would be as follows;

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C1	Southend Pier - Replacement of Pier Trains	3,250	0	0	0	0	3,250	228	0	0	228
104	Pride and Joy Total	3,250	0	0	0	0	3,250	228	0	0	228
C2	Children's Residential Care Home	300	0	0	0	0	300	21	0	0	21
C3	HRA Future Investment Programme	0	0	0	0	20,840	20,840	0	0	0	0
C4	Crematorium Drives and Car Park Resurfacing	70	0	0	0	0	70	5	0	0	5
C5	Crematorium - Urgent Repairs to Chimney	500	0	0	0	0	500	35	0	0	35
C6	CCTV Upgrade	2,040	0	0	0	0	2,040	143	37	0	180

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C7	Cliffs Pavilion - Power Supply Equipment	170	0	0	0	0	170	12	0	0	12
105 C8	Palace Theatre - Power Supply Equipment	170	0	0	0	0	170	12	0	0	12
C9	Chalkwell Hall Infants Energy Project	0	190	110	0	0	300	13	0	(13)	0
C10	Civic Centre Boilers	1,300	0	0	0	0	1,300	91	0	(5)	86
C11	Public Toilet Provision	700	0	0	0	0	700	49	0	0	49
	Safe and Well Total	5,250	190	110	0	20,840	26,390	381	37	(18)	400
C12	Civic Campus - Efficient Use of Space	500	0	0	0	0	500	35	0	0	35
C13	ICT - Extending WiFi in Council Premises	40	0	30	0	0	70	3	0	0	3

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

No.	Scheme name	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C14	Highways Planned Maintenance Investment	3,000	0	0	0	0	3,000	210	0	0	210
C15	Car Park Improvements	500	0	0	0	0	500	35	0	0	35
C16	Southend-on-Sea Traffic Model	775	0	360	0	0	1,135	54	0	0	54
C17	Traffic Signs Upgrade	500	0	0	0	0	500	35	0	0	35
	Connected and Smart Total	5,315	0	390	0	0	5,705	372	0	0	372
	Overall Total	13,815	190	500	0	20,840	35,345	980	37	(18)	999

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

No.	Scheme Subject to External Funding Approval:	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C18	A127 Bell Junction Improvements	0	0	2,150	0	0	2,150	0	0	0	0
C19	Cart and Wagon Shed	0	0	850	0	0	850	0	0	0	0
107	Scheme Subject to External Funding Approval Total	0	0	3,000	0	0	3,000	0	0	0	0

CAPITAL INVESTMENT PROGRAMME - NEW SCHEMES/ADDITIONS
2019/20 to 2023/24

No.	Schemes Subject to Viable Business Cases:	Capital						Revenue per annum			
		General Fund Borrowing £000	General Fund Borrowing where financing costs to be met from savings/income generation £000	General Fund External Funding £000	General Fund Existing Funding ⁽¹⁾ £000	Housing Revenue Account Self-Funded £000	Total £000	Corporate Financing Costs £000	Additional Budget for Service Costs £000	Service Savings / Income Generation £000	Total £000
C20	Commercial Property Investment	0	20,000	0	0	0	20,000	1,400	0	(1,400)	0
C21	ICT - Southend Operation Centre	2,000	0	0	0	0	2,000	140	5	(198)	(53)
108 C22	Cliffs Pavilion - External Refurbishment Works	1,000	0	0	0	0	1,000	70	0	0	70
C23	Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	10,500	0	0	0	0	10,500	735	0	0	735
	Schemes Subject to Viable Business Cases Total	13,500	20,000	0	0	0	33,500	2,345	5	(1,598)	752

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 7

Scheme/Event	Investment Area	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Approved Capital Investment Programme - November Cabinet (Appendix 1)		60,481	73,013	55,360	24,728	0	0	213,582
Proposed changes:								
S106 Audley Court 0200874 Ful - CCTV	Community Safety	(10)						(10)
Civic Centre low loss headers	Energy Saving		(20)					(20)
"Make Southend Sparkle" initiative	Culture and Tourism		10	10	10			30
Acquisition of leasehold property	Council Housing	160						160
Schemes Subject to Viable Business Cases:								
Commerical Property Investment (see box on next page)	Works to Property			(3,478)				(3,478)
LATC - Delaware and Priory (see box on next page)	Social Care		(9,219)	(2,362)				(11,581)
Virements (see Appendix 3)	Various	0	0	0	0	0	0	0
Budget re-profiles (see Appendix 4)	Various	(3,570)	(2,345)	4,413	1,502	0	0	0
New external funding (see Appendix 5)	Various	619	0	0	0	0	0	619
Proposed Additions (see Appendix 6)	Various	0	5,435	8,155	8,045	6,855	6,855	35,345
Current Investment Programme - following amendments		57,680	66,874	62,098	34,285	6,855	6,855	234,647

Total budget for 2019/20 to 2023/24:

176,967

SUMMARY OF CHANGES TO THE CAPITAL INVESTMENT PROGRAMME

Appendix 7

General Fund Schemes Subject to External Funding Approval	Investment Area	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
A127 Bell Junction Improvements	Highways and Infrastructure			2,150				2,150
Cart and Wagon Shed	Culture and Tourism		200	650				850
		0	200	2,800	0	0	0	3,000

General Fund Schemes Subject to Viable Business Case Approval	Investment Area	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
LATC - Delaware and Priory	Social Care		9,219	2,362				11,581
ICT - Southend Operations Centre	ICT		1,000	1,000				2,000
Cliffs Pavilion - External Refurbishment Works	Culture and Tourism		100	900				1,000
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) & Construction	Southend Pier		500	7,000	3,000			10,500
		0	10,819	11,262	3,000	0	0	25,081
Commercial Property Investment	Works to Property							23,478
								48,559

Proposed Capital Investment Programme 2018/19 to 2023/24 - Summary by Area of Investment

Appendix 8

Scheme	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
General Fund Housing	1,222	1,695	1,375	577	-	-	4,869
Council Housing and New Build Programme	9,058	9,326	6,680	6,600	6,560	6,560	44,784
Social Care	880	953	-	-	-	-	1,833
Schools	13,429	13,939	391	-	-	-	27,759
Enterprise and Regeneration	4,841	12,600	7,520	5,698	-	-	30,659
Southend Pier	3,158	2,468	6,915	5,900	-	-	18,441
Culture and Tourism	6,295	4,905	13,930	3,960	-	-	29,090
Community Safety	233	1,707	1,000	-	-	-	2,940
Highways and Infrastructure	11,353	13,750	17,349	2,420	295	295	45,462
Works to Property	1,289	1,969	6,513	8,582	-	-	18,353
Energy Saving	714	845	350	377	-	-	2,286
ICT	4,073	1,944	40	-	-	-	6,057
S106/S38/CIL	1,135	773	35	171	-	-	2,114
TOTAL CAPITAL INVESTMENT PROGRAMME	57,680	66,874	62,098	34,285	6,855	6,855	234,647

Total budget for 2019/20 to 2023/24:

176,967

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 8

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
General Fund Housing								
Disabled Facilities Grant	C10145	922	900	900	577			3,299
Empty Dwelling Management	C10020	150	207					357
PSH Works in Default - Enforcement Work	C10503	50	88					138
Private Sector Renewal	C10146	100	500	475				1,075
Total General Fund Housing		1,222	1,695	1,375	577	-	-	4,869
Council Housing and New Build Programme								
Bathroom Refurbishment	C10161	43	263	42	59	52	96	555
Central Heating	C10162	1,010	951	374	197	161	771	3,464
Common Areas Improvement	C10168	1,616	3,364	864	864	864	864	8,436
Environmental - H&S works	C10163	1,780	698	1,080	1,080	1,080	1,080	6,798
Kitchen Refurbishments	C10164	163	691	984	1,002	875	1,107	4,822
Rewiring	C10165	170	221	342	501	739	411	2,384
Roofs	C10166	1,115	419	1,184	1,335	1,145	1,187	6,385
Windows and Doors	C10167	332	247	1,110	862	944	344	3,839
Future Programme (MRA & Decent Homes)	C10298	-	-	-	-	-	-	-
HRA Disabled Adaptations - Major Adaptations	C10015	784	650	650	650	650	650	4,034
HRA Disabled Adaptations - Minor Adaptations	C10257	100	50	50	50	50	50	350
Sheltered Housing DDA works	C10177		345					345
S106 HRA Land Review	C10685	1,455	1,258					2,713
Construction of New Housing on HRA Land	C10684	45						45
Acquisition of leasehold property	C10909	275						275
Acquisition of tower block leaseholds - Queensway	C10614	170	169					339
Total Council Housing and New Build Programme		9,058	9,326	6,680	6,600	6,560	6,560	44,784
Social Care								
Community Capacity	C10526	177						177
Dementia Friendly Environments	C10598	17						17
Children's Residential Care Provision	C10960		700					700
SEND Module and Integration with Liquid Logic	C10961	30	90					120
Learning Management System	C10929	120						120
Mental Health Funding Stream	C10184	36						36
Transforming Care Housing	C10689		163					163
LATC - Delaware and Priory	C10621	500	-	-				500
Total Social Care		880	953	-	-	-	-	1,833

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Schools								
AHDC Short Breaks for Disabled Children	C10282		64					64
Healthy School Capital Funding	C10991	52						52
Adult Community College rainwater goods	C10989	67						67
Chalkwell Infants Main Building Windows	C10870	1						1
Chalkwell Hall Infants replace relocatables (SBC 50%)	C10988	25	84					109
Chalkwell Hall Infants Energy Project	New		300					300
Chalkwell Hall Juniors roofs	C10987	10	100					110
Children's Centre - Lanlords Maintenance	C10990	45						45
Earls Hall Primary heating	C10986	40						40
Eastwood Primary roof	C10985	150	50					200
Fairways Primary Boiler	New	60						60
Fairways Primary roof	C10983	15						15
Fairways Primary curtain walling	C10984	150	240					390
Friars Fire Systems Replacement	C10647	1						1
Future condition projects	C10024	73						73
Futures Heating and Pipe Ducts	C10714	68						68
Leigh North Street boiler	C10982	110						110
West Leigh Infant Boiler	New		160					160
Devolved Formula Capital	C10014	125						125
Friars Primary School	C10864	332						332
Temple Sutton - Early Years	C10992	10						10
Expansion of 2 yr old Childcare Places	C10558	65						65
School Improvement and Provision of School Places	C10475	11,800	12,711					24,511
Special Provisiion Capital Fund	C10910	230	230	391				851
Total Schools		13,429	13,939	391	-	-	-	27,759
Enterprise and Regeneration								
Airport Business Park (including Local Growth Fund)	C10261	4,200	11,600	7,520	5,698			29,018
City Deal - Incubation Centre	C10668	31						31
Better Queensway - Regeneration	C10747	610	750					1,360
Housing Infrastructure Feasibility	C10956		250					250
Total Enterprise and Regeneration		4,841	12,600	7,520	5,698	-	-	30,659
Southend Pier								
Southend Pier - Bearing Refurbishment (Phase One)	C10885	919						919
Southend Pier - Condition Works Engineers	C10697	750	1,200	415				2,365
Southend Pier - Condition Works Surveyors	C10918	354	518					872
Southend Pier - Pier Entrance Enhancement	C10887	186						186
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	C10884	49						49
Southend Pier - Prince George Extension (Phase Two)	C10905	150		1,000	1,158			2,308
Southend Pier - Replacement of Pier Trains	New		250	3,000				3,250
Southend Pier - Structural Works	New			500				500
Southend Pier - Timber Outer Pier Head	C10886	750	500	2,000	4,742			7,992
Total Southend Pier		3,158	2,468	6,915	5,900	-	-	18,441

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 8

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Culture and Tourism								
Belfairs Swim Centre	C10623		42					42
Chase Sports and Fitness Centre - Lighting Fitting Replacement	C10875	54						54
Shoeburyness Leisure Centre – Building Management	C10965	85						85
Southchurch Park Bowls Pavillion	C10739		20					20
Southend Cliffs - Replacement of Handrails	C10881	31						31
Southend Leisure and Tennis Centre - Building Management System (BMS) Control	C10882	47						47
Wheeled Sports Facility Central Southend Area	C10966	25	225					250
Allotments Water Supply Upgrade	C10967	100	110					210
Badger Setts in Priory Park and Sidmouth Park	C10993	70						70
Chalkwell Park and Priory Park Tennis Courts	C10682	30						30
Parks Feasibility and Options Appraisals	C10968	25						25
Playground Gates	C10779		123					123
Replacement and Upgrade of Parks Furniture	C10879	30	30	30				90
Replacement of Play Equipment	C10780	47						47
Shoebury Common Regeneration	C10964	50	250					300
Sidmouth Park - Replacement of Play Equipment	C10880	5	64					69
Southchurch Park Tow Path	C10781	199						199
Forum II – SBC Match Funding to LGF	C10979	500	1,000	13,500	3,950			18,950
Kiosks in Libraries	New		40					40
Library Review	C10624	186						186
Cliffs Pavilion – Auditorium Air Handling Unit	C10969	25	90					115
Cliffs Pavilion – Boiler Flues	C10970	10	115					125
Cliffs Pavilion – Chiller	C10971	5	170					175
Cliffs Pavilion - External Refurbishment works	C10876	56	250					306
Cliffs Pavilion - Power Supply Equipment	New		30	140				170
Joint Theatres and Leisure Centres – Asbestos	C10972	115						115
Palace Theatre - Air Handling Units	C10782	230						230
Palace Theatre Boilers Replacement	C10877	13						13
Palace Theatre - Power Supply Equipment	New		30	140				170
Palace Theatre - Replacement of Asbestos Stage Safety Curtain	C10878	83						83
Central Museum Works	C10867		249					249
Inflatable Planetarium	New		35					35
New Museum - Gateway Review	C10776	1,181						1,181
Prittlewell Prince Research	C10043	38						38
Prittlewell Prince Storage	C10696		35					35
New Artist Studios	C10973	75	800					875
Belton Hills Steps	C10777	1,485						1,485
Energy Improvements in Culture Property Assets	C10565		110					110
Fire Improvement Works	C10974	500	500					1,000
"Make Southend Sparkle" Initiative	C10778	16	10	10	10			46
Property Refurbishment Programme	C10626	750	487					1,237
Pump Priming Budget	C10044	128	90	110				328
Queen Victoria statue - security fence	C10997	25						25
Resorts Services Signage	New	45						45
Resorts Assets	C10883	31						31
Total Culture and Tourism		6,295	4,905	13,930	3,960	-	-	29,090

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Community Safety								
CCTV Equipment Renewal	C10894	133	1,307	1,000				2,440
Security Measures	C10957	100	400					500
Total Community Safety		233	1,707	1,000	-	-	-	2,940
Highways and Infrastructure								
Cliff Slip Investigation Works	C10784	100	153					253
Coastal Defence (Shoebury Common Sea Defence Scheme)	C10011	186	200	3,795				4,181
Improving Resilience of the Borough to Flooding from Extreme Weather Events	C10888	221						221
Manor Road Cliff Stabilisation	C10963	100	225					325
Flood Prevention Works	C10962		-	1,125	1,125			2,250
Carriageways and Footways Improvements	C10786	1,000	2,000	1,000	1,000			5,000
Cinder Path	C10115	100						100
Highways Maintenance - Potholes	C10588	763	65	65				893
Improve Footway Condition Around Highway Trees	C10953	150	200					350
Improved Car Park Signage and Guidance Systems	C10890	329	25					354
Town Centre Redevelopment Improvements - Highways (NPIF)	C10889	615	1,235					1,850
Traffic Signs Upgrade	New		100	100	100	100	100	500
Prittlebrook Greenway - Undermining	C10923	75						75
Southend Highway Flood Reduction and Resilience Improvement Scheme	C10921	565						565
Car Park Improvements	New		100	100	100	100	100	500
Coach Parking	C10954	250						250
Parking Strategy	C10955	200						200
LTP (Integrated Transport block) - Bridge Strengthening	C10512	306	575	300				1,181
LTP (Integrated Transport block) - Better Sustainable Transport	C10384	533	400	400				1,333
LTP (Integrated Transport block) - Better Networks	C10671	639	400	400				1,439
LTP (Integrated Transport block) - Traffic Management Schemes	C10513	400	400	400				1,200
LTP (Integrated Transport block) - Traffic Control Systems	C10470	316	201	201				718
LTP - Maintenance	C10076	1,006	696	671				2,373
LTP - Maintenance - Street Lighting	C10708	150	150	150				450
Local Growth Fund - A127 Growth Corridor	C10699	1,872	4,100	6,317				12,289
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)	C10702	976	2,000	2,000				4,976
A127 Junction Improvements	C10553	397						397
HCA Progress Road	C10254	18						18
Southend Transport Model	C10058	40	525	325	95	95	95	1,175
Travel Centre - Bus Service Provision in the Town Centre	C10892	46						46
Total Highways and Infrastructure		11,353	13,750	17,349	2,420	295	295	45,462

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 8

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
Works to Property								
62 Avenue Road - demolition	C10922	5	44					49
Belfairs Park Restaurant/Golf Club Preventative Works	C10959	190						190
Civic Campus - Efficient Use of Space	New		200	150	150			500
Civic East Car Park Redevelopment	C10748	8	42		4,790			4,840
Commercial Property Investment	C10749	300	-	-				300
Conduit repointing and refurbishment	C11010	5						5
Darlows Green former WCs demolition	C10919	40						40
Demolition of Public WCs at Pitmans Close	C11009	30						30
East Beach Café Project	C10644		32					32
Herbert Grove Security	C10854	8						8
Land Acquisition Works	C10913				1,867			1,867
Library Car Park Reconstruction and Enhancement	C10750	50		4,083	1,775			5,908
New Beach Huts Phase 2	C10631	6						6
Pier Arches External Landlord Works	C11003	93						93
Pier Arches toilets - waterproofing solution	C10734	30						30
Porters Civic House and Cottage	C10571	5						5
Priory House EPH Fire Alarms	C10977	32						32
Ropers Farm Cottages - water supply	C10840	5						5
Seaways Development Enabling Works	C10643	4						4
Seaways - HCA Condition Funding	C10656		170					170
SMAC Eastern Esplanade Slipway	C11000	27						27
Working Environment	C11001	50						50
Urgent Works To Property	C10181	16						16
Cemetery - Ride on Mower	New			30				30
Crematorium Drives and Car Park Resurfacing	New		10	60				70
Crematorium - Urgent Structural Repairs to Chimney	New		500					500
Essential Crematorium/Cemetery Equipment	C10572	17						17
Pergola Walk Memorial Scheme	C10755	7						7
Replacement Boiler at Southend Crematorium	C10866	1	129					130
Civic Centre Boilers	C10980	245	300	1,000				1,545
Public Toilet Provision	New		40	660				700
Replacement of Coffin Charger	C11011	23	-					23
Sutton Road Cemetery Road Repairs	New			40				40
Priority Works	C10121	92	502	490				1,084
Total Works to Property		1,289	1,969	6,513	8,582	-	-	18,353
Energy Saving								
Beecroft - Theatre Lighting and Draughtproofing	C10996	8						8
Civic Centre CHP/Lifts Feasibility	C10930	5						5
Civic Centre Lifts Regeneration	C10931	33						33
Energy Efficiency Projects	C10788	32	200	250	277			759
Old Beecroft Ground Source Heat Pump Feasibility	C10932	15						15
Pier Energy Efficiency Scheme	C10933	58						58
Real Time Air Quality Measurement - Feasibility	C10958	10	65					75
Solar PV Projects	C10789	500	457					957
Schools and Council Buildings Solar PV	C10740	23	123	100	100			346
Two Tree Island Contamination Study	C10995	30						30
Total Energy Saving		714	845	350	377	-	-	2,286

Proposed Capital Investment Programme 2018/19 to 2023/24

Appendix 8

Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
ICT								
Channel Shift	C10757	493						493
DEFRA Inspire III	C10640	4						4
Disaster Recovery Relocation	New	55						55
Extending WiFi in Council Premises	C11002	40	70					110
HR Recruitment Contract Implementation	C10994	150						150
N3 Connectivity in Civic Building	C10767	146	85					231
ICT - Core Application and Database Migration	C10895		71					71
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System	C10637	1,010						1,010
ICT - Central Government IT Security Compliance	C10898	139						139
ICT – Cyber Security/Public Services Network	C10950	40	40	40				120
ICT - Southend Operation Centre	C10904	78	400					478
ICT - Digitally Enable the Council Offices	C10897	19						19
ICT Enterprise Agreement	C10636	329	345					674
ICT – Health and Social Care – GovRoam	C10951	20						20
ICT - Phones Migration and Re-Tender	C10900	247						247
ICT Rolling Replacement Programme	C10576	259	250					509
ICT - Southend Network Monitoring Equipment	C10901	19						19
ICT – Wide Area Network Enhancements	C10952	120						120
Mobile Device End Point Protection Replacement	C10768	90						90
Northgate - Revenues and Benefits application	C11004	50						50
Place - Culture and Enterprise and Tourism - EPOS System	C10758	26						26
Remote Working Enhancements	New		50					50
Replacement and Enhancement to Cash Receipting System	C10578	238						238
Software Licencing	C10426	400	400					800
IoT Smart City Delivery	C10580	101	233					334
Total ICT		4,073	1,944	40	-	-	-	6,057
S106/S38/CIL								
S106 3 Acacia Drive 1401434FULM - affordable housing	C10857		177					177
S106 Essex House 1600116DOV - affordable housing	C10852		320					320
S106 3-5 High Street 1501496AMDT - affordable housing	C10915	196						196
S106 845-849 London Rd 1601030AMDT – affordable housing	C10946	143						143
S106 St Hildas 1700530AMDT - affordable housing	C10934	11						11
S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing	C10926	218						218
S106 23/04/2015 Hinguar and Saxon - public art contribution	C10845	18						18
S106 Ajax Works 0300130ful - landscaping maintenance	C10199	6						6
S106 Albany Court 1500369AMDT - public art contribution	C10846	25						25
S106 Avenue Works 1401968AMDT - Public Art	C10801		15					15
S106 Former Balmoral 1400914FULM – public art contribution	C10861	1						1
S106 Bellway Prittlebrook 1400943FULM - Local play facilities	C10804	15						15
S106 Former College 1000225FUL - Tree Replacement	C10207	11						11
S106 Garrison 0000777 Deposit - information boards	C10811	2						2
S106 Garrison 0000777 Deposit - Junior Play Area maintenance	C10812	10						10
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance	C10815	6						6
S106 Garrison Park Store	C10188	1						1

Proposed Capital Investment Programme 2018/19 to 2023/24

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Scheme	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
S106 Lifstan Way 0000273 Out - Open Space Maintenance	C10269	81						81
S106 North Shoebury Road 0301504out - Public Art	C10819	62						62
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	C10205	45						45
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	C10820	35	35	35	171			276
S106 Sunlight Ldry 1400411FULM - Public Art	C10821	13						13
S106 22-23 The Leas 0700820FULM - bus service contribution	C10832		43					43
S106 Essex House 1500521FULM - bus stop improvement	C10793		3					3
S106 Former College 1500803BC4M - parking survey contribution	C10893	10						10
S106 Avenue Works 1401968AMDT - cycleway improvement	C10727	1						1
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution	C10808	4						4
S106 High Works Shoe Garrison	C10213	2						2
S106 Albany Court 1500369AMDT - signage contribution	C10842	10						10
S106 Hinguar 1401672BC4M - highway contribution	C10851	5						5
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution	C10816	2						2
S106 Sunlight Ldry 1400411FULM - Highway Works	C10686	2						2
S106 Texsol Kenway 1500468FULM - highway	C10849	2						2
S106 Texsol Kenway 1500468FULM – public realm contribution	C10858	14						14
S106 Seec 0200500ful - Highway Works	C10073	104						104
S106 Univ H-Way0401561ful	C10196	13						13
S38/S278 Airport 0901960 Fulm	C10275	14	65					79
S38 Bellway Homes 14/00943/fulm	C10746	4	74					78
S38 Old Hinguar School	C10859	4						4
S78 Bellway Homes 14/00943/fulm	C10730	2	8					10
S38 Fossetts Farm Bridleway	C10193	20	28					48
S38 Garrison NBP Road Supp Fee	C10267	3	5					8
S38 Inspection Magazine Rd	C10190	5						5
CIL Ward NA – Chalkwell – Landscaping on Chalkwell	C10936	2						2
CIL Ward NA – Kursaal – Annual community event at Southchurch Hall	C10937	1						1
CIL Ward NA – Milton – Milton Park improvements	C10938	5						5
CIL Ward NA – Milton – Street signs	C10939	2						2
CIL Ward NA – Milton – Park Street replacement bollards	C10940	3						3
CIL Ward NA – St Lukes – Cluny Sq Park improvements (5 a side goals/seating)	C10942	1						1
S106 Garrison 0000777 Depost - CCTV	C10810	1						1
Total S106/S38/CIL		1,135	773	35	171	-	-	2,114
TOTAL CAPITAL INVESTMENT PROGRAMME		57,680	66,874	62,098	34,285	6,855	6,855	234,647

Proposed Capital Investment Programme 2018/19 to 2023/24 - Schemes subject to external funding approval/viable business cases

Appendix 8

General Fund Schemes Subject to External Funding Approval	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
A127 Bell Junction Improvements	C10699			2,150				2,150
Cart and Wagon Shed	New		200	650				850
TOTAL SCHEMES SUBJECT TO EXTERNAL FUNDING APPROVAL		-	200	2,800	-	-	-	3,000

General Fund Schemes Subject to Viable Business Cases	Project code	2018/19 Budget £000	2019/20 Budget £000	2020/21 Budget £000	2021/22 Budget £000	2022/23 Budget £000	2023/24 Budget £000	Total Budget (all years) £000
LATC - Delaware and Priory	C10621		9,219	2,362				11,581
ICT - Southend Operations Centre	C10904		1,000	1,000				2,000
Cliffs Pavilion - External Refurbishment Works	C10876		100	900				1,000
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	New		500	7,000	3,000			10,500
SCHEMES SUBJECT TO VIABLE BUSINESS CASES		-	10,819	11,262	3,000	-	-	25,081
Commercial Property Investment	C10749							23,478
TOTAL SCHEMES SUBJECT TO VIABLE BUSINESS CASES:								48,559

Proposed Capital Investment Programme 2018/19 to 2023/24 - Total

	Total Budget (all years) £000
TOTAL CAPITAL INVESTMENT PROGRAMME (ASSUMING ALL SCHEMES SUBJECT TO EXTERNAL FUNDING /VIALE BUSINESS CASES ARE APPROVED)	286,206

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
General Fund Housing					
Disabled Facilities Grant		✓			
Empty Dwelling Management		✓			
PSH Works in Default - Enforcement Work		✓			
Private Sector Renewal		✓			
Council Housing and New Build Programme					
Bathroom Refurbishment		✓			
Central Heating		✓			
Common Areas Improvement		✓			
Environmental - H&S works		✓			
Kitchen Refurbishments		✓			
Rewiring		✓			
Roofs		✓			
Windows and Doors		✓			
Future Programme (MRA & Decent Homes)		✓			
HRA Disabled Adaptations - Major Adaptations		✓			
HRA Disabled Adaptations - Minor Adaptations		✓			
Sheltered Housing DDA works		✓			
S106 HRA Land Review		✓			
Construction of New Housing on HRA Land		✓			
Acquisition of leasehold property		✓			
Acquisition of tower block leaseholds - Queensway		✓			
Social Care					
Community Capacity			✓		
Dementia Friendly Environments		✓			
Children's Residential Care Provision		✓			
SEND Module and Integration with Liquid Logic					✓
Learning Management System					✓
Mental Health Funding Stream		✓			
Transforming Care Housing		✓			
LATC - Delaware and Priory		✓			

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
Schools					
AHDC Short Breaks for Disabled Children		✓			
Healthy School Capital Funding				✓	
Adult Community College rainwater goods				✓	
Chalkwell Infants Main Building Windows				✓	
Chalkwell Hall Infants replace relocatables (SBC 50%)				✓	
Chalkwell Hall Infants Energy Project		✓			
Chalkwell Hall Juniors roofs				✓	
Children's Centre - Lanlords Maintenance				✓	
Earls Hall Primary heating				✓	
Eastwood Primary roof				✓	
Fairways Primary Boiler				✓	
Fairways Primary roof				✓	
Fairways Primary curtain walling				✓	
Friars Fire Systems Replacement				✓	
Future condition projects				✓	
Futures Heating and Pipe Ducts				✓	
Leigh North Street boiler				✓	
West Leigh Infant Boiler				✓	
Devolved Formula Capital				✓	
Earls Primary School				✓	
Temple Sutton - Early Years				✓	
Expansion of 2 yr old Childcare Places				✓	
School Improvement and Provision of School Places				✓	
Special Provisiion Capital Fund				✓	
Enterprise and Regeneration					
Airport Business Park (including Local Growth Fund)				✓	
City Deal - Incubation Centre				✓	
Better Queensway - Regeneration				✓	
Housing Infrastructure Feasibility				✓	
Southend Pier					
Southend Pier - Bearing Refurbishment (Phase One)	✓				
Southend Pier - Condition Works Engineers	✓				
Southend Pier - Condition Works Surveyors	✓				
Southend Pier - Pier Entrance Enhancement	✓				
Southend Pier - Pier Pavilion Platform Detailed Design (Gateway Review One)	✓				
Southend Pier - Pavilion Platform Technical Design (Gateway Review Two) and Construction	✓				
Southend Pier - Prince George Extension (Phase Two)	✓				
Southend Pier - Replacement of Pier Trains	✓				
Southend Pier - Structural Works	✓				
Southend Pier - Timber Outer Pier Head	✓				

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
Culture and Tourism					
Belfairs Swim Centre	✓				
Chase Sports and Fitness Centre - Lighting Fitting Replacement		✓			
Shoeburyness Leisure Centre – Building Management		✓			
Southchurch Park Bowls Pavillion	✓				
Southend Cliffs - Replacement of Handrails	✓				
Southend Leisure and Tennis Centre - Building Management System (BMS) Control		✓			
Wheeled Sports Facility Central Southend Area			✓		
Allotments Water Supply Upgrade		✓			
Badger Setts in Priory Park and Sidmouth Park	✓				
Chalkwell Park and Priory Park Tennis Courts	✓				
Parks Feasibility and Options Appraisals	✓				
Playground Gates		✓			
Replacement and Upgrade of Parks Furniture	✓				
Replacement of Play Equipment	✓				
Shoebury Common Regeneration				✓	
Sidmouth Park - Replacement of Play Equipment	✓				
Southchurch Park Tow Path	✓				
Forum II – SBC Match Funding to LGF	✓				
Kiosks in Libraries	✓				
Library Review	✓				
Cliffs Pavilion – Auditorium Air Handling Unit		✓			
Cliffs Pavilion – Boiler Flues		✓			
Cliffs Pavilion – Chiller		✓			
Cliffs Pavilion - External Refurbishment works	✓				
Cliffs Pavilion - Power Supply Equipment		✓			
Joint Theatres and Leisure Centres – Asbestos		✓			
Palace Theatre - Air Handling Units		✓			
Palace Theatre Boilers Replacement		✓			
Palace Theatre - Replacement of Asbestos Stage Safety Curtain		✓			
Palace Theatre - Power Supply Equipment		✓			
Central Museum Works	✓				
Inflatable Planetarium	✓				
New Museum - Gateway Review	✓				
Prittlewell Prince Research	✓				
Prittlewell Prince Storage	✓				

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
New Artist Studios	✓		✓		
Cart and Wagon Shed					
Belton Hills Steps	✓				
Energy Improvements in Culture Property Assets		✓			
Fire Improvement Works		✓			
"Make Southend Sparkle" Initiative	✓				
Property Refurbishment Programme	✓				
Pump Priming Budget	✓				
Queen Victoria statue - security fence	✓				
Resorts Services Signage					✓
Resorts Assets	✓				
Community Safety					
CCTV Equipment Renewal		✓			
Security Measures		✓			
Highways and Infrastructure					
Cliff Slip Investigation Works		✓			
Coastal Defence (Shoebury Common Sea Defence Scheme)	✓				
Improving Resilience of the Borough to Flooding from Extreme Weather Events		✓			
Manor Road Cliff Stabilisation		✓			
Flood Prevention Works		✓			
Carriageways and Footways Improvements					✓
Cinder Path					✓
Highways Maintenance - Potholes					✓
Improve Footway Condition Around Highway Trees					✓
Car Park Improvements					✓
Improved Car Park Signage and Guidance Systems					✓
Town Centre Redevelopment Improvements - Highways (NPIF)					✓
Prittlebrook Greenway - Undermining					✓
Southend Highway Flood Reduction and Resilience Improvement Scheme					✓
Coach Parking					✓
Parking Strategy					✓
LTP (Integrated Transport block) - Bridge Strengthening					✓
LTP (Integrated Transport block) - Better Sustainable Transport					✓
LTP (Integrated Transport block) - Better Networks					✓
LTP (Integrated Transport block) - Traffic Management Schemes					✓
LTP (Integrated Transport block) - Traffic Control Systems					✓
LTP - Maintenance					✓
LTP - Maintenance - Street Lighting					✓
Local Growth Fund - A127 Growth Corridor					✓
Local Growth Fund - Southend Central Area Action Plan (SCAAP) Growth Point (Transport)					✓
A127 Junction Improvements					✓
HCA Progress Road					✓
Southend Transport Model					✓
Traffic Signs Upgrade					✓
Travel Centre - Bus Service Provision in the Town Centre					✓

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
Works to Property					
62 Avenue Road - demolition		✓			
Belfairs Park Restaurant/Golf Club Preventative Works	✓				
Civic Campus - Efficient use of Space					✓
Civic East Car Park Redevelopment		✓			
Commercial Property Investment				✓	
Conduit repointing and refurbishment		✓			
Darlows Green former WCs demolition		✓			
Demolition of Public WCs at Pitmans Close		✓			
East Beach Café Project	✓				
Herbert Grove Security		✓			
Land Acquisition Works				✓	
Library Car Park Reconstruction and Enhancement					✓
New Beach Huts Phase 2	✓				
Pier Arches External Landlord Works		✓			
Pier Arches toilets - waterproofing solution		✓			
Porters Civic House and Cottage	✓				
Porters House EPH Fire Alarms		✓			
Public Toilet Provision		✓			
Ropers Farm Cottages - water supply		✓			
Seaways Development Enabling Works				✓	
Seaways - HCA Condition Funding				✓	
SMAC Eastern Esplanade Slipway	✓				
Working Environment		✓			
Urgent Works To Property		✓			
Cemetery - Ride on Mower		✓			
Essential Crematorium/Cemetery Equipment		✓			
Crematorium Drives and Car Park Resurfacing		✓			
Crematorium - Urgent Structural Repairs to Chimney		✓			
Pergola Walk Memorial Scheme	✓				
Replacement Boiler at Southend Crematorium		✓			
Civic Centre Boilers		✓			
Replacement of Coffin Charger		✓			
Sutton Road Cemetery Road Repairs		✓			
Priority Works		✓			
Energy Saving					
Beecroft - Theatre Lighting and Draughtproofing		✓			
Civic Centre CHP/Lifts Feasibility		✓			
Civic Centre Lifts Regeneration		✓			
Energy Efficiency Projects		✓			
Old Beecroft Ground Source Heat Pump Feasibility		✓			
Pier Energy Efficiency Scheme		✓			
Real Time Air Quality Measurement - Feasibility		✓			
Solar PV Projects		✓			
Schools and Council Buildings Solar PV		✓			
Two Tree Island Contamination Study		✓			

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
ICT					
Channel Shift					✓
DEFRA Inspire III					✓
Disaster Recovery Relocation					✓
Extending WiFi in Council Premises					✓
HR Recruitment Contract Implementation					✓
N3 Connectivity in Civic Building					✓
ICT - Core Application and Database Migration					✓
ICT - Childrens and Adults Social Care - Development of the Liquid Logic Case Management System					✓
ICT - Central Government IT Security Compliance					✓
ICT – Cyber Security/Public Services Network					✓
ICT - Southend Operation Centre					✓
ICT - Digitally Enable the Council Offices					✓
ICT Enterprise Agreement					✓
ICT – Health and Social Care – GovRoam					✓
ICT - Phones Migration and Re-Tender					✓
ICT Rolling Replacement Programme					✓
ICT - Southend Network Monitoring Equipment					✓
ICT – Wide Area Network Enhancements					✓
Mobile Device End Point Protection Replacement					✓
Northgate - Revenues and Benefits application					✓
Place - Culture and Enterprise and Tourism - EPOS System					✓
Remote Working Enhancements					✓
Replacement and Enhancement to Cash Receipting System					✓
Software Licencing					✓
IoT Smart City Delivery					✓
S106/S38/CIL					
S106 3 Acacia Drive 1401434FULM - affordable housing		✓			
S106 Essex House 1600116DOV - affordable housing		✓			
S106 3-5 High Street 1501496AMDT - affordable housing		✓			
S106 845-849 London Rd 1601030AMDT – affordable housing		✓			
S106 St Hildas 1700530AMDT - affordable housing		✓			
S106 32-36 Valkyrie Rd 1700893DOV5 - affordable housing		✓			
S106 23/04/2015 Hinguar and Saxon - public art contribution	✓				
S106 Ajax Works 0300130ful - landscaping maintenance	✓				
S106 Albany Court 1500369AMDT - public art contribution	✓				
S106 Avenue Works 1401968AMDT - Public Art	✓				
S106 Former Balmoral 1400914FULM – public art contribution	✓				
S106 Bellway Prittlebrook 1400943FULM - Local play facilities	✓				
S106 Former College 1000225FUL - Tree Replacement	✓				
S106 Garrison 0000777 Deposit - information boards					✓
S106 Garrison 0000777 Deposit - Junior Play Area maintenance		✓			
S106 Garrison 0000777 Deposit - Toddler Play Area maintenance		✓			
S106 Garrison Park Store	✓				

Scheme	Pride and Joy	Safe and Well	Active and Involved	Opportunity and Prosperity	Connected and Smart
S106 Lifstan Way 0000273 Out - Open Space Maintenance	✓				
S106 North Shoebury Road 0301504out - Public Art	✓				
S106 North Shoebury Road 0301504out - Shoebury Park Enhancement	✓				
S106 North Shoebury Road 0301504out - Shoebury Park Maintenance	✓				
S106 Sunlight Ldry 1400411FULM - Public Art	✓				
S106 22-23 The Leas 0700820FULM - bus service contribution					✓
S106 Essex House 1500521FULM - bus stop improvement					✓
S106 Former College 1500803BC4M - parking survey contribution					✓
S106 Avenue Works 1401968AMDT - cycleway improvement					✓
S106 Bellway Prittlebrook 1400943FULM - TRO Contribution					✓
S106 High Works Shoe Garrison					✓
S106 Albany Court 1500369AMDT - signage contribution					✓
S106 Hinguar 1401672BC4M - highway contribution					✓
S106 North Road and Salisbury Ave 1200056 - Highway Works Contribution					✓
S106 Sunlight Ldry 1400411FULM - Highway Works					✓
S106 Texsol Kenway 1500468FULM - highway					✓
S106 Texsol Kenway 1500468FULM – public realm contribution	✓				
S106 Seec 0200500ful - Highway Works					✓
S106 Univ H-Way0401561ful					✓
S38/S278 Airport 0901960 Fulm					✓
S38 Bellway Homes 14/00943/fulm		✓			
S38 Old Hinguar School				✓	
S78 Bellway Homes 14/00943/fulm		✓			
S38 Fossetts Farm Bridleway					✓
S38 Garrison NBP Road Supp Fee					✓
S38 Inspection Magazine Rd					✓
CIL Ward NA – Chalkwell – Landscaping on Chalkwell	✓				
CIL Ward NA – Kursaal – Annual community event at Southchurch Hall			✓		
CIL Ward NA – Milton – Milton Park improvements	✓				
CIL Ward NA – Milton – Street signs					✓
CIL Ward NA – Milton – Park Street replacement bollards					✓
CIL Ward NA – St Lukes – Cluny Sq Park improvements (5 a side goals/seating)	✓				
S106 Garrison 0000777 Depost - CCTV		✓			

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Southend-on-Sea Borough Council

Report of Corporate Management Team
To
Cabinet
On
17 January 2019

Agenda
Item No.

7

Report prepared by: Joe Chesterton
Strategic Director (Finance & Resources)

Draft General Fund Revenue Budget 2019/20

All Scrutiny Committees – Cabinet Member: Councillor John Lamb

Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1. To present for consideration a 2019/20 draft revenue budget.

2. Recommendations

That Cabinet;

- 2.1. **Endorse the 2019/20 draft revenue budget and any required commencement of consultation, statutory or otherwise;**
- 2.2. **Note that the 2019/20 draft revenue budget has been prepared on the basis of a Council Tax increase of 4.49%, being 2.99% for general use and 1.5% for Adult Social Care;**
- 2.3. **Note that the 2019/20 draft revenue budget has been prepared using the provisional local government finance settlement and that the outcome from the final settlement will need to be factored into the final budget proposals for Budget Cabinet and Budget Council;**
- 2.4. **Refer the 2019/20 draft revenue budget, as approved, for the views of all Scrutiny Committees, Business sector and Voluntary sector to inform Budget Cabinet, which will then recommend the Budget and Council Tax to Budget Council;**
- 2.5. **Note the Schools budget position and that the recommendations for the Education Board on 22 January 2019, as set out in Appendices 11 and 11(i) are referred to People Scrutiny Committee and then to Budget Cabinet and Budget Council;**
- 2.6. **Endorse the direction of travel for 2020/21 and beyond and noting the need for the organisation to move to a longer term and outcome based budgeting approach (Section 15).**

3. Council Budget Process

- 3.1. The Council must set its revenue budget and Council Tax by 11 March of the preceding financial year. If, for whatever reason, the Council cannot agree a budget and Council Tax at Budget Council on 21 February, Members should be aware that it is unlikely that the Council Tax bills could be sent out on time for the 1 April instalment (taking into account the necessary notice period and the time required to print the bills and accompanying leaflet).
- 3.2. It is also good practice to approve the capital investment programme and fees and charges at the same time as the revenue budget and a capital report elsewhere on this agenda deals with the capital investment aspects of the budget. For Fees & Charges they are dealt with in this report. It should be noted that the revenue impact of both reports have been factored into the 2019/20 draft revenue budget proposed in this report.
- 3.3. The Housing Revenue Account (HRA) budget also needs to be agreed in a timely manner to ensure rent reviews can be reflected from 1 April of each year, and so a report on this can also be found elsewhere on this agenda.
- 3.4. The high level decision-making timetable is shown below:

Education Board	18 December 2018 & 22 January 2019 (virtual board)
Cabinet approves draft budget proposals for consideration by Scrutiny Committees, Business and Voluntary sectors	17 January 2019
Cabinet approval (delegated from Council) for the 2019/20 Council Tax base of 58,424.44 equivalent Band D properties	17 January 2019
Scrutiny and Consultation Scrutiny Committees:- <ul style="list-style-type: none"> - Place - People - Policy & Resources Business and Voluntary sector consultation	28 January 2019 29 January 2019 30 January 2019 17 January 2019

Precept announcements Leigh-on-Sea Town Council Essex Police and Fire & Rescue Services	22 January 2019 Essex Police, Fire and Crime Panel 24 January 2019 and the Commissioner by 1 March 2019
Cabinet recommends the Revenue Budget, Council Tax, Capital Investment Programme and HRA to Council	12 February 2019
Council approves the revenue and capital budget, Council Tax and HRA	21 February 2019

- 3.5. This report presents the draft General Fund revenue budget for 2019/20 for reference to the Scrutiny Committees and as the basis for consultation with the business and voluntary sectors.
- 3.6. A fuller report including the updated five year Medium Term Financial Strategy and the statutory statement by the Chief Finance Officer on the robustness of the estimates and adequacy of reserves under s25 of the Local Government Act 2003, will be presented to the Budget Cabinet at its meeting on 12 February 2019 and to Budget Council at its meeting on 21 February 2019.

4. Government Funding – Grant and Finance Settlement

- 4.1 Government funding of its main revenue support grant is now the third ranked provider of funding for the Council's total general fund budget (excluding schools) after Council Tax and Business Rates. As such it represents a vastly reducing factor in determining the Council's revenue budget. The provisional Local Government Finance Settlement for 2019/20 was issued by the Ministry of Housing, Communities and Local Government (MHCLG) on 13 December 2018 and this represents the last year of the Government's current spending plans. There is a spending review due in 2019 that will inform future years but the timing is dependent upon the Brexit outcome.
- 4.2 The latest Finance Settlement maintains the key changes in the way that Local Government is now financed, which were introduced in April 2013. The settlement provides authorities with a combination of provisional Revenue Support Grant (RSG) allocation and confirmation of Business Rates top up grant.
- 4.3 The Adult Social Care precept is confirmed to continue, subject to the increase in the precept not exceeding the maximum 6% increase allowed over the three years 2017/18 to 2019/20, (in addition to the 2% previously allowed in 2016/17), and that it can be applied in any of the three years as long as the precept did not exceed an additional 3% in 2017/18 and 2018/19 and an additional 2% in 2019/20.

4.4 The key points arising from the provisional settlement for Southend-on-Sea Borough Council are:

- (i) The provisional Settlement Funding Assessment (SFA) (a combination of actual RSG and estimated business rates income) for 2019/20 is £40.654 million. This compares to a SFA of £44.269 million in respect of 2018/19 (a year on year reduction of £3.615 million and equivalent to an 8.2% reduction). At the start of the last spending review period, SFA was £56.639 million. It has therefore fallen £12.985 million, equivalent to 24.2% over the four year period;
- (ii) The RSG element for 2019/20 within the provisional SFA is £5.925 million. This compares to a RSG of £10.318 million in respect of 2018/19 (a year on year reduction of £4.393 million and equivalent to a 42.6% reduction). At the start of the last spending review period, RSG was £21.338 million. It has therefore fallen £15.413 million, equivalent to 72.2% over the four year period;
- (iii) The settlement provides indicative figures only for 2019/20;
- (iv) Some capital and specific grants are provisional and yet to be announced in full;
- (v) As last year there is no Council Tax freeze grant offered by the Government this year;
- (vi) The 2019/20 referendum limit for Council Tax increases has been announced at a level of 6%, being 3% for expenditure on adult social care and 3% for other expenditure, subject to the cumulative increase in adult social care not exceeding 6% over the three year period 2017/18 to 2019/20. The Council Tax increases proposed by this report do not breach the referendum limit;
- (vii) A Government consultation has been announced that seeks views on the approach to measuring the relative needs and resources of local authorities, which will determine new baseline funding allocations for local authorities in England in 2020-21. The consultation closes 21 February 2019. The results of the review are due to be introduced in 2020/21 to coincide with the move to 75% Business Rates Retention in the same year;
- (viii) For 2019/20, funding to support social care and benefit health is being continued through the Better Care Fund (BCF); a pooled budget between the Council and Southend Clinical Commissioning Group (CCG). The actual arrangements and allocations have yet to be announced but for planning purposes the Council's share of the BCF for 2019/20 is expected to be no less than £5.859 million for revenue services plus £1.406 million for disabled facility grants;

- (ix) In addition, as announced in the 2015 Spending Review, the Council is also due to receive the next tranche of a new “improved” BCF directly through a S31 grant to further assist with the inherent pressures in adult social care. The indicative sum for 2019/20 is £6.744 million, an increase of £1.315 million from 2018/19;
- (x) In addition to the increase in Adult Social Care Precept and Better Care Fund resources, the Government have confirmed a one-off social care support grant for 2019/20 of £2,231,667, of which £824,000 must be spent on adult social care through the Better Care Fund regime, with the remaining £1,407,667 being available to address wider social care pressures, including Children’s;
- (xi) Non-domestic rates are set nationally by the Government and collected locally by Councils (billing authorities). Under the current arrangements for the localisation of business rates a sum of 50% is returned to Government who then reapportion this sum back to Local Government as part of their main grant settlement. The remaining 50% is retained 49% by the Council and 1% is distributed to the Essex Fire Authority. The Council’s actual income from business rates is therefore dependent upon the performance of the local economy, the success of any rating appeals and collection rates. The Police Authority receive their funding separately. The provisional small business non-domestic rates multiplier has been set at 49.1p (2018/19=48.0p) with the associated non-domestic multiplier has been set at 50.4p (2018/19=49.3p);
- (xii) The Government has also issued a further consultation paper on their intention of moving to 75% business rates retention for Councils for 2020/21. The stated aim is that this is done in a revenue neutral manner for the sector as a whole, although how this is to be done is still to be fully exemplified;
- (xiii) The Public Health service grant allocation for 2019/20 has been notified as £9.212 million (a reduction of £0.250 million on 2018/19, equivalent to a 2.64% reduction);
- (xiv) The consultation on the provisional finance settlement ended on 10 January 2019. The actual timing of the final announcement has yet to be announced, but would normally follow shortly after the consultation period has ended. A verbal update will be given to Cabinet on any further information surrounding the final finance settlement and any implication on the setting of the Budget.

5. Government Funding – Dedicated Schools Grant (DSG)

- 5.1 The Dedicated Schools Grant (DSG) was introduced in 2006/07, as a 100% specific grant to fund the Schools Budget. It excludes post-16 funding (with the exception of Special Educational Needs) and other specific education grants such as pupil premium.

5.2 2019/20 is the second year, of the Government's National Funding Formula (NFF) as the methodology for distributing national resources down to each education authority. That methodology saw the introduction of a four block model.

- Schools Block
- High Needs Block
- Early Years Block
- Central School Services Block

5.3 The 2019/20 DSG allocation is released in late December, the Schools block and Central block is set and based on information incorporating through the previous October schools census. The Early Years allocation is an estimate, as this is ultimately based on actual participation rather than a fixed budgetary amount, funding is therefore adjusted using both the January 2019 and January 2020 early years census. The High Needs block is also provisional (although not expected to change materially), and will be updated in July 2019, once the import and export adjustment is processed which relates to place funding adjustments for home authority pupils placed in another local authority's area.

5.4 The current estimated total DSG for 2019/20 is £150.2 million (latest allocation for 2018/19 = stands at £147.7 million). In practice the final DSG awarded to the local authority will exclude funding for Academies, and High Need place funding for both colleges and further education providers, and free special schools, as this is awarded directly to them from the Education and Skills Funding Agency. Therefore the final estimated allocation expected to be awarded to the local authority is £46.9 million, after considering these estimated deductions of £103.3 million.

6. **Dedicated School Grant Budget**

6.1 The DSG Budget consists of delegated funding to schools and early years providers, the funding of some central services, and the funding related to individual children such as for children with special educational needs (SEN) also known as 'High Needs'.

6.2 The Schools Budget is funded from the DSG. In addition, funding for post 16 students in schools is received from the Education Funding Agency.

6.3 The Department for Education (DfE) announced on 17 December 2018 the funding details for 2019/20 which are summarised below:

Block	Amount (£'s)	Detail
Schools Block	119,089,568	Allowing for 15,075 primary pupils at £3,958.23 per pupil and 10,899 secondary pupils at £5,254.47 per pupil, plus growth, premises and mobility funding
Early Years Block (Provisional)	9,955,046	Allowing for 2,739 PTE* 3 – 4 year old children @ £4.40 per hour universal entitlement, 660 PTE 3 – 4 year old children @ £4.40 per hour extended entitlement and 422 PTE 2 year old children @ £5.24 per hour PTE* assumes all children access the full 15hrs per week support over 38 weeks in the year
High Needs Block (Provisional)	19,415,963	Includes special school and further education place funding, educational top up funding for ages 2 up to 25 (in some circumstances). Alternative provision funding, hospital education funding, and support for wider SEND services.
Central Schools Services Block	1,747,728	Includes Education Support Grant and historic funding for Council support to education through schools admissions, school improvement, children's partnership and early help
Total DSG 2019/20	150,208,305	

- 6.4 The Department for Education has included a minimum funding increase of 0.5% in pupil led (i.e. ignoring premises related expenditure) funding within the settlement, together with a minimum per pupil amount of funding of £3,500 / £4,800 for primary / secondary schools respectively.
- 6.6 Although the total quantum of DSG is now calculated by a national formula, that indicates the amount of funding the DSG should receive, it currently remains a local decision as to how each block of funding is allocated. Education Board (covering School Forum matters) met on 18 December 2018, and confirmed that it wishes, for mainstream school allocations to continue with the implementation of the NFF locally, and agreed to set using the NFF rates now in full.
- 6.7 Decisions on the allocation of the DSG are effectively made by the Education Board (covering School Forum matters), although their recommendations still need to be confirmed by the Council. The Education Board met on 18 December 2018 and approved the principles upon which DSG resources would be allocated, and are meeting again on 22 January 2019 (virtual meeting) to consider the DSG Budget and determine required allocation to the individual mainstream schools

following the receipt of the DfE allocations. Subject to Cabinet approval, budget allocations to schools will be determined by the recommendations from the Board.

- 6.7 In addition to funding from the DSG, schools will receive Pupil Premium grant, which will provide £1,320 / £935 of funding per primary / secondary pupil who have been registered for free school meals in any of the past 6 years. These rates are unchanged from 2018/19. Based on estimates the total Pupil Premium will provide is an additional £7.9 million for schools in Southend-on-Sea (both Maintained and Academy schools).
- 6.8 As a percentage of their total budget, the overall cash funding for schools will see an increase of circa 1.4% due to pupil number growth and the NFF minimum funding guarantees. However the change in total budget for individual schools will vary depending as this is also driven by pupil numbers.
- 6.9 Following the recommendation of the Schools budget to the Education Board on 22 January 2019 (virtual meeting), Appendices 11 and 11(i) show the detailed breakdown of the proposed 2019/20 Schools budget. The schools position for 2019/20 following the Education Board meeting will then be submitted to the People Scrutiny Committee on 29 January 2019, through to Budget Cabinet on 12 February 2019, and then to the Budget Council on 21 February 2019 for final agreement of the Schools Budget, based on the recommendations from the Education Board and the comments from the Scrutiny Committee. Following this process, final budgets will be issued to schools.

7. Medium Term Financial Strategy (MTFS)

- 7.1 The Medium Term Financial Strategy that was approved in February 2018 was for a four year period up to the financial year 2021/22. It is now in need of updating as a result of the latest Local Government Finance Settlement, changes to the projections in the current financial planning figures and alignment with the Councils 2050 ambition, outcomes and 5 year roadmap.
- 7.2 It is good practice to update the rolling MTFS as part of setting the Council budget and Council Tax to ensure our financial planning is fully aligned and integrated.
- 7.3 The MTFS for the next five year period 2019/20 to 2023/24 will, therefore, be presented as part of the budget proposals for Budget Cabinet on 12 February 2019 and Budget Council on 21 February 2019.

8. 2019/20 Budget Proposals

- 8.1 This Council budget has been prepared against the background of the Governments' spending plans through various Budget speeches, the Chancellor's Autumn Budget Statement and the Local Government provisional finance settlement. The various Government announcements continue to see the most substantial contraction of available public sector funding, but particularly in Local Government, for many decades.

- 8.2 In addition, it continues to be based upon the Government's significant funding reform for Local Government that has been the most radical in generations. As a result of both the significant contraction of available funding and the financial reforms there is a consequent need to continue to produce a budget that will help to support the delivery of the Council's 23 outcomes. As the Local Government funding reforms materialise over the next few years we will need to become a financially self-sufficient organisation, as the key sources of income we will have to rely upon to fund Council services will be Council Tax, Business Rates and any other forms of income we can generate.
- 8.3 Therefore it will be essential to move to a longer term budget process that is outcome based rather than dealing with one financial year in isolation. In addition, we will need to develop further our commercial acumen to assist with the continuance and improvement in the services we deliver. Moving forwards this effectively will mean the prioritisation and reallocation of both our capital and revenue resources (not just financial budgets but our people and physical assets) to our 23 outcomes.
- 8.4 Using cabinet member input a detailed draft budget has been prepared by senior officers for the Cabinet to put forward that addresses the need to set a balanced and robust budget for 2019/20. The various budget consultations have also assisted in informing the compilation of the Council's budget.
- 8.5 Traditionally there has been a separate report on the detailed list of fees and charges for Council services. Cabinet at its meeting of 18 September 2018 approved the introduction of a fees and charges policy and this policy was to cover all fees and charges save parking charges. The Council approved policy enables Chief Officers to set fees and charges annually where the expected yield for a service or category is in line with the budget guideline as set out in the Medium Term Financial Strategy. For 2019/20 the guideline yield was set at 2.5% and therefore fees and charges for 2019/20 have been set by Chief Officers within this guideline. In respect of parking charges it is proposed that there are no changes to the current 2018/19 levels and therefore parking charges will remain frozen in 2019/20 at their current rate.
- 8.6 The draft 2019/20 General Fund revenue base budget requirement before savings and on-going investments is £123.150 million (£326.681 million gross expenditure, offset by £203.531 million gross income derived from service related grants, fees and charges etc). Available funding from estimated Business Rates, previous years council tax surpluses and Revenue Support Grant is £44.892 million, leaving £78.258 to be funded from a combination of Council Tax and Adult Social Care (ASC) precept. However based on the proposed increases in Council Tax and Adult Social Care precept within this report, which are consistent with the Government's referendum principals, the maximum that can be generated from these resources is £80.755 million, meaning there is an initial budget surplus of £2.497 million.

	£M	£M
Net Base Budget		123.150
Less Available Funding		
Revenue Support Grant	(5.925)	
Business Rates	(24.130)	
Business Rates Top-up Grant	(12.337)	
Council Tax Surplus	(2.500)	(44.892)
To be funded from Council Tax & ASC Precept		78.258
Council Tax & ASC Precept Income		(80.755)
Initial Budget Surplus		(2.497)

This unusual situation is being created by the significant additional resources the Government is identifying for adult and children's social care in 2019/20, for which there are full reinvestment proposals below.

- 8.7 A high level budget summary of the position is set out at Appendix 1. The draft 2019/20 revenue budgets for each Portfolio are then set out in Appendices 2 - 8 and show the original budget and probable outturn for 2018/19 and the 2019/20 base budget before reductions and on-going investments.
- 8.8 The budget identifies a number of on-going investments being faced by the Council, which need funding and these total £6.610 million and are set out below and in full in Appendix 9. Of this total £5.7 million of on-going investment is proposed for Children's and Adult Services.

Area of Investment	£'s
Community Safety <i>Addressing in particular permanent staffing for the Community Safety Hub</i>	385,000
Health & Well Being <i>Reflecting loss of housing benefit grant and outdoor sports income</i>	280,000
Children & Lifelong Learning <i>Particularly addressing cost pressures in children's social care</i>	2,338,000
Adult Services <i>Particularly addressing demographic pressures and the on-going impact of the national living wage, together with investment in transformation work</i>	3,362,000
Staffing Capacity <i>Addressing in particular the need to invest in staffing to fully exploit the potential of "MySouthend"</i>	245,000
Total Proposed Investments	6,610,000

- 8.9 Along with all other Local Authorities the Council is facing continued extreme demand and cost pressure in Adult Social Care and Children spending. The Local Government Association (LGA) estimates that Adult Social Care faces a national funding gap of £3.56 billion by 2024/25 based on pressures caused by demography, inflation and the National Living Wage. On a similar basis, the LGA estimate that Children's Social Care requires £1.1 billion in the next year alone just to keep services running at current levels.
- 8.10 The Council's budget setting needs to recognise these spending pressures to ensure that a robust budget is set alongside managing the risks of service delivery in these areas.
- 8.11 Therefore, the budget on-going investment proposals recognise these known cost pressures the Council is currently facing with circa £5 million extra annually proposed for Adults and Children's. The Adult Social Care and Children cost pressures identified for the 2019/20 proposed draft budget reflect the realignment of the respective base budgets to ensure there is adequate budget to manage the required service demands and delivery. The investment in adult social care will fully utilise the increase in the Adult Social Care precept, and the adults ring fenced proportion of the new Social Care grant, alongside the increased better care fund resources. Similarly the investment in children's social care will fully utilise the non-ring fenced element of the Social Care grant.
- 8.12 Additionally, given the volatile national picture outlined above, it is recommended that within the earmarked reserves that specific reserves continue to be identified to act as a precaution to any further in year demands on Adult Social Care and Children spending. The identification of these reserves will form part of the S.151 Officers statement on the adequacy of balances and the robustness of the budget in the final budget to be presented to Cabinet on 12 February 2019.
- 8.13 The inclusion of these new investments requirements creates a budget gap of £4.113 million (Initial budget surplus of £2.497m less investments of £6.610m).
- 8.14 The resultant budget gap is then closed by various savings proposals and house-keeping efficiencies, set out below and more fully in Appendix 10. The house keeping efficiencies have arisen from an internal process of tidying up budgets and identifying small miscellaneous savings from reviewing previous year spend in all areas across the Council.

Area of Saving	£'s
Income – Commercial Activities <i>Arising from commercial acquisition of investment assets and exploitation of others</i>	455,000
Income – New / Additional <i>Arising from the growth in asset rentals and investment income</i>	350,000
Transformation <i>Arising from locality working and community engagement, and the emphasis on preventative work</i>	2,025,000
Staffing Restructures	635,000
Procurement Efficiencies	280,000
Budget Reductions	3,745,000
House Keeping Efficiencies	368,000
Total Proposed Savings	4,113,000

- 8.15 By agreeing the proposed savings of £4.113 million (excluding Public Health net savings of £0.250 million, as these savings are ring fenced against the Public Health grant allocation reduction), this will result in a draft 2019/20 revenue budget of £125.647 million (2018/19 £123.036 million), balanced by the available funding and council tax income.

	2018/19	2019/20
	£M	£M
Net Base Budget		123.150
On-going Investment		6.610
Less;		
Proposed Savings		(3.745)
House Keeping Efficiencies		(0.368)
Revenue Budget	123.036	125.647
Less Available Funding		
Revenue Support Grant	(10.318)	(5.925)
Business Rates	(21.924)	(24.130)
Business Rates Top-up Grant	(12.085)	(12.337)
Council Tax Surplus	(2.500)	(2.500)
To be funded from Council Tax & ASC Precept	76.209	80.755
General Council Tax	(71.699)	(75.022)
ASC Precept Income	(4.510)	(5.733)
Balanced Budget	0	0

- 8.16 As part of the budget proposals, there are also some one-off investment items that are proposed to be funded for their temporary nature by the use of earmarked reserves. The items of revenue growth are;

Item	2019/20	2020/21	2021/22	TOTAL	Proposed Reserve Use
	£'000	£'000	£'000	£'000	
Local Plan Resource required to support the development of the Southend new Local Plan and contribution to the South Essex Joint Strategic Plan (JSP)	585	410	130	1,125	New Homes Bonus
SMART technologies A dedicated staff resource to drive SMART technology across the economic health and wellbeing and environmental agendas associated with progressing the 2050 outcomes	60	60	0	120	Business Transformation
Corporate Strategy staffing A new Service Redesign team, as part of the overall team restructure, that will work with operational teams and end users to redesign Council services in order to improve outcomes and experiences for customers, to maximise investment and to eradicate duplication across the organisation	185	185	185	555	Business Transformation
Summer Planning To enable recruitment of appropriate staffing and related resourcing for the Town's busy Summer period	75	75	0	150	Business Transformation

Workforce Development team Additional temporary staffing to support the corporate learning and development offer while the services are reconfigured and a new offer is developed to support the organisational priorities, including succession planning and skills development	100	50	0	150	Business Transformation
School Improvement To continue school improvement support including support for pupils to attain Grammar School entrance	(1)	200	200	400	School Improvement
Economic Development To enable continued research and staff support for the promotion of the town	(1)	100	100	200	Business Transformation
Housing Implementation Initial resource to progress the implementation of the Housing, Homelessness and Rough Sleeping Strategy ⁽²⁾	150	150	150	450	New Homes Bonus
Transforming Together Pump priming investment to implement and embed a range of new approaches, tools and techniques that will enable the Council to transform the way it works	100	100	0	200	Business Transformation
TOTAL	1,255	1,330	765	3,350	
Notes (1) In 2018/19 budget round same annual amount set aside as for 2019/20 (2) Additional pump priming resource will be required for the implementation of the Housing, Homelessness and Rough Sleeping Strategy (sum to be identified as part future Cabinet reports)					

8.17 A total of £3.350 million of earmarked reserves are being used to fund the above items of one-off project spending over a three year period of 2019/20 to 2021/22.

- 8.18 It is recommended that the draft budget is referred to all Scrutiny Committees and their comments considered by the Budget Cabinet on 12 February 2019 to enable the Budget Cabinet to make its recommendation on the 2019/20 budget to full Budget Council on 21 February 2019.

9. Council Tax Base 2019/20 and Estimated Collection Fund Surplus/Deficit 2018/19

- 9.1 The Council has to formally determine the Council Tax Base (the number of Band D equivalent properties) for 2019/20 and any estimated Collection Fund balance at the end of 2018/19. The Council Tax Base for 2019/20 is as reported in a separate report on this agenda for approval as delegated by Council at 58,424.44 (equivalent Band D properties) including Leigh-on-Sea Town Council.
- 9.2 The tax base for Leigh-on-Sea Town Council has been calculated for 2019/20 as 8,839.09 Band D equivalents.
- 9.3 The Council Tax base for Southend-on-Sea has increased as a result of a combination of new properties on the list coupled with the on-going impact of the agreed discounts and exemptions, and also the proposed increase in the Empty Homes Premium to 100% from April 2019.
- 9.4 The estimated balance on the Collection Fund in respect of Council Tax at the end of 2018/19 will be reported formally to the Budget Cabinet on 12 February 2019. The draft budget and Council Tax implications are currently based on the use of £2.5 million of the projected surplus attributable to the Council.

10 Council Tax (including Precepts)

- 10.1 The draft budget assumes a Council Tax increase at 2.99% for general use on the Southend-on-Sea element of the total Council Tax. There are no implications arising from this increase for a Council Tax freeze grant, as the Government has again not offered one this year.
- 10.2 The proposed Council Tax increase for general use of 2.99% will mean a Band D level of £1,284.09 per annum on the Southend-on-Sea element of the Council Tax (2018/19 the Band D level is £1,244.53). This equates to an annual increase of £39.56 and a weekly increase of 75p.
- 10.3 The Cabinet (and Scrutiny Committees) may wish to bear in mind that a 1% change in Southend-on-Sea Borough Council's element of the Council Tax is £13.24 per annum for a Band D property. This equates to an amount of circa £0.770 million in the revenue budget for each 1% change.
- 10.4 The total Council Tax payable by tax payers consists of Southend-on-Sea Borough Council precept, the Adult Social Care precept and the precepts for Essex Fire & Rescue Services Authority and Essex Police Authority. Where applicable it also includes the Leigh-on-Sea Town Council precept.

- 10.5 At this stage the precepts from the major precepting authorities (Fire and Police) are not yet finalised. Also, the Leigh-on-Sea Town Council precept is not yet finalised.
- 10.6 Essex Fire & Rescue Services and Essex Police through the Police, Fire and Crime Commissioner has by law to set both precepts no later than 1 March 2019 (after consideration by the Essex Police, Fire and Crime Panel on 24 January 2019). No indication has been given of either of the relevant precept levels for 2019/20.
- 10.7 Leigh-on-Sea Town Council is due to set its precept at its Council meeting on 22 January 2019. No indication has been given of the relevant precept level for 2019/20.
- 10.8 The precepts will form part of the formal Council Tax setting at Budget Council on 21 February 2019. As part of the draft budget, estimations have been made of the expected precept levels pending formal approval by the precepting authorities. Any variances from that contained in the draft budget are expected to be minimal and will be contained within the overall budget proposals that will be presented to Budget Council.
- 10.9 In addition, the draft budget also assumes the continuation of the Adult Social Care precept at a level of 8.0% of the main council tax (an increase of 1.5% over the previous year). The ability to apply this precept was introduced by the Government as part of the 2016/17 Local Government finance settlement. It was introduced to assist with the increasing demand and demographic expenditure pressures from Adult Social Care that Local Government has been experiencing and are continuing to face. The proposed increase of 1.5% equates to an annual increase of £1.223 million (from £78.29 to £98.13) equivalent to a weekly increase of 37p.

11 Staffing implications of budget proposals

- 11.1 The reduction and investment proposals outlined in this report will show a net growth of 35.6 permanent full time equivalent (fte) posts across the Council. Within the budget reduction proposals currently 3 out of 8 posts have been identified as voluntary redundancies.
- 11.2 Formal redundancy consultation with the recognised Trades Unions has commenced where appropriate and all staff have been fully briefed on the implications of these proposals.
- 11.3 In addition, within the People Department there are two transformation projects (C1 and C2), which have the potential to displace staff. Once the transformation plans are fully scoped, the appropriate formal staff consultation processes for these areas will also take place. There will be other services across the Council that will be redesigned throughout 2019/20 as the organisation moves to focussing on outcomes. Where this redesign impacts on staff, the appropriate consultation will take place.
- 11.4 Any staffing reductions will be managed in accordance with the Councils policies on the Managing Organisational Change and Redundancy.

- 11.5 The Council's Workforce Planning Panel will continue to control recruitment to vacant posts (permanent and temporary) and, wherever possible, staff identified as 'at risk' of redundancy will be redeployed through the Talent Pool. In addition, the Council will be working with other Essex authorities and partners in order to maximise redeployment opportunities across the county region.
- 11.6 Volunteers for redundancy will be considered in order to minimise the number of compulsory redundancies.
- 11.7 A comprehensive package of support for all staff but particularly those directly affected by these proposals has been put into place. This includes coaching and counselling, as well as practical support with job applications and money management.

12 **Southend 2050**

- 12.1 During spring 2018 the Council embarked on a major engagement exercise with residents and key local stakeholders to develop a shared and jointly owned ambition for Southend-on-Sea in 2050. Its purpose was to shape a long term vision for the borough whilst providing a focus on shorter term outcomes deliverable by the Council, its partners and local communities. The resulting ambition aims to articulate not only the visible changes to our environment but also highlight the more fundamental effects on people lives – essentially capturing how it will feel to live, work, visit or do business here in the future.
- 12.2 The engagement programme was well-publicised, extensive and varied so that the broadest possible range of stakeholders have had the opportunity to contribute. A variety of different methods have been used to conduct open and ambitious conversations in locations right across the borough. These included facilitated workshops with business leaders, deliberative sessions with targeted resident representatives, meetings with local interest and community groups, public events and venues, and in-depth 1:1 interviews with citizens.
- 12.3 People also enthusiastically shared their thoughts on-line with literally thousands of comments being generated via the Southend 2050 survey as well as through social media, a virtual 'Stickyworld' online forum and the Southend 2050 website. Young people and schools have responded particularly positively through a number of imaginative competitions and events, including a lively future-themed Youth Council float at Southend Carnival.
- 12.4 In addition, a great deal of valuable quantitative feedback has been generated from more traditional consultation methods, such as the large scale borough-wide 2018 Residents Perception Survey. Councillors and Council staff have also actively participated throughout the process.
- 12.5 The process for a new borough vision has seen the introduction of a revised approach to the Council's business planning framework. The 2050 Road Map, incorporating the Ambition, Themes and Outcomes, is a high level document, replacing the Corporate Plan. It will be supported by 5 Strategic Delivery Plans (one per theme). The 5 themes are:

- Pride & Joy – By 2050 Southenders are fiercely proud of, and go out of their way, to champion what our city has to offer;
- Safe & Well – By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives;
- Active & Involved – by 2050 we have a thriving, active and involved community that feel invested in our city;
- Opportunity & Prosperity – By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all of our people;
- Connected & Smart – By 2050 people can easily get in, out and around our borough and we have world class digital infrastructure.

Each of the five themes has 4-5 focussed outcomes for the next five years (23 outcomes in total).

- 12.6 Underpinning the high level plans are associated outcome delivery plans. While setting the Ambition for the coming decades to 2050, the Road Map and associated documentation should not be seen as set in stone. They will need to respond to inevitably changing circumstances, locally, nationally and internationally, and future documentation will reflect this. The Roadmap will shape the Council's Medium Term Financial Strategy, ensuring resources are aligned with the Council's agreed priorities.
- 12.7 Appendix 12 sets out the framework for Southend 2050.

13 Budget Consultation

- 13.1 There is an expectation that local authorities will engage communities in the difficult decisions that will determine what services are delivered by the Council and how.
- 13.2 The Council has undertaken a number of targeted consultations which have focused on service redesign and renewal of contracts for commissioned services to implement previously agreed savings, improve the service offer and help inform budget proposals for 2019/20. Such consultations with service users and wider stakeholders have included those on: carers support; advocacy service review; air quality action plan; low emissions strategy; Essex HMO amenity service, gambling licensing policy, 0-5 years health visiting service; Leigh Port; integrated sexual health services; Southend teenage pregnancy service; and healthy lifestyle services.
- 13.3 Alongside the targeted consultations, and as part of the Southend 2050 engagement programme, a residents' perception survey was undertaken in the summer of 2018. This included insight into perceptions of council services and satisfaction with the council.
- 13.4 The overall results and comments from the consultations have continued to help inform the preparation of the 2019/20 revenue budget.

14 Equality Assessments (EA) – Making fair financial decisions

- 14.1 Each department has produced a departmental equality analysis taking into consideration any equality and cohesion impacts that restructuring their service may have on staff and service users. The results were then challenged by an internal team of officers and then by the Corporate Management Team.
- 14.2 As before the aim will be to protect delivery of key frontline services as well as highlight greater opportunities for collaborative working with partners to deliver services. Staff, Councillors, Trade Unions, Service users and residents were consulted and engaged in the process. These include but were not limited to, Chief Executive briefing sessions, Departmental Management and Team meetings, workshops and resident engagement via the budget consultation process.
- 14.3 Recommendations made in departmental supporting action plans identify how each department will aim to address and mitigate any indirect differential impact on staff and services over the coming year.
- 14.4 An overarching EA is attached at Appendix 13.

15 2020/21 and Beyond

- 15.1 In addressing the national economic situation the Government has continued to emphasise the need to look further at a programme of public sector spending restraint and reconfiguration. This was reinforced in the Chancellor's Autumn Budget Statement on 29 October 2018 with further restriction placed on the Government's public spending plans for Local Government. The tightening and reduction of Government funding contributions to local government funding along with the Government's current and future funding reforms, means that the current financial challenges for 2020/21 and beyond will continue. This needs to be seen as part of a continued period of financial entrenchment that Local Government has already encountered. Councils will need to consider a much longer spending reduction programme than previously identified by Central Government and which also links into the impending need for Council's to work towards a position of financial self-sustainability.
- 15.2 This report predominantly addresses, as we are required to do, a detailed budget for 2019/20 but it is also appropriate to identify the areas the Council should continue to explore in order to meet the budget constraints of future years and also tailor the services it provides and review its role within national policy and local circumstances. As we start addressing the Councils Ambition 2050 and the South Essex vision 2050 we need to be mindful of how we align and prioritise our resources to achieve these visions but also ensure we focus on delivering our required outcomes.
- 15.3 Like all local authorities in England, Southend-on-Sea Borough Council is facing unprecedented financial challenges. The Council has, over a number of years, addressed significant funding gaps whilst also achieving improved efficiency and service delivery. In the current, and forecast, period of national financial stringency the scale of financial contraction is such as to challenge the scale, nature and purpose of the role of the Council.

- 15.4 Traditionally, and particularly over recent years, the nature of Council activity has seen an increase in the level of directly delivered services for the local populace and for local businesses and visitors. Many services have been delivered on a universal basis and free or at limited cost. As funding continues to reduce greater pressure is being placed upon the services provided by the Council and also the way in which these are delivered. Since the beginning of the national fiscal situation the Council has striven to sustain its full range of services but this will need to be challenged as we move forward and work towards delivering against the Council's agreed 23 outcomes.
- 15.5 The Council may need to increase focus on the delivery of its services in a targeted way, concentrating on delivering services to those residents who need the Council's help. The Council will also need to adopt this as an approach in tailoring the delivery of its many statutory services. To underpin this approach the Council will also reposition its role as one to work alongside the community, its residents and businesses, to help support the many factors affecting their lives as is possible.
- 15.6 The Council will continue to adopt an increasing approach of working, and delivering services, in partnership with other agencies, the voluntary and commercial sectors, and the community itself. As part of this approach the Council will encourage the sustenance of community services in collaboration with the local communities, encouraging community capacity to operate in appropriate circumstances.
- 15.7 The Council will also seek to address critical issues such as equality, disadvantage, lack of attainment and poverty by working with communities themselves, seeking enhanced training and opportunity and by fostering and promoting the local economy and thereby enhancing opportunities for aspiration, attainment, household income and personal achievement.
- 15.8 As the Government funding reforms are implemented we will soon be in a position where our funding to maintain/improve our council services will come from three main areas;
- Business Rates
 - Council Tax
 - Other forms of income we can generate e.g. Fees & Charges, commercial activity, traded services, etc

Therefore, this will mean an era of financial self-sustainability for Local Authority's and that longer term and focussed outcome based budgeting will be the key. This essentially will mean the prioritisation and reallocation to our outcomes of all our resources both Capital and Revenue alongside our people and our physical assets.

- 15.9 The Council will therefore seek to ensure that the Council Tax and Business rates bases are improved and income collection levels are at least maintained. In addition, the Council will explore innovative income generation opportunities that will assist with increasing the Council's revenue sources to assist with meeting the need to be financially self-sustainable and to support the delivery of our outcomes. As part of this there is the intention to look greater at commercial opportunities for services of the Council.

- 15.10 Given the financial challenge we have and will continue to face for a number of years, a continued programme of corporate working will continue with this efficiency drive and to help support the identification of savings for future years. This will allow us to have a programme driving transformational change in the organisation and will allow a clear focus on delivery of the required savings that will be required over this period.
- 15.11 Over the coming year it will be extremely important to consider future year potential savings proposals in anticipation of delivering tailored services for the community whilst addressing the known budget reductions required from our total budget and reflecting the estimated significant government grant reductions. It is currently anticipated arising from the Autumn Budget Statement in late 2018, that further savings in the order of £18 million will be required from the Council's circa £230 million annual gross budget (after excluding Schools, HRA and Housing Benefits) for the four years 2020/21 to 2023/24.

16 Corporate Implications

16.1 Contribution to the Southend 2050 Road Map

The budget strategy is an integral part of the Council's Corporate Service and Resources Planning Framework. The delivery of a revenue budget in line with the recommendations in this report will contribute to the delivery of the Southend 2050 ambition and achievement of the desired outcomes and five year roadmap.

16.2 Financial Implications

As set out in the body of the report.

16.3 Legal Implications

None at this stage.

16.4 People Implications

The draft budget will have an impact on staffing levels and the implications are set out in section 11 of this report.

16.5 Property Implications

None

16.6 Consultation

Consultation has taken place with the Chief Executive, Deputy Chief Executives and their Directors and the Strategic Directors as part of the budget preparation process who are fully committed to working within the budget proposed. Members are being consulted through Cabinet, Scrutiny and Council.

Consultation with staff and unions will continue throughout the process. Briefings for local businesses and the voluntary sector have been undertaken to give them an opportunity to find out more about what is in the planned draft budget from the Leader, Deputy Leader and Strategic Director (Finance & Resources).

Staff have been kept abreast of progress and opportunities for contributions through personal briefings by the Chief Executive and Strategic Director (Finance & Resources) and through media briefings.

16.7 Equalities and Diversity Implications

Assessments have been carried out for proposed savings in the 2019/20 draft revenue budget and an overarching EIA is attached as an Appendix to this report.

16.8 Risk Assessment

The budget proposals will be subject to the Deputy Chief Executives, Strategic Directors and Directors review of risk and robustness. This will inform the Chief Finance Officer's Section 25 statement on the robustness of estimates and adequacy of reserves to be reported to the Budget Cabinet on 12 February 2019 and Budget Council on 21 February 2019.

16.9 Value for Money

The proposals set out in the report reflect the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates.

16.10 Community Safety Implications

Assessments have been carried out for all revenue proposals.

16.11 Environmental Impact

Assessments have been carried out for all revenue proposals.

17 Background Papers

17.1 The provisional finance settlement 2019/20, DCLG

17.2 Budget working papers are held in the Finance & Resources' Accountancy section.

17.3 Equality Impact Assessments

17.4 Southend 2050 – draft Ambition, Themes & Outcomes and Five Year Road Map – 6 November 2018 Southend 2050 Ambition / Five Year Roadmap, Council 13 December 2018 Southend 2050 – Strategic Delivery Plans, Cabinet 17 January 2019

18 Appendices

Appendix 1	Summary of Draft 2019/20 General Fund Revenue Budget
Appendix 2	2019/20 Draft budget - Leader
Appendix 3	2019/20 Draft budget – Growth
Appendix 4	2019/20 Draft budget – Adults & Housing
Appendix 5	2019/20 Draft budget – Children & Learning
Appendix 6	2019/20 Draft budget – Healthy Communities & Wellbeing
Appendix 7	2019/20 Draft budget – Infrastructure
Appendix 8	2018/19 Draft budget – Public Protection
Appendix 9	Description of Proposed Budget Investment
Appendix 10	Description of Proposed Budget Reductions
Appendix 11	Schools Budget
Appendix 11(i)	Schools Budget
Appendix 12	Southend 2050 – Ambition, Themes and Outcomes
Appendix 13	Equality Analysis supporting budget proposals

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**SUMMARY OF GENERAL FUND
REVENUE BUDGET 2019/20**

**SOUTHEND ON SEA BOROUGH COUNCIL ESTIMATE FOR THE
GENERAL FUND YEAR ENDING 31 MARCH 2020**

SUMMARY OF GENERAL FUND REVENUE ESTIMATES

	Appendix	Original Estimate 2018/19	Probable Outturn 2018/19	Original Estimate 2019/20	Budget 2019/20
		£000	£000	£000	£000
Portfolios					
Leader	2	10,936	11,618	11,539	11,539
Growth	3	3,081	2,964	3,140	3,140
Adults and Housing	4	42,877	41,373	39,479	39,479
Children & Learning	5	33,556	37,692	35,323	35,323
Healthy Communities and Wellbeing	6	13,636	14,469	14,646	14,646
Infrastructure	7	14,173	16,542	15,077	15,077
Public Protection	8	13,782	13,412	13,853	13,853
Sub Total		132,041	138,070	133,057	133,057
Capital Financing Removed		(28,281)	(28,281)	(28,280)	(28,280)
Portfolio Net Expenditure		103,760	109,789	104,777	104,777
Levies		638	638	643	643
Contingency - General		2,088	2,088	2,088	2,088
- Transformation		1,500	1,500	1,500	1,500
- Benefits		300	300	300	300
- Inflation		1,828	0	1,240	1,240
Pensions Upfront Funding		(3,734)	(3,734)	(3,733)	(3,733)
Financing costs		8,542	8,110	11,963	11,963
Total net expenditure		114,922	118,691	118,778	118,778
Contribution to /(from) earmarked reserves		5,436	6,845	3,133	3,133
Revenue Contribution to Capital		5,058	2,380	5,098	5,098
Corporate on-going Investments	9	0	0	0	6,610
Proposed Savings	10	0	0	0	(4,113)
Non Service Specific Grants		(2,380)	(2,380)	(3,859)	(3,859)
Total Budget Requirement		123,036	125,536	123,150	125,647
Met from:					
Revenue Support Grant		(10,318)	(10,318)		(5,925)
Retained Business Rates		(21,924)	(24,424)		(24,130)
Business Rates Top up Grant		(12,085)	(12,085)		(12,337)
Collection Fund Surplus		(2,500)	(2,500)		(2,500)
Council Tax Requirement		76,209	76,209		80,755
Council Tax		(71,699)	(71,699)		(75,022)
Adult Social Care Precept		(4,510)	(4,510)		(5,733)
		(76,209)	(76,209)		(80,755)

LEADER

REVENUE BUDGET 2019/20

SOUTHEND ON SEA BOROUGH COUNCIL

GENERAL FUND YEAR ENDING 31 MARCH 2020

Leader Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Corporate Planning and Policy									
Corporate and Non Distributable Costs	1,919	(184)	1,735	1,948	(183)	1,765	1,846	(189)	1,657
Corporate Services									
Department of the Chief Executive	634	0	634	607	0	607	649	0	649
Financial Services									
Accountancy	2,131	(295)	1,836	2,091	(295)	1,796	2,260	(300)	1,960
Accounts Payable	119	(4)	115	119	(4)	115	129	(4)	125
Accounts Receivable	190	(77)	113	190	(77)	113	200	(79)	121
Insurance	162	(247)	(85)	162	(247)	(85)	173	(249)	(76)
Internal Audit	999	(323)	676	871	(254)	617	967	(259)	708
Corporate Procurement	621	0	621	746	0	746	700	0	700
Human Resources & Organisational Development									
Human Resources	1,815	(505)	1,310	1,929	(505)	1,424	1,978	(517)	1,461
People and Organisational Development	414	(115)	299	413	(115)	298	424	(115)	309
Tickfield Training Centre	370	(156)	214	373	(156)	217	396	(160)	236
Legal and Democratic Services									
Democratic Services Support	371	0	371	371	0	371	385	0	385
Mayoralty	191	0	191	197	0	197	200	0	200
Member Support	730	0	730	730	0	730	730	0	730
Elections and Electoral Registration	354	0	354	414	0	414	357	0	357
Local Land Charges	197	(297)	(100)	197	(297)	(100)	202	(297)	(95)
Legal Services	1,308	(245)	1,063	1,526	(245)	1,281	1,409	(251)	1,158

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Leader Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Other Services									
Emergency Planning	82	0	82	152	0	152	206	0	206
Corporate Subscriptions	85	0	85	155	0	155	100	0	100
Strategy and Performance	692	0	692	805	0	805	648	0	648
Net Expenditure/(Income)	13,384	(2,448)	10,936	13,996	(2,378)	11,618	13,959	(2,420)	11,539

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Leader Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	9,906	10,285	10,697
Premises	167	177	175
Transport	52	52	51
Supplies & Services	2,709	3,002	2,576
Third Party Payments	284	229	194
Transfer Payments	0	0	0
Depreciation	66	66	66
Special Items	200	185	200
Gross Expenditure	13,384	13,996	13,959
Income			
Government Grants	(2)	(2)	(2)
Other Grants & Reimbursements	(24)	(24)	(24)
Sales	0	0	0
Fees & Charges	(1,764)	(1,695)	(1,711)
Rents	0	0	0
Interest	0	0	0
Investment Asset Revaluation Gain	0	0	0
Government Capital Grants	0	0	0
Recharges to Housing Revenue Account	(426)	(425)	(436)
Other Internal Charges	(232)	(232)	(247)
Total Income	(2,448)	(2,378)	(2,420)
Net Expenditure/(Income)	10,936	11,618	11,539

GROWTH

REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Growth Portfolio

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Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Asset and Facilities Management									
Asset Management	416	(16)	400	416	(16)	400	459	(17)	442
Corporate and Industrial Estates	177	(3,319)	(3,142)	170	(3,011)	(2,841)	169	(3,012)	(2,843)
Property Management and Maintenance	469	(111)	358	438	(91)	347	460	(114)	346
Buildings Management	2,543	(110)	2,433	2,792	(110)	2,682	2,656	(113)	2,543
Economic Development and Regeneration									
Economic Development	1,004	(578)	426	2,355	(1,984)	371	3,737	(3,291)	446
Town Centre	206	(59)	147	190	(80)	110	209	(60)	149
Planning									
Development Control	895	(631)	264	958	(826)	132	923	(656)	267
Regional And Local Town Plan	284	0	284	284	0	284	300	0	300
Tourism									
Resort Services Pier and Foreshore	2,828	(957)	1,871	2,437	(997)	1,440	2,433	(981)	1,452
Tourism	58	(18)	40	57	(18)	39	45	(7)	38
Net Expenditure/(Income)	8,880	(5,799)	3,081	10,097	(7,133)	2,964	11,391	(8,251)	3,140

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Growth Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	3,876	4,026	4,205
Premises	2,199	2,083	1,906
Transport	76	80	76
Supplies & Services	745	2,002	3,231
Third Party Payments	109	31	98
Transfer Payments	0	0	0
Depreciation	1,875	1,875	1,875
Gross Expenditure	8,880	10,097	11,391
Income			
Government Grants	0	0	0
Other Grants & Reimbursements	(601)	(2,022)	(3,314)
Sales	(30)	(30)	(30)
Fees & Charges	(1,841)	(2,061)	(1,886)
Rents	(3,327)	(3,020)	(3,021)
Interest	0	0	0
Government Capital Grants	0	0	0
Recharges to Housing Revenue Account	0	0	0
Other Internal Charges	0	0	0
Total Income	(5,799)	(7,133)	(8,251)
Net Expenditure/(Income)	3,081	2,964	3,140

ADULTS AND HOUSING PORTFOLIO

REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Adults and Housing Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure £000s	Total Income £000s	Net Expenditure / (Income) £000s	Gross Expenditure £000s	Total Income £000s	Net Expenditure / (Income) £000s	Gross Expenditure £000s	Total Income £000s	Net Expenditure / (Income) £000s
Adult Social Care									
Adult Support Services and Management	298	0	298	511	0	511	533	0	533
Commissioning Team	1,776	(184)	1,592	1,775	(184)	1,591	1,844	(180)	1,664
Strategy and Development	2,228	(590)	1,638	2,231	(590)	1,641	2,639	(786)	1,853
People with a Learning Disability	14,427	(1,922)	12,505	14,597	(1,922)	12,675	14,283	(1,874)	12,409
People with Mental Health Needs	3,653	(198)	3,455	3,680	(198)	3,482	4,359	(396)	3,963
Older People	29,566	(16,464)	13,102	29,386	(18,613)	10,773	27,948	(18,182)	9,766
Other Community Services	5,877	(4,574)	1,303	4,294	(2,390)	1,904	5,125	(5,017)	108
People with a Physical or Sensory Impairment	4,614	(1,222)	3,392	4,650	(1,257)	3,393	5,010	(1,254)	3,756
Service Strategy and Regulation	124	(69)	55	123	(69)	54	123	(69)	54
Council and Private Sector Housing Investment									
Private Sector Housing	3,780	(1,119)	2,661	3,780	(1,119)	2,661	3,816	(1,121)	2,695
Supporting People	2,433	0	2,433	2,245	0	2,245	2,244	0	2,244
Homelessness									
Housing Needs and Homelessness	994	(658)	336	1,705	(1,369)	336	1,583	(1,289)	294
Strategy and Advice									
Strategy and Planning for Housing	224	(117)	107	224	(117)	107	260	(120)	140
Net Expenditure/(Income)	69,994	(27,117)	42,877	69,201	(27,828)	41,373	69,767	(30,288)	39,479

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Adults and Housing Portfolio

	2018/19		2019/20
Subjective Summary	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	12,992	13,656	14,604
Premises	324	327	327
Transport	306	314	451
Supplies & Services	4,096	4,124	3,898
Third Party Payments	48,910	47,413	47,120
Transfer Payments	0	0	0
Depreciation	3,366	3,367	3,367
Gross Expenditure	69,994	69,201	69,767
Income			
Government Grants	(1,045)	(1,756)	(1,535)
Other Grants & Reimbursements	(13,513)	(13,513)	(15,855)
Sales	0	0	0
Fees & Charges	(10,925)	(10,925)	(11,257)
Rents	(83)	(83)	(75)
Interest	0	0	0
Government Capital Grants	(1,001)	(1,001)	(1,001)
Recharges to Housing Revenue Account	(550)	(550)	(565)
Other Internal Charges	0	0	0
Total Income	(27,117)	(27,828)	(30,288)
Net Expenditure/(Income)	42,877	41,373	39,479

CHILDREN AND LEARNING
REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Children & Learning Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Childrens Social Care									
Children Fieldwork Services	4,379	(5)	4,374	5,453	(5)	5,448	4,740	(5)	4,735
Children with Disabilities	1,175	(183)	992	1,176	(183)	993	1,179	(178)	1,001
Childrens Specialist Support and Commissioning	2,624	(164)	2,460	2,759	(164)	2,595	2,362	(171)	2,191
Inhouse Fostering and Adoption	4,911	(236)	4,675	5,015	(236)	4,779	4,976	(166)	4,810
Leaving Care Placements and Resources	1,104	(232)	872	2,233	(669)	1,564	1,903	(656)	1,247
Private Voluntary Independent Provider Placements	3,825	(120)	3,705	5,730	(120)	5,610	4,675	(120)	4,555
Youth and Family Support									
Early Help and Family Support	1,723	(1,201)	522	1,984	(1,201)	783	1,792	(1,203)	589
Youth Offending Service	1,894	(632)	1,262	1,834	(574)	1,260	1,951	(574)	1,377
Youth Service	597	(96)	501	518	(46)	472	536	(46)	490
Education and Schools									
School Support and Education Transport	23,116	(11,213)	11,903	23,302	(11,313)	11,989	23,422	(11,457)	11,965
Early Years Development and Child Care Partnership	12,023	(10,825)	1,198	11,569	(10,382)	1,187	11,247	(10,057)	1,190
High Needs Educational Funding	11,906	(11,028)	878	11,927	(11,129)	798	12,302	(11,344)	958
Southend Adult Community College	3,400	(3,186)	214	3,400	(3,186)	214	3,401	(3,186)	215
Total Retained	72,677	(39,121)	33,556	76,900	(39,208)	37,692	74,486	(39,163)	35,323

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Children & Learning Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Maintained Schools Delegated									
Maintained Schools Delegated Budgets	32,454	(32,454)	0	32,454	(32,454)	0	21,500	(21,500)	0
Pupil Premium	2,906	(2,906)	0	2,906	(2,906)	0	2,500	(2,500)	0
Total Delegated	35,360	(35,360)	0	35,360	(35,360)	0	24,000	(24,000)	0
Net Expenditure/(Income)	108,037	(74,481)	33,556	112,260	(74,568)	37,692	98,486	(63,163)	35,323

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**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Children & Learning Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	15,003	16,040	15,364
Premises	315	312	313
Transport	553	619	619
Supplies & Services	17,920	20,702	20,175
Third Party Payments	16,162	18,277	17,220
Transfer Payments	40,170	38,396	26,881
Depreciation	17,914	17,914	17,914
Gross Expenditure	108,037	112,260	98,486
Income			
Government Grants	(64,318)	(64,462)	(53,075)
Other Grants & Reimbursements	(939)	(881)	(785)
Sales	(49)	(49)	(49)
Fees & Charges	(909)	(910)	(988)
Rents	(58)	(58)	(58)
Interest	0	0	0
Government Capital Grants	(8,208)	(8,208)	(8,208)
Recharges to Housing Revenue Account	0	0	0
Other Internal Charges	0	0	0
Total Income	(74,481)	(74,568)	(63,163)
Net Expenditure/(Income)	33,556	37,692	35,323

Memorandum Items			
MATS	4,103	4,103	4,103
Accommodation Charges	563	563	563
Departmental Support	3,860	3,860	3,860
Recharges	(2,794)	(2,794)	(2,794)
Net Support Services	5,732	5,732	5,732

Total Service Cost	39,288	43,424	41,055
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HEALTHY COMMUNITIES AND WELLBEING

REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Healthy Communities and Wellbeing Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Community Resilience and Cohesion									
Partnership Team	231	0	231	230	0	230	505	0	505
Community Centres and Club 60	93	(1)	92	84	(1)	83	84	(1)	83
Culture									
Arts Development	499	(233)	266	607	(243)	364	501	(234)	267
Amenity Services Organisation	3,673	(683)	2,990	3,773	(560)	3,213	3,937	(700)	3,237
Culture Management	146	(6)	140	146	(6)	140	156	(7)	149
Library Service	3,378	(397)	2,981	3,379	(397)	2,982	3,494	(402)	3,092
Museums And Art Gallery	1,995	(80)	1,915	2,010	(80)	1,930	2,031	(82)	1,949
Parks And Amenities Management	1,812	(786)	1,026	1,933	(576)	1,357	1,986	(797)	1,189
Sports Development	54	0	54	53	0	53	55	0	55
Sport and Leisure Facilities	589	(304)	285	623	(304)	319	626	(304)	322
Southend Theatres	647	(27)	620	673	(27)	646	671	(25)	646
Customer Services									
Registration of Births Deaths and Marriages	330	(378)	(48)	330	(378)	(48)	351	(387)	(36)
Customer Services Centre	1,976	(295)	1,681	1,840	(295)	1,545	2,097	(303)	1,794
Revenues and Benefits									
Council Tax Collection	869	(607)	262	869	(607)	262	984	(684)	300
Non Domestic Rates Collection	199	(306)	(107)	199	(306)	(107)	207	(308)	(101)
Housing Benefit Administration	1,801	(1,195)	606	1,899	(1,335)	564	1,734	(1,015)	719
Rent Benefit Payments	91,582	(91,685)	(103)	73,771	(73,874)	(103)	73,902	(74,005)	(103)

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Healthy Communities and Wellbeing Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Health									
Public Health	6,323	(6,480)	(157)	6,564	(6,480)	84	6,085	(6,309)	(224)
Drug and Alcohol Action Team	2,270	(2,187)	83	2,294	(2,187)	107	2,282	(2,187)	95
Young Persons Drug and Alcohol Team	273	(265)	8	272	(265)	7	272	(265)	7
Voluntary & Community Services									
Support To Voluntary Sector	811	0	811	841	0	841	701	0	701
Net Expenditure/(Income)	119,551	(105,915)	13,636	102,390	(87,921)	14,469	102,661	(88,015)	14,646

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Healthy Communities and Wellbeing Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	12,563	12,193	13,380
Premises	1,013	1,196	1,095
Transport	415	471	463
Supplies & Services	6,061	6,210	6,207
Third Party Payments	5,560	5,963	5,027
Transfer Payments	90,639	73,057	73,189
Depreciation	3,300	3,300	3,300
Gross Expenditure	119,551	102,390	102,661
Income			
Government Grants	(97,187)	(79,744)	(79,387)
Other Grants & Reimbursements	(5,266)	(5,040)	(5,030)
Sales	(109)	(117)	(135)
Fees & Charges	(3,171)	(2,837)	(3,253)
Rents	(31)	(31)	(58)
Interest	0	0	0
Government Capital Grants	(151)	(152)	(152)
Recharges to Housing Revenue Account	0	0	0
Other Internal Charges	0	0	0
Total Income	(105,915)	(87,921)	(88,015)
Net Expenditure/(Income)	13,636	14,469	14,646

INFRASTRUCTURE

REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Infrastructure Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Transport									
Highways Maintenance	10,956	(1,708)	9,248	11,811	(1,528)	10,283	11,578	(1,715)	9,863
Bridges and Structural Engineering	414	0	414	379	0	379	414	0	414
Decriminalised Parking	1,171	(1,699)	(528)	1,031	(1,508)	(477)	1,178	(1,707)	(529)
Car Parking Management	1,170	(7,222)	(6,052)	1,547	(6,787)	(5,240)	1,261	(7,020)	(5,759)
Concessionary Fares	3,307	0	3,307	3,234	0	3,234	3,390	0	3,390
Passenger Transport	417	(65)	352	509	(65)	444	416	(67)	349
Road Safety and School Crossing	229	0	229	194	0	194	229	0	229
Transport Planning	1,672	(1,990)	(318)	1,734	(1,607)	127	1,828	(2,287)	(459)
Traffic and Parking Management	600	(5)	595	714	(5)	709	599	(6)	593
Dial A Ride Service	105	(19)	86	110	(19)	91	114	(20)	94
Transport Management	173	0	173	173	0	173	184	0	184
Vehicle Fleet	550	(344)	206	556	(344)	212	567	(344)	223
Other Services									
Information Communications and Technology	6,193	(1,183)	5,010	6,116	(1,183)	4,933	6,213	(1,233)	4,980
Enterprise Tourism and Environment Central Pool	1,451	0	1,451	1,480	0	1,480	1,505	0	1,505
Net Expenditure/(Income)	28,408	(14,235)	14,173	29,588	(13,046)	16,542	29,476	(14,399)	15,077

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Infrastructure Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	6,667	6,551	6,818
Premises	1,006	1,779	1,300
Transport	378	424	404
Supplies & Services	2,098	2,369	2,593
Third Party Payments	6,485	6,691	6,587
Transfer Payments	0	0	0
Depreciation	11,774	11,774	11,774
Gross Expenditure	28,408	29,588	29,476
Income			
Government Grants	(1,119)	(1,119)	(1,225)
Other Grants & Reimbursements	(40)	(12)	(40)
Sales	0	0	0
Fees & Charges	(11,169)	(10,009)	(11,225)
Rents	(2)	(1)	(1)
Interest	0	0	0
Government Capital Grants	(1,432)	(1,432)	(1,432)
Recharges to Housing Revenue Account	(119)	(119)	(122)
Other Internal Charges	(354)	(354)	(354)
Total Income	(14,235)	(13,046)	(14,399)
Net Expenditure/(Income)	14,173	16,542	15,077

PUBLIC PROTECTION

REVENUE BUDGET 2019/20

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Public Protection Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Community Safety									
Closed Circuit Television	549	(33)	516	508	(33)	475	553	(34)	519
Community Safety	216	(32)	184	214	(32)	182	221	(32)	189
Energy									
Climate Change	111	(144)	(33)	113	(82)	31	55	(143)	(88)
Cemeteries and Crematorium									
Cemeteries and Crematorium	1,161	(2,566)	(1,405)	1,193	(2,686)	(1,493)	1,200	(2,640)	(1,440)
Flooding									
Flood and Sea Defence	811	(11)	800	641	(42)	599	754	(13)	741
Regulatory Services									
Regulatory Business	35	(14)	21	45	(11)	34	34	(14)	20
Regulatory Licensing	100	(469)	(369)	119	(251)	(132)	121	(477)	(356)
Regulatory Management	1,134	0	1,134	1,076	0	1,076	1,170	0	1,170
Regulatory Protection	71	(13)	58	88	(13)	75	70	(13)	57
Building Control	443	(440)	3	457	(440)	17	457	(451)	6

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Public Protection Portfolio

Objective Summary	2018/19						2019/20		
	Original			Probable Outturn			Budget		
	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)	Gross Expenditure	Total Income	Net Expenditure / (Income)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Waste and Street Scene									
Public Conveniences	550	0	550	570	0	570	570	0	570
Waste Collection	4,695	0	4,695	5,042	0	5,042	4,993	0	4,993
Waste Disposal	5,264	0	5,264	4,654	0	4,654	5,037	0	5,037
Street Cleansing	1,360	0	1,360	1,395	0	1,395	1,395	0	1,395
Household Recycling	477	(7)	470	489	(7)	482	488	(7)	481
Environmental Care	242	(4)	238	245	(4)	241	251	(4)	247
Waste Management	296	0	296	294	(130)	164	312	0	312
Net Expenditure/(Income)	17,515	(3,733)	13,782	17,143	(3,731)	13,412	17,681	(3,828)	13,853

**SOUTHEND ON SEA BOROUGH COUNCIL
GENERAL FUND YEAR ENDING 31 MARCH 2020**

Public Protection Portfolio

Subjective Summary	2018/19		2019/20
	Original	Probable Outturn	Budget
	£000s	£000s	£000s
Expenditure			
Employees	3,565	3,380	3,521
Premises	507	561	518
Transport	73	84	72
Supplies & Services	345	425	411
Third Party Payments	12,416	12,083	12,549
Transfer Payments	0	0	0
Depreciation	609	610	610
Gross Expenditure	17,515	17,143	17,681
Income			
Government Grants	(11)	(12)	(13)
Other Grants & Reimbursements	(32)	(192)	(32)
Sales	(6)	(6)	(6)
Fees & Charges	(3,677)	(3,514)	(3,770)
Rents	(7)	(7)	(7)
Interest	0	0	0
Government Capital Grants	0	0	0
Recharges to Housing Revenue Account	0	0	0
Other Internal Charges	0	0	0
Total Income	(3,733)	(3,731)	(3,828)
Net Expenditure/(Income)	13,782	13,412	13,853

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2019/20 - 2021/22 BUDGET INVESTMENT**A COMMUNITY SAFETY****A1 Community Safety Hub - £285,000**

Additional permanent staffing resources for the Community Safety Hub as approved at Cabinet 19/6/18.

A2 Grounds Maintenance - £100,000

This additional investment requirement is a result of continuing demand pressure in the Grounds Maintenance budget, as a result of the income budget for selling services not being realised.

Sub Total for Community Safety**£385,000****B HEALTH & WELLBEING****B1 Housing Benefit/Localised Council Tax Scheme Administration Grant - £90,000**

This Government grant income provides funding support to the Local Authority for the administrative running of the national Housing Benefit and Localised Council Tax Scheme. The Department for Works and Pensions (DWP) announces annually the Local Authority allocations for the above grant. Nationally the total available for distribution for this overall grant has reduced year on year and the consequent reduction in the Council's annual grant for 2019/20 from the DWP is £90,000.

Given the high risks around the recent introduction of Universal Credit and its implications for benefits staffing in dealing with this new process coupled with the need to ensure that housing benefit subsidy is maximised for administrative delay and local authority error it is important that the grant income reduction is addressed by this investment.

B2 Outdoor sports - £100,000

The number of sports clubs renting pitches, paying fees and participating in organised team sports has decreased in successive recent years. National statistics show there is a reduction of 21% in football between 2011 and 2015 alone, which is reflected in the number of leagues and teams now in operation locally. Cricket teams have also suffered year on year reductions. Participation in other physical activities such as running and cycling have grown, but these do not command any income to the Council.

2019/20 - 2021/22 BUDGET INVESTMENT**B3 Golf – £90,000**

Golf is another sport to have suffered considerable loss of participation and subsequent income to the Council. Coupled with increasing competition from private clubs, the Council's income budget has not reflected this shift in consumer behaviour and needs adjusting to align the income budget with actual income.

Sub Total for Health & Wellbeing**£280,000****C CHILDREN & LIFELONG LEARNING**

Members will be aware of the national increase of demand in Children's services over the past 5 years. The Association of Directors of Children's Services (ADCS) and Local Government Association (LGA) have raised this issue with central government that unlike Adults services where the Better Care Fund (BCF), Improved Better Care Fund (iBCF) and the precept has given local authorities additional resources to meet that demand, this has not been forthcoming for children's services. In addition to the increase of need and demand, the raising of the bar in the recent Ofsted Inspection regime means additional resources were required following the 2016 Single Inspection service. As a result a detailed financial review has been undertaken and recommends the following.

C1 Getting it right for Every Child (Demand strategy) for children's services - £1,108,000

Externally commissioned research into need and resources within Children's Services highlighted Southend as having less funding than both the England average and other similar local authorities. A strategy is being developed in conjunction with our transformation programme to ensure we are best placed to meet increased demand in the short term and to ensure appropriate services are in place to reduce demand in the medium to long term. The funding will facilitate the additional social work posts funded temporally following the Ofsted inspection to be made permanent and additional post to maintain and improve outcomes for children and families. In total there will be an additional 6 to establishment of new qualified social workers to grow our own, 7 additional social worker places (5 of which are in post on temporary basis through the Ofsted improvement) 2.5 additional more senior staff to oversee practice and 2 additional administration

C2 Edge of Care Team - £330,000 (and a further £250,000 annually from 2020/21)

The Edge of Care team has successfully supported children and young people to either remain safely at home or out of care, return home from care, or in a sustained foster placement, thus avoiding high cost residential placements. A detailed review of this service indicates cost savings/avoidance of £1.3m over a year. To ensure continued success this investment will allow us to make all temporary resources permanent.

2019/20 - 2021/22 BUDGET INVESTMENT**C3 Adolescent Team - £275,000**

The development of the Adolescent Team followed the innovated work with vulnerable young people which has strengthened families and improved relationships, enabling children to remain living safely within the family home safely and sustainably. This work was commended in the recent JTAI inspection. To ensure continued success and following the increased identification of young people at risk of exploitation this investment will allow us to make all temporary resources permanent.

C4 Increase fees for foster carers to prevent loss of capacity - £100,000

To keep up with increased living costs and prevent the risk of foster capacity dropping and potentially causing an increase on high cost placements, there is a need to invest in increased foster carer fees. This investment, over and above inflation, also ensures we keep children locally placed and will, alongside the edge of care investment, contribute to savings in external high cost placements for 19/20.

C5 Early years funding - £350,000

As part of the Dedicated Schools Grant (DSG), historically £500K has been transferred between schools and early years (EY) to fund early year's development and training over and above the seven statutory duties it is required to deliver. This has resulted in a very high performance profile for EY in the Borough, which in turn leads to a good start in schools. This funding employs under contract EY professionals, which comes to an end in March 2019. Under the National Funding Formula, this will no longer be possible. An investment request is being made to fill this gap. The risk associated with this gap is if this if we in not getting this funding is that over time, readiness for school and outcomes will diminish.

C6 SEN children costs rising particularly ASD provision - £100,000

Specialist Provision for pupils of mainstream intellectual ability whose Autism prevents them from accessing mainstream school could be placed in mainstream school by the expansion of Autism Resource Bases (ARB)'s. Currently Southend has two ARBs supporting key stage 1 but pupils needing access to such provision in key stage 2-4 do not have that available and are placed often inappropriately in special schools or in expensive independent schools away from their local community. We propose a one off pump priming investment over 2 years to support mainstream schools to support these pupils whilst at the same time reducing costs for schools over the short term. Over the two years of this investment we will support mainstream schools to create a longer term sustainable plan in managing these pupils This cost can also be offset by the cost of placing those pupils in special schools or independent school placements which may mean with rigorous admission criteria there is a minimal revenue cost (or even a saving) to the high needs block by introducing the additional places in ARBs.

2019/20 - 2021/22 BUDGET INVESTMENT**C7 Virtual Schools funding - £75,000**

The Head Teacher of the Virtual School will pull together a request for funding to support the continued improvement and growth in the virtual school. Due to the increase in looked after children numbers this permanent investment is needed to ensure operational matters do not detract from sustained improvement in outcomes and is to recruit a Deputy Head teacher post.

Sub Total for Children and Lifelong Learning**£2,338,000****D ADULT SERVICES****D1 Adult Social Care - £3,362,000**

There continues to be year on year pressures on adult services including demographic (£500k) and transition from Children's to Adults pressures (£400k) as well as National Living Wage (NLW) implications (£1,000k). In addition, further investment will be made to enable the on-going transformation work. This level of investment means that all new resources being made available through the iBCF, social care precept and the ring fenced element of the social care grant are being invested in adult social care. This strategic approach replaces the need for standalone investments to cover NLW, demographic and transition pressures.

Sub Total for Adult Services**£3,362,000****E STAFFING CAPACITY****E1 Customer Service Staffing - £170,000**

To create additional management capacity and a technical/user support team to ensure the ongoing development and take up of "MySouthend". This investment will improve and enhance the customer interface with the Council and will provide evidence and data to assist with service redesign. This investment will be offset by savings detailed in D2 and D3; namely the deletion of the Group Manager post for Bereavement services and other staffing savings that will be realised through the roll out of phase 2 of the channel shift project.

2019/20 - 2021/22 BUDGET INVESTMENT**E2 Corporate Strategy Staffing - £75,000**

Additional staffing around communications and policy/strategy to support/deliver the Southend 2050 ambition, themes and outcomes. Additional capacity and capability particularly around the use of insights (intelligent data), service redesign, user research and outcome based planning will be essential in the next phase of the organisation's development. This investment will ensure that data and intelligence is used consistently across the organisation to inform policy development and service redesign. It will introduce capacity and capability in this area, whilst at the same time maintaining/enhancing the community engagement function. The investment will also strengthen the communications resource and allow for proactive media (including social media) and reputational management.

<u>Sub Total for Staffing Capacity</u>	<u>£245,000</u>
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<u>TOTAL INVESTMENT</u>	<u>£6,610,000</u>
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Summary

Community Safety	385,000
Health & Well Being	280,000
Children & Lifelong Learning	2,338,000
Adult Services	3,362,000
Staffing Capacity	<u>245,000</u>
Total Proposed Investment	<u>£6,610,000</u>

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2019/20 – 2021/22 BUDGET REDUCTIONS**A INCOME – COMMERCIAL ACTIVITIES****A1 Commercial property income - £455,000**

As a result of a commercial acquisition in late 2017/18 and a new letting in the Civic Centre Campus an additional annual lease income of £455,000 will be generated in a full year from 2019/20.

Sub Total for Income – Commercial Activities**£455,000****B INCOME – NEW/ADDITIONAL****B1 Asset rental and leases - £100,000**

The return on income in this area continues to improve as a result of close review and monitoring of rentals and leases and therefore an additional sum of £100k will be generated annually from 2019/20.

B2 Investment Income - £250,000

Some of the Council's cash balances are invested over the medium and long term with the aim of realising higher yields than short term investments. Further investment in long term funds was made in the early part of 2018/19. The price of units can rise and fall and in some quarters the returns are good but in other quarters there may be losses. The interest equalisation reserve is used to meet any temporary losses against the annual investment income budget and the amounts contributed to/from this reserve will depend on the actual annual investment performance against the budget.

The setting of the correct level of budget is therefore important as it should allow for sufficient reserves to be built up in preparation for any temporary losses, but not to build up too high a level. The further investment in the long term funds will allow the increase in the underlying income budget by £250k without impacting on the Council's ability to meet temporary losses.

Sub Total for Income - New/Additional**£350,000**

2019/20 – 2021/22 BUDGET REDUCTIONS**C TRANSFORMATION****C1 Locality working/community engagement – £1,100,000**

Further embedding an empowering and enabling approach that focuses on the strengths, assets, and resources of the individual. We will continue to foster and encourage maximum independence and support the individual in their personal responsibility for maintaining their own wellbeing. The concepts of prevention, re-ablement and enablement are key to this vision to create an asset/strength based approach to supporting people to maintain a decent quality of life.

The continuation in adopting a collaborative, whole system approach incorporating locality working will support a council wide preventative approach, reducing demand within the health and social care sector. This approach also has the potential to reduce overall demand across wider council services such as highways, waste, customer services etc. Community engagement, promotion of resident's accord and asset based assessments and support planning, including the use of LL portals has potential to create efficiencies and further reduce demand on council wide functions.

C2 Children's services adopting locality approach and use of technology – £200,000

Alignment of our children's services transformation programme with our counterpart work in adult services will provide opportunities in the latter part of 19/20. Examples being explored include delivering some services through localities and, use of technological efficiencies following further embedding of our new social care system.

C3 Reduced high cost placements linked to Edge of care – £500,000

Permanent investment in the Edge of Care team is expected to result in more children returning home from care, leading to a reduction in the cost of placements. In addition the team will support in house foster placements at high risk of disruption, which could lead to high cost external residential placements. This saving is also supported by the investment in additional foster carers fees which will keep children placed locally.

C4 Public Health role in Council services - £160,000

Culture Team - This is to permanently place a management focus on public health outcomes driven through the cultural offer and built into appropriate job descriptions (£60k)

Housing - One off funding to Private Housing scheme to support our local drive to reduce health inequalities and improve health and wellbeing by tackling damp surroundings that cause respiratory diseases, fuel poor and reduce the risk of trips and falls, in these properties (£50k)

Children's - One off funding to Children Centre services to support our renewed vision in the expansion of the ABSS programme and re-alignment with the health visiting service – part of a new model development (£50k)

2019/20 – 2021/22 BUDGET REDUCTIONS**C5 Pathways - £40,000**

A proposal to replace broken pavements (paving stones) in new areas with lower cost black top rather than paving slabs. Existing colour areas to be replaced on a like for like basis.

C6 Central reservation greenery - £25,000

This proposal is to review the planted greenery in various central reservations to reduce annual maintenance costs and assisting traffic management costs from not closing roads.

Sub Total for Transformation**£2,025,000****D STAFFING RESTRUCTURES****D1 Finance & Resources Staffing - £70,000**

Arising from a restructure and the deletion of the Group Manager post in the Benefits team a saving of £70k pa can be realised.

D2 Cemeteries and Crematoria Staffing - £100,000

The deletion of a Group Manager post in this team with realise a saving of £75k pa and a staffing structure review will delete a further post of £25k.

D3 Channel Shift Staffing - £75,000 (2020/21 - 2021/22 further savings to be identified)

With the rollout of the Channel Shift Programme staff savings in the Contact Centre and Business Support function in the Place Department will be realised over the next three years.

D4 Joint contracts and commissioning efficiencies – £200,000

Build on the work carried out by procurement to look at alignment of contract and commissioning functions across Adult social care and Integrated Commissioning. This will be a joint piece work between the three service areas with a view to streamline appropriate functions and review the wider structures across the two service areas.

D5 Learning services savings – £150,000

Savings will be made through a targeted review of staffing roles/functions within the service. Roles will either be merged where efficiency savings can be found, or deleted where possible.

D6 Tickfield Centre restructuring - £40,000

As a result of merging the Tickfield team into Property and Estate Management one team leader post will be removed in the restructure planned for April 2019.

Sub Total for Staffing Restructures**£635,000**

2019/20 – 2021/22 BUDGET REDUCTIONS**E PROCUREMENT EFFICIENCIES****E1 External Audit Fees - £30,000**

Arising from the recent procurement exercise of external auditors for all Local Authorities in England, the annual fee for 2019/20 will reduce by £30,000 (against a previous fee of £143k for the main audit in 2018/19 – a 21% reduction).

E2 Insurance Renewal – £150,000

As a result of a recent succesful procurement exercise of the Council's insurance arrangements, for our property, the cost of the Council's insurance will reduce by £150,000 pa in 2019/20, a reduction of 25% in the annual budget.

E3 Procurement review of contracted services – £100,000

A review of all contracts due for re-tendering within the People Department has identified a procurement saving from the Adult Social Care contracts in respect of the LD Supported Living budget.

Sub Total for Procurement Efficiencies**£280,000****TOTAL BUDGET REDUCTIONS****£3,745,000****Summary****Income – Commercial Activities****455,000****Income – New/Additional****350,000****Transformation****2,025,000****Staffing Restructures****635,000****Procurement Efficiencies****280,000****Total Proposed Budget Reductions****£3,745,000**

2019/20 – 2021/22 BUDGET REDUCTIONS**Public Health Proposals**

Public Health is ring fenced and the proposed net reduction of £250,000 contains the budget in line with the Public Health grant allocation for 2019/20.

Savings:	Amount
	£'s
Management costs savings (2 admin posts)	(53,000)
Unallocated/ overachieved 18/19 savings	(129,000)
Smoking Cessation	(35,000)
Sexual Health contract procurement	(142,000)
0-5 contract procurement	(231,000)
Total Savings	(590,000)
Investments:	
NHS Health Checks Co-ordinators	50,000
Domestic abuse prevention, IDVA and MARAT	75,000
Healthy Schools & Emotional health	15,000
Total unfunded ongoing programmes	140,000
Domestic Abuse (SET contribution)	40,000
0-5 Management Post & Development	100,000
Community- led development Place post	60,000
Total New Initiatives	200,000
Total proposed net savings for Public Health	(250,000)

2019/20 – 2021/22 BUDGET REDUCTIONS**Housekeeping Efficiencies 2019/20****Salaries and Employee Associated Costs - £18,000**

Underspends against National Insurance Contributions for Members, staff training in the Regulatory Services team and staff advertising in the Enterprise and Community team

Travel Expenses - £20,500

Underspends in the Traffic Management, Parks and Environmental teams

Supplies and Services - £126,000

Underspends across Strategic Services, the Traffic Management and Food Safety teams, the Forum, Southend Pier and the Royal Pavilion

Contractors - £94,500

Surplus base budget for Contractors in Planning and Transport, Culture and Tourism and Public Protection and Waste

Advertising - £4,000

Unspent budgets in the Tourism, Marketing and Development team

Corporate Initiatives - £23,000

Unused budget in this area

Housing Revenue Account (HRA) - £52,000

HRA recharge adjustment to align with budget

Additional income generation - £30,000

Book Group Service - Charge £20 per annum per group (£3k)

Museum Services income - This will be additional income over current fees and charges (£7k)

Pier Train Charges - In addition to the MTFS assumption of 2% an average of 10p on pier train tickets will be added (£10k)

Prittlewell Prince Publication for sale following the Saxon archaeological finds exhibition scheduled in 2019. £5 per book (£5k)

Preparation of University of Essex book stock for the Forum (£5k)

Total proposed Housekeeping Efficiencies - £368,000

Southend-on-Sea Borough Council

**Report of Deputy Chief Executive - People
and Strategic Director (Finance and Resources)**

**to
Education Board**

**on
22nd January 2019**

**(Following the 2019/20 funding principles agreed at the Education
Board on the 18th December 2018)**

Report prepared by:
Paul Grout
Senior Finance Business Partner

**Agenda
Item No.**

Dedicated Schools Grant budget 2019/20

1 Purpose of Report

To present the 2019/20 Dedicated Schools Grant (DSG) budget.

2 Recommendation

- 2.1 That the proposed 2019/20 Dedicated Schools Grant Budget be noted, and that this has been set as agreed in accordance with the approved funding principles of the last 18th December 2018 DSG Education Board finance paper.
- 2.2 Therefore, the Education Board are asked to agree and recommend this budget to Council for final approval within the Council's 2019/20 budget paper on the 21st February 2019.

3 Background

- 3.1 This report sets out the proposed Dedicated Schools Grant Budget for the financial year 2019/20, to be set by the Council as part of its annual budget cycle in February 2019.
- 3.2 This report, also follows both previous and detailed DSG Education Board (EB) funding papers considering the 2019/20 budget (in draft form at those times), as presented, and approved for EB recommendation in both the October 2018, and December 2018 board meetings.

- 3.3 This report now also follows the Department for Education (DfE) DSG 2019/20 funding block announcements made on 17th December 2018, and release of the 2019/20 DfE Authority Proforma Tool (APT) on the 14th December 2018.
- 3.4 The DfE release of the 2019/20 APT, therefore enables the Education Board to also formally set the distribution of the 2019/20 school block funds to Individual Schools, using the updated numbers on roll for each School as per the latest DfE October 2018 school census data, and in line with the previous funding agreement of the Education Board on the 18th December 2018.
- 3.5 This paper, also displays the final 2019/20 DSG funding allocations for de-delegated funds, growth fund, central schools block, early years block (remains DfE provisional) and high needs block (High needs in totality only and remains DfE provisional), as also agreed in the Education Board on the 18th December 2018.

4 Dedicated Schools Grant Allocations 2019/20

- 4.1 The Department for Education (DfE) has set out the following funding blocks for Southend's Dedicated Schools Grant for 2019/20;

Schools Block	£119.090 M
Early Years Block (provisional)	£9.955 M
High Need Block (provisional)	£19.416 M
Central Block	£1.748 M
Total	£150.208 M

Appendix – “DSG budget 2019/20”, provides a detailed allocation including movement from the latest 2018/19 budget.

- 4.2 For pupil led funding, the 2019/20 schools block is based on a confirmed payment of £3,958.23 per primary pupil for 15,075 number of pupils and £5,254.47 per secondary pupil for 10,899 number of pupils. And for information only the average per pupil funding for selected areas is given below;

	Primary unit of funding per pupil £	Secondary unit of funding per pupil £
Southend-on-Sea	3,958.23	5,254.47
Thurrock	3,868.90	5,225.69
Essex	3,842.73	5,018.47
London	4,687.79	6,166.56
East of England	3,929.77	5,082.47
South East England	3,842.93	5,007.33
England	4,098.81	5,294.65

- 4.3 The DfE Early Years funding rates applied to our DSG funding for 2019/20 are the same as 2018/19, confirmed at £4.40 per hour for 3 & 4 year olds and £5.24 per hour for 2 year olds. The Early years block remains provisional for 2019/20, as 2019/20 DfE allocations for take up of provision will be updated during 2019/20, and a further update in 2020/21, based on the January 2019 and January 2020 early years census data.

- 4.4 The provisional high needs block funding for 2019/20 has increased by £782,000 to £19.416 Million compared to the latest 2018/19 High Need DSG budget, and note both years now include the additional circa. £410,000 for each year announced by the DfE on the 17th December 2018.
- 4.5 The high needs block is still provisional until the final funding allocation is expected to be announced in July 2019. The DfE will be updating the final funding allocation in recognition that the authority meets all the high need place funding costs in their home area, regardless of the pupil's own home authority residence (excluding free special schools). Therefore, the home authority will either be compensated in relation to high need place funding, where they support more pupils from outside of their home authority area, than have been required to place home resident pupils in another local authority, or on the contrary, a reduction in the local funding adjustment will occur if the opposite situation is present for the home authority. And, also, in pure DfE high need funding terminology, this is known as the high need import and export adjustment, which is based on the January 2019 school census data and February 2019 R06 Individualised Learner Records (ILR) data, once processed.
- 4.6 However, as these final high need funded adjustments are not expected to be material in size, and this is also in view that the 2019/20 provisional high need funding allocation have already been adjusted for the 2018/19 import and export adjustment, the High Needs funding for distribution to settings in 2019/20 will now be planned on this provisional allocation, and as previously agreed will be presented for recommendation to the Education Board in March 2019 and once considered through the Resource Sub Group.
- 4.7 Ofcourse, whilst the High Needs funding for 2019/20 is a welcome increase, it should remain noted that Southend's High Need DSG funding allocation still remains below an uncapped National Funding Formulae (NFF) allocation. And after considering, as previously referenced the £410,000 additional DSG funding that was announced in December 2018, had this funding also been applied to an uncapped NFF formulae, Southend's allocation for 2019/20 would have likely been £20.111M (or a further £695,000 from the latest 2019/20 funded allocation).
- 4.8 The DfE have allocated a 2019/20 central block amount of £1.748M, which the local authority retains to support universal education related services.

5 Schools Block – Individual School Block (ISB) allocations - £118.144M

- 5.1 As illustrated for each School, in Appendix – “DSG Budget 2019/20 – Individual Schools Budget allocations”, The DfE release of the APT enables the Education Board to formally set the distribution of the 2019/20 school block funds to Individual Schools, using the updated numbers on roll (NOR) for each School as per the latest DfE October 2018 school census data, and in line with the previous funding agreement of the Education Board on the 18th December 2018.

5.2 And, note, as agreed at the previous Education Board meeting on the 18th December 2017, individual school budget allocations for 2019/20 have been set, adopting the principles of the National Funding Formulae in full, to ensure each School now receives at least the 2019/20 National Funding Formulae (NFF) basic minimum funding rates per pupil of £3,500 for primary and £4,800 for secondary, and awarding a rounded 0.5% per pupil funding rate growth to all remaining schools above their 2017/18 per pupil led baseline.

5.3 Please be reminded, as noted in the December 2018 paper, whilst the NFF provided a further 0.5% growth per pupil, the DfE did not adjust the DSG funding allocations for 2019/20 business rates changes, and the DfE place the expectation that individual school business rate changes are adjusted and allowed for within the local DSG allocation itself. Therefore, what this means in reality, is the 0.5% NFF funded allowance per pupil, could be shown as very slightly more or slightly less for all, as locally, the Individual School budget allocations have been adjusted for the 2019/20 business rate changes. This also then ensures that no individual school is unfairly penalized by business rate increases, and keeps Southend in line with the overarching principles of the adopted NFF.

Other key points for noting in the NFF funding formulae and APT:

5.4 Basic entitlement has been set, as per the NFF rates, at;

Primary	£2,756.52
Key Stage 3	£3,876.05
Key Stage 4	£4,401.03

5.5 This Primary to Secondary funding ratio is now set at 1:1.32.

5.6 The numbers of children on roll in and registered in the APT has increased by a further 276 children, to now 25,978 (Primary 15,077 and Secondary 10,901) based on the recent DfE October 2018 school census, compared to 25,702 (Primary 15,046 and Secondary 10,656) in the previous years October 2017 census.

5.7 As stated above, the total Individual School block allocation in the 2019/20 funding formula is £118,144,433 before de-delegation, (£118,138,895 after de-delegation). And note - this is an increase in the totality of Individual School block allocations of £1,913,633 from the 2018/19 allocation, which is due to both an increase in the NOR and the NFF funding factors considering the schools increased to the 19/20 basic minimum per pupil amount, and the further NFF 1% growth for all remaining schools from their 2017/18 funded per pupil base line (NFF 0.5% applied in 2018/19 and 0.5% applied in 2019/20).

6 Schools Block – Centrally retained de-delegated lines - £5,538 (applicable to maintained schools only)

- 6.1 The de-delegated per pupil funded amounts have been set as agreed in the December 2018 paper, whereby the de-delegation amount for governor subscriptions has been set at £0.00p per pupil, and £1.00 per pupil for staff costs - trade unions duties returning an annual de-delegated sum of £5,538.

7 Schools Block – Centrally retained growth fund - £0.945M

- 7.1 The DSG growth fund amount has been set in accordance with the principles, agreed in the December 2018 paper, where by the 2019/20 DSG amount awarded for growth will be held centrally and distributed to schools who been required by the Local Authority to increase their class sizes.
- 7.2 Following the DfE announcements in July 2018 for DSG updated growth funding allocations, and as referenced, in both the October 2018 and December 2018 DSG EB papers, the now final DfE calculated DSG sum to apply to growth funding in 2019/20 is £945,135. And in summary, this sum is now driven by growth in local pupil numbers between the two most recent annual October school census's using only positive growth within statistically defined middle layer super out areas's (MSOA), multiplied by a DfE defined funding rate of £1,374.76 for each per primary pupil growth and £2,126.06 for each per secondary pupil growth (which includes the DfE defined local area cost adjustment).
- 7.3 And note, as referenced in and agreed in the October 2018 DSG EB paper, the funding methodology for awarding growth funding to schools from Sept-2020, will be presented to the Education Board in March 2020, for any required adjustment from the current funding methodology, and once considered through the Resources Sub Group.

8 Early Years Block (Provisional) - £9.955M in total

- 8.1 As expected, the DfE have provisionally set the 2019/20 Early Years block on the same latest and expected number of Part Time Equivalent PTE* children forecast to access the 2018/19 DSG early years funded provision. This is also includes the same DSG funded hourly rates applicable for each early years provision. The final budgets allocations have also been set, as agreed in the December 2018 DSG EB paper.

PTE* as DfE defined, assumes all children access the full 15hrs per week support over 38 weeks in the year.

- 8.2 Therefore, for DSG 2 year old funding the PTE has been set at 422 children, at an hourly rate of £5.24. And please note, as set in the October 2018 Early Year Education board paper – the core rate Southend passes over to providers is £5.20 per hour, now allowing for a small retained discretionary pot for 2 year old support of £9,622 (which was agreed in the October 2016 Education Board Early years NFF paper).

- 8.3 For the DSG universal 3 and 4 year old entitlement funding the PTE has been set at 2,739 children, at an hourly rate of £4.40. And please note, as set in the October 2018 Early Year Education board paper – the core 2019/20 rate Southend passes over to all providers as statutorily required will be £4.24 per hour, also allowing for the DfE statutory requirement and retention of £0.14 per hour, to fund supplementary provider eligible deprivation funding at £0.44 per hour (at an expected 20% required take up of total PTE), a centrally retained fund for the Special Educational Needs Inclusion fund and additional early years provider training (as set in the December 2018 DSG EB paper of £135,000).
- 8.4 For the DSG 3 and 4 year old extended entitlement funding for eligible working parents, the PTE has been set at 660 children, at an hourly rate of £4.40. And please note, as set in the October 2018 Early Year Education board paper – the core 2019/20 rate that is passed over to providers is also £4.24 per hour, as it has to statutorily mirror the Universal 3&4 year old provider entitlement rate including any additional provider supplement funding.
- 8.5 The DfE have also, set the allocations for both the Disability Access Fund (DAF) expecting 73 Southend children to be eligible, at a funded rate of £615 per child, awarding a total annual DAF fund of £44,895, and a £125,667 Early years pupil premium annual fund expected to target 415 children on a PTE, funded at £0.53p per hour.

9 High Needs Block (Provisional) - £19.416M

- 9.1 The 2019/20 High Needs block under NFF, has seen much needed and provisional confirmed growth in funding from the DfE of £0.782 Million, compared to the latest 2018/19 budget allocation. Although, as previously noted, we need to be minded this is still below an uncapped NFF amount.
- 9.2 Again, as previously reported our local DSG High Needs block funding has been under financial pressure for the last 3 financial years (a position also shared nationally), and this is despite local DSG financial savings applied and containment of further funding growth.
- 9.3 As referenced in the both the October and December 2018 DSG EB papers, this DSG paper now sets the total quantum of funding available for all high need settings in 2019/20, but must also be considerate of the need to restore the DSG deficit balance attributable to high needs.
- 9.4 Again, as agreed in the October 2018 DSG EB paper, the detail funding allocation for applying high need funding to settings will be presented to the Education Board in March 2019, and once considered through the Resources Sub Group.

10 Central Block - £1.748M

- 10.1 The central block budgets have been set, in accordance with agreement of the December 2018 DSG EB paper.

10.2 In 2019/20 there is a slight increase adjustment to the funding allocation in the central block of £9,581, which is incorporated within the Education Support Grant (ESG) retained duties. And as noted in the December 2018 DSG EB paper, this is due to the slight increase in the school pupil head count from 2018/19, whereby a proportion of the central block funding is determined by any changes in head count.

10.3 The final amounts are therefore confirmed as;

	Amount
From Central Schools Services Block	
CLA/MPA Licences	£122,297
Combined Budgets	£941,288
Schools Admissions	£236,300
Servicing of Schools Forum	£18,700
ESG Retained Duties	£429,143
	£1,747,728

11 DSG current anticipated reserve levels as at 1st April 2019

11.1 As previously reported in the December 2018 EB DSG paper (and before the announcement of the additional high needs funding announced on the 17th December). The total forecasted DSG reserve forecast level as at the end of 31st March 2019 (and therefore, expected carry forward to the 1st April 2019) was forecast to be a deficit balance of (£537,000), and the following table also presented the expected individual block allocations within the total DSG forecasted reserve balance:

Block	Schools – ISB £000	Schools - growth £000	Early Years £000	High Needs £000	Central £000	Total £000
2018/19						
Funding	116,221	699	10,452	18,223	1,738	147,336
Outturn	116,192	839	10,452	18,381	1,738	147,602
Variance	(30)	140	-	157	-	267
Reserves surplus / (deficit)						
1 April 2018	0	0	502	(567)	0	(65)
17/18 Early years funding adj.	0	0	(205)	0	0	(205)
2018/19 forecast						
Variance	30	(140)	0	(157)	0	(267)
Anticipated transfer in year	(30)	30	(56)	56	0	0
31 March 2019	0	(110)	241	(668)	0	(537)

And as reported and explained, in both the October and December 2018 EB DSG reports, the expected year end strain position on the high needs block alone was a deficit position of (£668,000). And please continue to note – this is not only a local financial strain position compared to DSG funding allocation but a position recognised nationally.

- 11.2 However, in view that the DfE announced on the 17th December 2018, nationally a £250M additional funding for DSG High Needs revenue funding (£125M in both 2018/19 and 2019/20) of which £409,626 additional is applicable for Southend in both the 2018/19 and 2019/20 financial years, and therefore formally recognising the funding pressures related to the national SEND reforms of 2014 for all local authorities, As referenced, in Appendix – “DSG Budget 2019/20”, allowing for the most recent December DSG 2018/19 expenditure forecast position (and assuming no changes in expenditure forecasts from now until the 31st March 2019) the balance of our local DSG reserve is now a reduced total forecast deficit of (£127,000) rolling into the 1st April 2019 (the start of the 2019/20 financial year).

The following table, now also presents, the updated individual block allocations within the total revised forecast balance, which includes the DSG funding addition of the £409,626 to high needs in 2018/19.

Block	Schools – ISB £000	Schools - growth £000	Early Years £000	High Needs £000	Central £000	Total £000
2018/19						
Funding	116,221	699	10,452	18,634	1,738	147,745
Outturn	116,192	839	10,452	18,381	1,738	147,602
Variance	(30)	140	-	(253)	-	(143)
Reserves surplus / (deficit)						
1 April 2018	0	0	502	(567)	0	(65)
17/18 Early years funding adj.	0	0	(205)	0	0	(205)
2018/19 forecast						
Variance	30	(140)	0	253	0	143
Anticipated transfer in year	(30)	30	(56)	56	0	0
31 March 2019	0	(110)	241	(258)	0	(127)

- 11.3 This is obviously, a much improved position for the DSG Reserve balances. However, regardless, before the announcement of the additional funding allocation, it is reminded as reported in both the October 2018 and December 2018 EB DSG report, Southend was still targeting a DSG reserve balance recovery by the 31st March 2020, through the continual need to constrain high need funding to settings.

- 11.4 Therefore of course, given the subsequent announcement of this additional funding, this message position in 11.3, should now be somewhat alleviated to a sensible degree, but bearing in mind our local High Needs block will still close with an expected deficit position of (£258,000). Therefore, it was also sensibly agreed, to consider the application of this new funding and therefore consider what can be applied to settings within the pre-planned 2019/20 high need detailed budget setting paper due for EB in March 2019, and once considered through the Resource Sub Group. A revised forecasted 31st March 2020 DSG reserve balance will also be updated, as part of the High need 2019/20 detailed budget setting paper in March 2019.

12 Conclusion

- 12.1 The overall position set out for 2019/20 is a balanced DSG budget.
- 12.2 Whilst, the purpose of this paper is to focus on the actual setting of the 2019/20 in year resources for the DSG, it is positive news that the forecasted DSG deficit reserves have now in part been alleviated due to the DfE additional funding announcement on the 17th December 2018, and of course with sensible forward planning, should in turn hopefully allow more funding to be applied to settings during 2019/20 for Special Educational Needs (SEND). This is also in view, given SEND funding has been actively but considerably constrained for the last 2 financial years to aid DSG reserve balance recovery.
- 12.3 And again, it has to be noted, the effective consideration and somewhat heightened consideration of DSG resources over the last two financial years that is clearly shown in both this and previous recent DSG papers (and in part driven by considerable funding pressures on high needs), has also only been made possible by the constructive and collaborative partnership working of the local authority, education board and resource sub group.
- 12.4 And as previously noted, it of course remains unfortunate, due to the current absence of any government funding announcements from 2020/21, we cannot further forward plan with any certainty the allocation of DSG resources beyond 2020/21 at this time.

13 Appendices

Appendix – DSG Budget 2019/20 – Individual Schools Budget allocations (to be released by the 15th January 2019)

Appendix – DSG Budget 2019/20

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Appendix - DSG Budget 201920

Recommend, if printed, to print in A3 Portrait

Appendix - DSG Budget 201920			A	B	C = B - A		
Recommend, if printed, to print in A3 Portrait			£	£	£		
			2018/19	2019/20			
			Latest Budget *	Original 19/20 Budget *	Budget Variation from previous year increase / (decrease)	Comments	
Block	S251 Line	Summary Line					
Schools Block - Individual School Block allocations	1.0.1	Maintained - Primary	23,922,066	21,626,752	(2,295,314)		
	1.0.1	Maintained - Secondary	769,937	-	(769,937)	As per Appendix 1 - and set as agreed in the DSG Dec 2018 EB paper	
	1.0.1	Academy Recoupment - Primary	36,099,632	38,893,950	2,794,318		
	1.0.1	Academy Recoupment - Secondary	55,430,080	57,618,193	2,188,113		
Subtotal Individual School Block allocations			116,221,715	118,138,895	1,917,180		
Schools block - Centrally retained	1.1.7	De-delegated - Governor subscriptions	1,015	-	(1,015)	2019/20 - set as agreed in the DSG Dec 2018 EB Paper	
	1.1.8	De-delegated - Staff costs (Trade Union duties)	8,070	5,538	(2,532)		
	1.4.10	Growth Fund	690,000	945,135	255,135	2019/20 - set as agreed in the DSG Dec 2018 EB paper. And note Mar-20 EB paper due on distribution of Growth fund from Sept-20	
Schools Block Total			116,920,800	119,089,568	2,168,768		
Early Years	1.0.1	2 year old provision	1,260,330	1,260,330	-	2019/20 - As set in the DSG Dec 2018 EB Paper. Although remains DfE provisional until the results of both the January 19 and January 20 DfE early census's are processed. Expected DfE announcement in July-20.	
	1.0.1	3 and 4 y/o provision - Universal	6,869,041	6,760,254	(108,787)		
	1.0.1	3 and 4 y/o provision - Additional	1,655,113	1,628,900	(26,213)		
	1.0.1	Disability Access Fund	42,435	44,895	2,460		
	1.0.1	Early Years Pupil Premium	125,667	125,667	-		
	1.3.1	Central Expenditure on Children under 5	500,000	135,000	(365,000)		
Early Years Block Total			10,452,586	9,955,046	(497,540)		
High Needs	1.0.2	Place Funding - Special Schools	120,000		(120,000)	2019/20 high need block service line plan to be allocated for approval in the March 2019 Education Board and once considered through the previous March 2019 Resources Sub Group. As previously agreed, this will also include a 2019/20 targetted amount to assist with the restoration of depleted DSG reserves balances attributable to High Needs. The 2019/20 total DSG High need funding allocation itself, also remains provisional until the DfE announcement the final high need pupil import and export adjustment for cross local authorities boundaries due in July 2019, although this is not expected to change the final funding amount by any significance.	
	1.0.2	Place Funding - Special Schools Recouped	5,180,000		(5,180,000)		
	1.0.2	Place Funding - PRU Recouped	810,000		(810,000)		
	1.0.2	Place Funding - Special Units	102,500		(102,500)		
	1.0.2	Place Funding - Special Units Recouped	215,500		(215,500)		
	1.10.2	Place Funding - Free School Recouped	179,181		(179,181)		
	1.02.2	Place Funding - CCP and FE Recouped	564,000		(564,000)		
	Subtotal Place funding			7,171,181	-		(7,171,181)
	1.2.2	Special School - flexible place funding	80,000		(80,000)		
	1.2.2	Special School Top ups	4,300,000		(4,300,000)		
	1.2.1 / 1.2.2	Special Units Top ups	225,000		(225,000)		
	1.2.2	PRU Top ups	300,000		(300,000)		
	Subtotal Special School and PRU provision top up funding			4,905,000	-		(4,905,000)
	1.2.5	EHCP Early years Top ups	44,000		(44,000)		
	1.2.1 / 1.2.2	EHCP Inborough Mainstream - Primary Top ups	1,380,000		(1,380,000)		
	1.2.1 / 1.2.2	EHCP Inborough Mainstream - Secondary Top ups	490,000		(490,000)		
	1.2.1 / 1.2.2	EHCP Top ups - out of Borough	440,000		(440,000)		
	1.2.2 / 1.2.11	EHCP Top ups - post 16 providers	660,000		(660,000)		
	EHCP top up provision schools and post-16			3,014,000	-		(3,014,000)
	1.2.3	EHCP funding - Independent providers	1,489,339		(1,489,339)		
	1.2.4	HN targeted LCHI funding	10,000		(10,000)		
	1.2.6	Hospital Education provision	100,000		(100,000)		
	1.2.7	Individual Tuition service	153,100		(153,100)		
	1.2.5	SEN Team - DSG	422,479		(422,479)		
	1.2.5 / 1.2.13	SEN Support Services - special units in schools	212,900		(212,900)		
1.2.8	Behaviour & Reintegration Support (outreach)	322,000		(322,000)			
1.2.8	Outreach Harbour Development Centre	161,000		(161,000)			
1.2.5	Elective Home Education Costs	8,000		(8,000)			
1.2.7	Commissioned Preventative Pathway AP service	172,000		(172,000)			
2018/19 High needs SLA savings target			(117,000)		117,000		
Other High Need funding provision including SLA's			1,444,479	-	(1,444,479)		
Total High Need Non-Place funding			10,852,818	-	(10,852,818)		
High Needs block service lines total			18,023,999	-	(18,023,999)		
High Need budget allocation targetted to restore High DSG reserve balances			200,000	-	(200,000)		
* High Need Dec-18 DfE announced additional high need funding allocation			409,626	409,626	-		
High Needs Block total			18,633,625	19,415,963	782,338		
Central block	1.4.1	Contribution to combined budgets	941,288	941,288	-	2019/20 - set as agreed in the DSG Dec 2018 EB Paper	
	1.4.14	CLA/MPA License	122,297	122,297	-		
	1.4.2	School Admissions	236,300	236,300	-		
	1.4.3	Servicing of School Forums	18,700	18,700	-		
	1.5.1/1.5.2/1.5.3	ESG Retained	419,562	429,143	9,581		
Central Block total			1,738,147	1,747,728	9,581		
Grand Total			147,745,158	150,208,305	2,463,147		
DSG - Funding	Schools Block - ISB Retained		(24,701,088)	(21,632,290)	3,068,798	DSG funding determined as per the Department for Education funding allocation releases and announcements	
	Schools Block - ISB Academy Recoupment		(91,529,712)	(96,512,143)	(4,982,431)		
	Schools Block - ISB subtotal		(116,230,800)	(118,144,433)	(1,913,633)		
	Growth fund		(1,190,000)	(945,135)	244,865		
	Schools Block subtotal		(117,420,800)	(119,089,568)	(1,668,768)		
	Central Block		(1,738,147)	(1,747,728)	(9,581)		
	Early Years Block (2 year olds)		(1,260,330)	(1,260,330)	-		
	Early Years Block (3&4 yr olds - Universal)		(6,869,041)	(6,869,041)	-		
	Early Years Block (3&4 yr olds - Additional)		(1,655,113)	(1,655,113)	-		
	Early Years Disability Access Fund		(42,435)	(44,895)	(2,460)		
	Early Years Pupil Premium		(125,667)	(125,667)	-		
	* DSG reserve - Early Years budget draw down		204,798	-	(204,798)		
	High Needs Funding Block		(11,684,944)	(12,633,963)	(949,019)		
	High Needs Recoupment		(6,948,681)	(6,782,000)	166,681		
DSG Funding Total			(147,540,360)	(150,208,305)	(2,667,945)		
Total Net DSG Budget			204,798	(0)	(204,798)		

* 2018/19 latest DfE DSG budget allocation as at Dec 2018

* 2019/20 Original budget as per the DfE DSG funding allocations announced in Dec 2018

* High Need Dec-18 additional funding allocation - announced by the DfE on the 17th December 2018, for both the 2018/19 and 2019/20 Financial years

* 2018/19 DSG reserve Early years budget drawn down relating to 2017/18 as explained and referenced in the October 2018 EB DSG paper

DSG Reserves balances £'000 *	2018/19	2019/20
1st April Surplus / (deficit) Original	(65)	(127)
Early Years Funding adjustment for prior year	(205)	0
1st April Surplus / (deficit) Revised	(270)	(127)
Current In year forecast expected surplus / (deficit)*	143	tbc
31st March surplus / (deficit) forecast*	(127)	tbc

* DSG reserve balance - as referenced in the latest DSG EB December 2018 paper - but simply now updated in view of the post DfE high need additional funding announcement of £409k. And in view of this additional funding announcement, as agreed at the December 2018 Education Board, a revised DSG reserve balance forecast for the end of 2019/20 will be presented alongside the March 2019 High Need detailed service allocation budget paper

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The 23 Outcomes are set out on p2

Transforming Together: 7 x conditions; 6 x outcomes

7 Conditions

- Clear Vision & Delivery Strategy
- Digital Enablement to Support the Vision
- Trusted, Empowered and Engaged Workforce
- Appetite to Invest in People, Outcomes & Accept Risk
- Closer Collaboration with Staff, Members, Citizens & Partners
- Simple & Effective Governance
- Open Mindset that will drive forward Transformation & Change

6 Outcomes

1. A trusted empowered workforce who are accountable. **Lead - Tim Rignall/Gary Smith**
2. An organisation where it's encouraged to try new things and where learning is shared, valued and put into practice. **Lead - Lysanne Eddy/Richard Meads**
3. A highly collaborative workforce focused on delivering outcomes for the people of Southend-on-Sea. **Lead - Ellen Butler/Louisa Robinson**
4. Excellent people managers leading an agile workforce, enabled by modern technology. **Leads - Mike Bennett and Sue Putt**
5. Everyone understands our shared ambition and their role in delivering it. **Leads - Tracy Nicola and Lorraine Goldsmith** ²¹⁷
6. A business like and commercial mindset delivering outcomes for the people of Southend on Sea. **Leads - Giles Gilbert and Lee White**

Rosemary Pennington

3. We have invested in protecting and nurturing our coastline, which continues to be our much best used asset. **Leads – Krishna Ramkhelawon and Amanda Champ**
4. Our streets and public spaces are clean and inviting. **Leads – Emma Cooney and Paul Je**

By 2050 people in Southend-on-Sea feel safe in all aspects of their lives and are well enough to live fulfilling lives. By 2023:

1. People in all parts of the borough feel safe and secure at all times. **Leads – Erin Brennan and Simon Ford**
2. Southenders are remaining well enough to enjoy fulfilling lives, throughout their lives. **Leads – Range and Caroline McCarron**
3. We are well on our way to ensuring that everyone has a home that meets their needs. **Leads – Halksworth and Ian Ambrose**
4. We are all effective at protecting and improving the quality of life for the most vulnerable in our community. **Leads – Jacqui Lansley and Cathy Braun**
5. We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, transport and recycling. **Leads – Andrew Barnes and Lizzie Georgeou**

By 2050 we have a thriving, active and involved community that feel invested in our city. By 2023:

1. Even more Southenders agree that people from different backgrounds are valued and get on together. **Leads – Kamil Pachalko and Colin Gamble**
2. The benefits of community connection are evident as more people come together to help, support and spend time with each other. **Leads – Sarah Baker and Nick Faint**
3. Public services are routinely designed, and sometimes delivered, with their users to best meet their needs. **Leads – Scott Dolling and Julie Painter**
4. A range of initiatives help communities come together to enhance their neighbourhood and environment. **Leads – Nick Faint and Carl Robinson**
5. More people have active lifestyles and there are significantly fewer people who do not engage in physical activity. **Leads – Lee Watson and Krithika Ramesh**

By 2050 Southend-on-Sea is a successful city and we share our prosperity amongst all our people. By 2023:

1. The Local Plan is setting an exciting planning framework for the Borough. **Leads – Carol O'Connell and Mark Sheppard**
2. We have a fast-evolving, re-imagined and thriving town centre, with an inviting mix of shops, services, culture and leisure opportunities. **Leads – Peter Geraghty and Bridgette Cowley**
3. Our children are school and life ready and our workforce is skilled and job ready. **Leads – Eileen Martin and Sharon Wheeler**
4. Key regeneration schemes, such as Queensway, seafront developments and the Airport Business Park are underway and bringing prosperity and job opportunities to the Borough. **Leads – Peter Dowler and Alan Richards**
5. Southend is a place that is renowned for its creative industries, where new businesses thrive alongside where established employers and others invest for the long term. **Leads – Chris Burr and Paul Dixon**

By 2050 people can easily get in, out and around our borough and we have a world class infrastructure. By 2023:

Appendix 13: Summary of Equality Analyses supporting budget proposals 2019/20-2021/22

Outlined below is a summary Equality Analyses (EA) which supports specific budget proposals for 2019/20-2021/22, which may have a direct equalities impact for groups with 'protected characteristics'. The summary outlines, where mitigating action is being undertaken in implementing the proposals and has been endorsed by the Council's Corporate Management Team. Findings highlight where an equality analysis (EA) will be undertaken to accompany consideration, and implementation, of the proposals. All service restructures that impact on staff are required to be subject to an EA.

Theme/ savings no.	Proposal	Analysis findings
Transformation		
C1	Locality working/community engagement – £1,100,000	Locality approach is designed to engage with, and obtain views of local communities, and service users, in shaping future service provision. Savings to be obtained from focus on prevention, re-ablement and enablement will not mean closure or loss of service. Rather the approach should mean the Council will better identify the broader range of needs across the borough's increasingly diverse, communities and be better able to tailor service provision accordingly (including for those who may not be currently receive a service).
C2	Children's services adopting locality approach and use of technology – £200,000	Localities approach will enable engagement of local communities and service users to better shape future service provision. Closer working between Adult and Children Services staff will provide a more joined up approach with families engaged with social care services, enabling more efficient and effective provision.

C3	Reduced high cost placements linked to Edge of care – £500,000	Previous and on-going investment in edge of care services will mean targeted support on adolescents with challenging behaviours (mainly boys), will reduce the numbers going into very high cost placements and also keep more children in families, with better outcomes for all concerned.
C4	Public Health role in Council services - £160,000 (Culture Team, Private Sector Housing, Children's services)	Relates to staffing re-configuration, therefore, no direct equality implications.
C5	Pathways - £40,000	Move should provide more flexible footway material that can better adapt, for example, to tree root growth and result in less trips and falls, that disproportionately impact on the elderly and those with disabilities.
C6	Central reservation greenery - £25,000	No equality related impact
Staffing		
D1 D2 D3 D4 D5 D6	Finance & Resources staffing - £70,000 Cemeteries and Crematoria staffing - £100,000 Channel Shift staffing - £75,000 Joint contracts and commissioning efficiencies – £200,000 Learning services savings - £150,000 Tickfield Centre restructuring - £40,000	No direct equalities implications in relation to service delivery. All staffing restructures are required to be accompanied by an equality analysis.
Procurement		
E1 E2 E3	External Audit Fees - £30,000 Insurance renewal - £150,000 Procurement review of contracted services – £100,000 (from Adult Social Care contracts).	No direct equality implications in relation to External Audit or Insurance renewal. Proposal relating to adult social care contracts proposal entails savings from re-procurement of supported living for 27 adults with learning disabilities, across a range of ages, including

		some older people, which seeks to enhance the current service provided, by, for example, providing more interactive and communal support. An Equality Analysis has been, and will continue to be, undertaken to assess the potential impact across all protected characteristics in relation to the residents.
Investment		
B1	Housing Benefit/Localised Council Tax Scheme Administration Grant (£90,000)	Additional resources will mitigate the loss of central government funding in this area. This will help to support the administration of key benefits to some of the most vulnerable residents in the borough, helping to reduce delays in payments and so prevent potential homelessness from non-payment of rent. The equality analysis will be progressed to assess more specific implications, taking into account the consequences of the impact of Universal Credit and other changes to the benefits system.
C1	Getting it right for Every Child (demand strategy) for children's services - £1,108,000	Funding will provide additional social work posts to help address the pressures in this area of service, particularly those facing socio-economic challenges in the most deprived parts of the borough.
C2	Edge of Care Team - £330,000 (and a further £250,000 pa from 2020/21)	Funding will enhance support to those at risk of becoming part of the care system, keeping more children in families and reducing the numbers going into very high cost placements.
C3	Adolescent Team - £275,000	Funding will enhance the support to vulnerable children, often at risk of exploitation and from more deprived backgrounds, to remain safely with their families.
C4	Increase fees for foster carers to prevent loss of capacity - £100,000	Funding will enable more looked after children to stay within the local community and be more likely to stay out of the care system

C5	Early years funding - £350,000	Funding will maintain current levels of early years provision in the borough following a change to national funding arrangements.
C6	SEN children costs rising particularly ASD provision - £100,000	Funding will better enable pupils with Autism Spectrum Disorder (ASD) to continue in mainstream schools and also help in developing longer term sustainable solutions
D1	Investment Strategy for Adult Social Care - £3,362,000	Additional support reflects the growing demographic pressures from a growing older population and the impact of the uplift to the national living wage rates.
Additional time-limited investment		
School improvement	School improvement support for pupil to attain Grammar School entrance: 19/20: £200k; 20/21: £200k	Funding will support local pupils, including those from more deprived backgrounds, to obtain entrance to Grammar Schools.

Southend-on-Sea Borough Council

Agenda
Item No.

8

Report of Deputy Chief Executive (People)

To
Cabinet
On
17 January 2019

Report prepared by: Brin Martin, Director of Learning

Area inspection of Special Educational Needs and/or Disabilities (SEND)

Relevant Scrutiny Committee(s)
Cabinet Member: Councillor Boyd
A Part 1 (Public Agenda Item)

1. Purpose of Report

The purpose of the report is to brief Cabinet on the outcomes of the SEND Area Inspection conducted in October 2018, and to secure Cabinet's approval for the improvements that have already been put in place to bring about the necessary changes.

2. Recommendations

- 2.1 That Cabinet note the findings from the inspection report, including both those areas that were indicated as strengths alongside those areas that show significant concern.
- 2.2 That Cabinet note the requirement for the Local Authority and the Clinical Commissioning Group to jointly produce a Written Statement of Action (WSOA).
- 2.3 That Cabinet note and approve the proposed actions contained within the report that will ensure the necessary improvements are made.

3. Background

- 3.1 Since 2016, all Local Areas have been subject to inspection to see how they have implemented the SEND Education Act 2014. Following a joint inspection of the Southend "Area" provision for SEND in October the final inspection report has been published.
- 3.2 This inspection area consisted of the Local Authority, Clinical Commissioning Group, Southend Hospital Trust, Essex Partnership Trust and all schools/settings.
- 3.3 In their report, OFSTED and the Care Quality Commission found a number of strengths in provision, but have also identified areas where improvements will be

required. Like a number of Local Areas nationally, we will be jointly required to produce a WSoA to indicate how together we will make the necessary changes. This needs to be completed and approved by OFSTED/CQC by March 2019.

- 3.4 The week long inspection in October involved speaking with officers; clinicians; practitioners and stakeholders; parents and learners; and visits to a number of schools and settings.
- 3.5 In summary, whilst they clearly found that since 2017 there has been some progress made in leading and implementing the SEND reforms, overall, since 2014 the pace has been too slow.
- 3.6 They also reported that leaders need to do more to build upon their collaboration between the respective organisations to jointly commission services to meet the needs of children and young people with SEND. Specifically, more should be done to listen to and act upon the views of families and children with SEND, and promote what is on offer through an accessible Local Offer website.
- 3.7 Inspectors did however recognise the more recent improvements and planning by the area, and also that the local area had accurately assessed its own strengths and weaknesses. Several of the individual services came in for suitable recognition of the high quality support they offer.
- 3.8 The local area has already started to address the areas identified for improvement, ahead of the timescales set by inspectors.
- 3.9 The summary of the report concluded that “the inspection raises significant concerns about the effectiveness of the local area”, and that (quotations from report):
 - 3.9.1 The emerging leadership of the SCCG, public health, the local authority and education providers has not developed quickly enough to ensure precisely coordinated priorities, accountabilities and joint commissioning to improve the outcomes for children and young people.
 - 3.9.2 The local offer does not provide a service that is fit for purpose to meet the obligations in the code of practice. Local partners in health, social care and education, including schools, are not proactive in promoting co-production of the local offer. They are not ensuring that the local offer is adapted according to the views, needs and achievements of the children, young people and their families.
 - 3.9.3 Leaders have not worked together to ensure that EHC plans provide a meaningful multi-agency approach to meeting children and young people’s academic, social, health and care needs. There are no clear accountabilities between agencies to make sure that children and young people’s outcomes are well assessed, planned for, met and reviewed.
 - 3.9.4 Leaders have not developed a strategic partnership that makes sure that children and young people are in provisions that give them good-quality, full-time education. This particularly includes those educated at home, in post-16 provisions, and in out-of-borough provisions. Additionally, within

the local area, too many pupils access part-time education for too long. Leaders of the local area do not know the extent of the impact of part-time programmes on the outcomes for children and young people. This lack of information is detrimental to the work of joint commissioning.

Written Statement of Action

Under the governance of the Success For All Group reporting to the Health and Wellbeing Board, strategic leaders from key agencies have established a task and finish group to draft the WSoA for sign off. In light of the findings above, it is now essential that these key strategic leaders from Education, Social care, Public Health and the CCG collectively and visibly own and drive both the production of the WSoA and more importantly implement the delivery plan to improve outcomes. The group has met several times to start the drafting process. In addition, officers have met with senior officials from the Department for Education and National Health Service who have both approved the actions that the Area has already undertaken and offered additional support.

4. Other Options

No other options considered

5. Reasons for Recommendations

To robustly and rapidly drive forward the improvements required as an Area

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The necessary improvements align closely with several of the 2050 outcomes, in particular related to school and life ready.

6.2 Financial Implications

To bring about the necessary improvements will require reshaping of the Area provision, including aligning staff more closely to the priorities emerging from the WSoA. Once this has been drafted and approved, a clear and costed plan can be considered.

6.3 Legal Implications

Meeting our statutory obligations for learners with SEND.

6.4 People Implications

N/A

6.5 Property Implications

N/A

6.6 Consultation

As part of the WSoA and the improvements beyond that time, co-design as identified by the inspection will be significantly strengthened as a result.

6.7 Equalities and Diversity Implications

N/A

6.8 Risk Assessment

Failure to make the necessary changes would incur a risk that the Local Area, including the Local Authority would be subject to a re-inspection ahead of the scheduled period.

6.9 Value for Money

N/A

6.10 Community Safety Implications

N/A

6.11 Environmental Impact

N/A

7. Background Papers

None

8. Appendices

Appendix 1 – Inspection Report

5 December 2018

Mr Simon Leftley
Director of Children's Services, Southend-on-Sea Local Authority
Victoria Avenue
Southend-on-Sea
Essex
SS2 6ER

Cathy Gritzner, Southend Clinical Commissioning Group Interim Accountable Officer
Gary Bloom, Local Area Nominated Officer

Dear Mr Leftley

Joint local area SEND inspection in Southend-on-Sea

Between 1 October 2018 and 5 October 2018, Ofsted and the Care Quality Commission (CQC), conducted a joint inspection of the local area of Southend-on-Sea to judge the effectiveness of the area in implementing the disability and special educational needs reforms as set out in the Children and Families Act 2014.

The inspection was led by one of Her Majesty's Inspectors from Ofsted, with a team of inspectors, including an Ofsted Inspector and a Children's Services Inspector from the CQC.

Inspectors spoke with children and young people who have special educational needs and/or disabilities (SEND) and parents and carers, along with local authority and NHS officers. They visited a range of providers and spoke to leaders, staff and governors about how they are implementing the disability and special educational needs reforms. Inspectors looked at a range of information about the performance of the local area, including the local area's self-evaluation. Inspectors met with leaders from the local area for health, social care and education. They reviewed performance data and evidence about the local offer and joint commissioning.

As a result of the findings of this inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) has determined that a Written Statement of Action is required because of significant areas of weakness in the local area's practice. HMCI has also determined that the local authority and the area's clinical commissioning group (CCG) are jointly responsible for submitting the written statement to Ofsted.

This letter outlines our findings from the inspection, including some areas of strength and areas for further improvement.

Main findings

- The Southend Clinical Commissioning Group (SCCG) and Southend-on-Sea local authority have not prioritised the implementation of the reforms. Despite this work being given higher priority in the local area's planning over the last year, the implementation of the reforms has been too slow. Leaders have failed to meet their statutory duties under the Children and Families Act 2014.
- The SCCG was placed into special measures in January 2018 due to the continuing deterioration in its financial position. The challenges faced by the SCCG, coupled with several changes in the senior leadership in the local authority and SCCG, have reduced their capacity to work jointly to enact the reforms in a timely manner.
- In the last year, the local area has shown a capacity to jointly bring improvements to some services. It has also established a broad understanding of the weaknesses in the current provision. However, the local area is still in the process of identifying more precisely the joint issues and priorities that it needs to tackle. Equally, there is no clarity about how leaders and partners are holding one another to account for the implementation of the reforms.
- The SCCG and Southend-on-Sea local authority have now committed to an integrated commissioning plan and have created new staffing positions together to facilitate this plan. Nonetheless, it has taken too long for the local area to get to this stage in its joint working and, therefore, joint commissioning is some way off meeting the needs of children and young people with SEND.
- There is a lack of coherent and systematic co-production of services with children, young people and their families. This has hindered the local area's ability to identify what children, young people and their families want and need.
- The local area does not know enough about the range of academic and social outcomes for its children and young people with SEND, especially but not exclusively for those who are aged 16 to 25 years. The lack of information hinders the local area's ability to identify priorities for joint commissioning.
- The local offer website is of poor quality and is not effective in signposting children, young people, families or professionals to what is on offer. Some schools are not proactive members of the local offer and do not know enough about their role in it.
- The local area's work to improve the quality of provision has not been followed up in schools to ensure that practice is improving. As a result, leaders do not know with accuracy how well needs are identified, assessed and met across the local area.
- Education, health and care (EHC) plans are predominantly made up of education-based outcomes. There are stronger examples of healthcare needs being considered for children and young people with the most complex physical needs.

However, in other plans, inspectors found very little evidence of meaningful, accurate and updated information related to social care and health outcomes.

- The systems and procedures to check on the safety, welfare and quality of the educational experience that children and young people receive are not sufficiently robust. Children in care are checked appropriately by social care teams and by staff from the virtual school for children looked after. However, other children and young people with SEND who are placed out of area, are in post-16 provisions or in independent provisions, or are educated at home, are not checked on well.
- The 'early help front door' programme is becoming an increasing strength across the local area. This work is supporting children and young people in getting their needs identified more rapidly, and getting more access to provision and the support that meets their needs.
- The local area's SEND information, advice and support service (SENDIASS) and the Little Heroes support group are well thought of, and highly active. The people who run the provisions care passionately about improving outcomes for children and young people with SEND.
- Some children and young people with SEND access high-quality provision because of highly competent individual professionals who support them in schools, colleges, the health service, social care and local authority specialist teams. However, this is not a consistent picture across the local area.
- There were 27 children and young people identified by inspectors during this inspection whose whereabouts could not be quickly confirmed. Leaders acknowledged the seriousness of this situation and made urgent enquiries to confirm the safety of the children and young people. The local area was able to confirm the whereabouts of 26 of the children and young people by the end of the inspection. Through their own referral procedures, they were able to confirm the whereabouts of the final young person after the inspection finished.
- Inspectors were aware during this inspection that a serious incident had occurred and that this is under investigation by the appropriate authorities. While Ofsted does not have the power to investigate incidents of this kind, the information provided by the local area was taken into consideration during the inspection.

The effectiveness of the local area in identifying children and young people's special educational needs and/or disabilities

Strengths

- There are ongoing efforts within the local area to widen the numbers of the youngest children whose needs are identified early. The targeted programme of A Better Start Southend (ABSS) is working in conjunction with partner members in

health, care, education and the third sector. This is increasing families' access to professional expertise in supporting early identification of children's needs.

- The health visiting service is working towards a universal offer of visits to women who are pregnant during the antenatal period. An increasing number of the most vulnerable women are being seen during their pregnancy. This approach is helping the local area to identify children's needs at the earliest possible stage of their development.
- A high proportion of families take up the offer of the two-and-a-half-year health visitor checks on children's development. Health visitors are using a range of indicators to review children's social, emotional and physical development. This is allowing professionals to identify children's needs, and get referrals in place, at an earlier stage.
- The speech and language service has developed an interactive screening tool that is used in the child's home and assists parents, carers and professionals to articulate any concerns about a child's early development. This supports earlier identification of children's needs and ensures that they receive a quicker referral to get the appropriate support.
- The early help offer in the local area (the 'early help front door') has been developed so that all referrals now go through 'one door' of coordinated multi-agency support. This is starting to help more children's and young people's needs to be identified at an earlier stage. It is also providing good information about where families can get further assistance. Professionals and families are positive about their experiences so far with this newer system.
- Staff in the early years educational settings speak highly of the guidance and training that they receive to identify early needs in the youngest children. They say that it is making a positive difference to their confidence in identifying these needs.

Areas for development

- The local offer website is not fit for purpose and does not meet the requirements of the code of practice. Most young people, and families, do not know of its existence. Equally, those who do know of the local offer tool, including healthcare, social care and educational professionals, do not find it accessible.
- There is no systematic way to gather the views of children, young people and their families about their satisfaction with the assessment process or, more generally, whether the processes for identifying, assessing and meeting needs are effective. This is especially the case for those young people who are refused an EHC plan.
- Schools do not routinely and proactively challenge the area's leaders about the local offer of support. The majority do not gather the views of the families that they work with and, when they do, they do not feed the information about the

effectiveness of the local offer tool or its content back to leaders. This affects the local area's ability to jointly commission services and provisions that meet the needs of children and young people.

- The local area has been too slow to address its long-standing concerns about how accurate schools are in identifying children's needs. Work more recently to train school leaders has not been followed up in schools. Leaders do not know whether this work with school leaders is improving the accuracy and quality of identification. This is particularly hindering their ability to review the provision for children with SEND but who do not have an EHC plan.
- Until June 2017, the local area was failing significantly to meet the 20-week statutory timeframe for the completion of new assessments for EHC plans. Action taken since this time has improved the timeliness of the assessment process. Since July 2018, the efficiency of the assessment panel has ensured that almost all the new assessment requests have been completed within the 20-week statutory timeframe.
- The access to and quality of support from the educational psychologist team are areas of concern among families and schools who gave their views during the inspection. This service is now trialling new ways to work to increase provision. The few schools and families who are involved in these trials are very positive about this experience. However, this is not part of the area's wider provision.
- Long waiting times to access a paediatrician are a concern reported by parents, carers and professionals alike, most notably for children over the age of five who are waiting for an assessment for autistic spectrum disorder and attention deficit hyperactivity disorder. More recent leadership of the SCCG has recognised the lack of timely and efficient assessments for young children and has rapidly reorganised the service to significantly reduce waiting times. However, many parents also comment that once they have a diagnosis, they are often left with little guidance about what to do next, or where to get further help.
- The local area has not developed the role of a designated medical officer (DMO) well enough. The area has not ensured clarity about how this role drives change in the area. The SCCG is not ensuring that there are high levels of accountability attached to this role, and that it is maximising the impact of the work being undertaken with the children and young people.

The effectiveness of the local area in assessing and meeting the needs of children and young people who have special educational needs and/or disabilities

Strengths

- There is a strong package of support for the youngest children with the most complex physical and cognitive needs. Professionals from various agencies work in a coordinated way to provide timely care for the children. The joint work

between professionals in occupational therapy and physiotherapy helps parents and carers to meet their children's needs at home. Parents also appreciate the advice and support they receive from the Play and Parenting Service when they need more intensive support.

- The health visiting team is working diligently to develop provision for children with complex needs. A specialist health visitor role has been created to support children under five with complex care needs and to support their families. Health visitors more broadly are also beginning to use the findings from the two-and-a-half-year development checks to look at area-wide issues facing the most vulnerable children and their families, and to review the services available to them.
- The work of SENDIASS and Little Heroes is very highly regarded. These two small teams signpost children and their families to find provision and apply for additional services, and they fervently champion the rights of children and young people. Professionals, families and young people are overwhelmingly positive about their experiences with these two groups. Many say they would be 'lost' without their encouragement, insightfulness and support.
- The occupational therapy service has recently worked with leaders in most primary schools in the area to train staff in basic skills to support children's needs. This is starting to help schools implement children's care plans more effectively. It is also creating a more streamlined path of support for those children who require additional, more specialist occupational health support.
- Young people up to the age of 18 years with SEND are now able to access emotional well-being and mental health service (EWMHS) specialist support. This is a significant increase in this provision, which previously only served children up to the age of 12 years. A parenting group that offers a six-week support to parents has also been established. Parents are appreciative of this provision, and leaders are using the early views of parents to shape the future of the course.
- The work to support those in need of medical tuition, either while poorly or in hospital, is of a good quality and is well monitored. This provision is effective in liaising between school and home, to ensure that the children and young people are well supported so that they do not fall behind in their schoolwork when unavoidably absent.
- Parents, carers, children and young people appreciate the support that they get from individual practitioners from schools, healthcare services, social care services and special educational needs teams within the local authority. There are examples of strong practice by individual practitioners.

Areas for development

- All too often, the universal offers open to children and young people in the local area are not tailored to the specific needs of children and young people with

SEND. The 'voice' of this group is also not being sought in a well-thought-out way. Consequently, leaders do not know how well they are meeting their needs.

- The monitoring of the provision for, and safety of, some children and young people is haphazard and of a poor quality. This includes those in out-of-area educational provisions, those in post-16 provision and those educated at home. Although there are ongoing checks made by social care teams where families are open to their service, the checks made by the local area on other children and young people with SEND are not frequent enough or well recorded. This includes those children and young people whose cases were once, but are no longer, open to social care teams. These integrated services are not working systematically to check what they mutually know about the safety, well-being and quality of education being received by these children and young people over time.
- Leaders do not look sufficiently at where lessons can be learned to improve future provision, such as in schools in the local area where there is a core group who have not had their needs quickly or securely met. The pupils are bounced around schools through exclusions or managed moves, and often move in and out of alternative provision in the area. Some become known to youth offending services. There is little review about how to stop the downward spiral or why this group of young people have ended up in this unsatisfactory position.
- A high proportion of children and young people who attend school part time have SEN. While schools within the local area are reminded about their statutory duties, part-time programmes are not reviewed well enough to ensure full-time educational provision that meets the pupils' social and academic needs. Information about part-time programmes is not informing the joint commissioning of other services and provisions that are needed in the local area.
- The EHC plans sampled during the inspection were of a varied quality. Where children have complex physical needs, there is a wealth of information about healthcare provision. However, in almost all the other plans sampled, there is a lack of any information about healthcare or social care needs or provision. Where this information exists, it is often outdated or does not reflect the current health and care needs of children and young people.
- The local area's system for recording, maintaining and reviewing children and young people's information about their SEN over time has been identified by leaders as not fit for purpose. Records are often incorrect or out of date. They do not correlate well with the more up-to-date recording system that social care teams use. As a result, leaders are not able to quickly see the bigger issues, or what has happened to support children and young people over time.
- There is a reasonable offer for short breaks and respite provision in the area, especially for children and young people with the most complex physical needs. However, leaders acknowledge that only a small proportion of families are accessing this offer. When speaking to families, it is evident that most do not even know that this offer exists, including those with children with SEND but without an EHC plan. Families are often confused about the existence of respite

provision and the methods to apply for it, and misunderstand the universal eligibility to this offer.

- The system for school nursing has been in a state of significant redevelopment, and the team has only recently reached full staffing capacity to enable it to take on a more extended role within schools. There is a lack of clarity in schools and among families about the role of the school nurse, and ongoing frustrations among schools, parents and carers about a lack of access to these highly sought-after professionals.
- More recently, school nursing drop-in clinics have been established in the majority of schools. However, there has been no review of whether this new provision is meeting or impacting on the needs of children and young people linked to their SEND.
- Children presenting with dysphagia are not able to access a local service that meets their needs due to a lack of commissioning arrangements for this provision. There is a limited service offered to individuals where applications are made, but this lack of provision is not supporting children to access a coordinated approach to care close to home.
- The speech and language service does not currently offer on-site provision to schools. Parents, carers and professionals note a severe lack of speech and language support to children in schools. However, there are very few schools taking up the offer by the speech and language service to buy in their expert training. Most schools do not know that this training exists.
- Children over five years of age presenting with emotional and behavioural issues but without a clinical diagnosis can be referred between services without resolution on who is going to take forward their care. This is not supporting children and young people to have their needs met, and can lead to their physical and emotional well-being being compromised.

The effectiveness of the local area in improving outcomes for children and young people who have special educational needs and/or disabilities

Strengths

- The SCCG has developed self-evaluation tools to identify its priorities for improvement. This is helping it to start to identify some of the services it needs to jointly commission with the local authority. Moreover, its special educational needs three-year plan puts children and young people with SEND at the very centre of what it is doing in its integrated commissioning plans. However, this work is still some way off improving the services for these children and young people.

- The transition for young people with the most complex cognitive and physical needs is well thought out, with agencies working collaboratively to meet the range of needs for these young people.
- Pupils who attend specialist schools, and their families, are generally very positive about the range of experiences, opportunities and outcomes that they receive in those provisions.

Areas for improvement

- The local area has only recently begun to develop a strategic plan that identifies the precise joint priorities and accountabilities for improving the outcomes for children and young people. Leaders have identified the broad significant weaknesses in the local area's provision and are now working together to better understand the precise nature of these weaknesses.
- Leaders have rightly identified that the gathering of children and young people's views, and their role in co-production of the provision in the area, are considerable weaknesses. These weaknesses have a negative effect on the area's ability to identify clear priorities and to develop joint commissioning arrangements for improving outcomes for children and young people with SEND.
- Throughout the inspection, it was difficult for inspectors to fully assess the local area's effectiveness in improving outcomes in all areas of education, health and social care. This is because leaders are not collecting evidence of their impact in a holistic or meaningful way. Leaders do not have an agreed understanding or clear processes for measuring how well children and young people are developing and achieving as they grow older.
- The local authority has recognised that children and young people with SEND are not making the progress of which they are capable across all key stages and including in the early years foundation stage. This is particularly the case for children whose SEND have been identified but who do not have an EHC plan. The local authority has developed systems to review the pupils' progress with greater precision, but this work is very new.
- The local area does not collect or have enough information about the well-being and achievement of children and young people with SEND who are placed in schools out of the area, or who are educated at home or in independent schools.
- Too many pupils access part-time education for too long. The local area does not know the impact of part-time programmes on the pupils' academic and social outcomes.
- Leaders' assessment of their effectiveness does not take into sufficient account the lived experience, aspirations and welfare of young people as they move beyond the age of 16. Young people's outcomes are too dependent upon the quality of the individual provision that they access. There are therefore some positive outcomes for some young people. However, leaders do not review these

outcomes to know where they need to hold providers accountable when they are not supporting young people well enough.

- The pathway for transition to adults' services is not seamless for young people with less complex needs. There are only limited numbers of joint consultant clinics for young people who do not have significant physical impairments. There is not a consistent strategy to ensure that a holistic approach is taken by healthcare services to support the child and family through the process.

The inspection raises significant concerns about the effectiveness of the local area.

The local area is required to produce and submit a Written Statement of Action to Ofsted that explains how the local area will tackle the following areas of significant weakness:

- The emerging leadership of the SCCG, public health, the local authority and education providers has not developed quickly enough to ensure precisely coordinated priorities, accountabilities and joint commissioning to improve the outcomes for children and young people.
- The local offer does not provide a service that is fit for purpose to meet the obligations in the code of practice. Local partners in health, social care and education, including schools, are not proactive in promoting co-production of the local offer. They are not ensuring that the local offer is adapted according to the views, needs and achievements of the children, young people and their families.
- Leaders have not worked together to ensure that EHC plans provide a meaningful multi-agency approach to meeting children and young people's academic, social, health and care needs. There are no clear accountabilities between agencies to make sure that children and young people's outcomes are well assessed, planned for, met and reviewed.
- Leaders have not developed a strategic partnership that makes sure that children and young people are in provisions that give them good-quality, full-time education. This particularly includes those educated at home, in post-16 provisions, and in out-of-borough provisions. Additionally, within the local area, too many pupils access part-time education for too long. Leaders of the local area do not know the extent of the impact of part-time programmes on the outcomes for children and young people. This lack of information is detrimental to the work of joint commissioning.

Yours sincerely

Ofsted	Care Quality Commission
Paul Brooker Regional Director	Ursula Gallagher Deputy Chief Inspector, Primary Medical Services, Children Health and Justice
Kim Pigram HMI Lead Inspector	Elizabeth Fox CQC Inspector
Mary Rayner Ofsted Inspector	

Cc:
 Department for Education
 Southend Clinical Commissioning Group
 Director of Public Health for Southend-on-Sea
 Department of Health
 NHS England

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Southend-on-Sea Borough Council

**Report of the Chief Executive or Corporate Director for
People
to
Cabinet
on
January 2019**

**Agenda
Item No.
9**

Report prepared by: June Edwards, School Development
Manager

**Consult on St Mary's Prittlewell Cof E Primary School Perminant Expansion following
a period of Temporary Expansion
The People Scrutiny Committee – Cabinet Member: Councillor Helen Boyd**

A Part 1 Public Agenda item.

1. Purpose of Report

- 1.1. To provide Cabinet with the results of the consultation to permanently set the pupil admission number (PAN) at St Mary's Prittlewell CofE Primary School at 90 pupils per year group, starting from admission into the reception year in September 2019.
- 1.2. Cabinet to agree to set a permanent pupil admission number (PAN) at St Mary's Prittlewell CofE Primary School at 90 pupils per year group, starting from admission to the reception year in September 2019 and work up through the school year on year until all year groups are at 90.

2. Recommendation

- 2.1. Cabinet agree to set the pupil admission numbers (PAN) at St Mary's Prittlewell CofE Primary School at 90 pupils per year group, starting from admission to the reception year in September 2019 and work up through the school year on year until all year groups are at 90.

3. Background

- 3.1 In September 2013 as part of the early Primary Expansion Plan it was agreed that St Mary's would expand on a temporary basis from 60 per year group to 90 per year group starting from the reception class and increamenting yearly for two years. Accommodation was funded for this expansion by re-opening the old school site at East Street.

- 3.2 In September 2015 as part of the second phase of the Primary Expansion Plan it was agreed that St Mary's would further expand, along with six other primary schools, from 90 per year group up to 120 per year group for four years starting from the reception class and incrementing yearly for four years.
- 3.3 Although St Mary's was expected to return to their original admission number of 60 from September 2019 the school governing body have requested to set their admission number at a higher admission number on a permanent basis. The DfE states that once a school has been expanded across all year groups it is considered a permanent expansion and must be formally set as such.
- 3.4 Following discussions with the school it was agreed that setting the permanent admission number at 90 would allow the school to stay in their current accommodation format of Reception and Year One being taught mainly in the East Street Annex and Years Two to Six being taught on the Boston Avenue site. The governing body have agreed this.
- 3.5 Consultation and responses: All stakeholders including parents and local residents were notified of the intention to publish a statutory notice. This notification was by the most appropriate method for the recipient including individual letter, e-mail and school website. **Appendix 1.**
- 3.6 The formal notice stage ran for just over four weeks from 29 October to the 30 November 2018. The statutory notice was published in the Yellow Advertiser during the week of the 22nd October 2018 and displayed at the school. **Appendix 2.**
- 3.7 Responses to the initial notification and/or statutory notice were invited by writing into the School Development Manager or by e-mail to a dedicated e-mail.
- 3.8 Unison trade union asked for confirmation that none of their members employed at the school would be affected. It was confirmed that there would be no negative impact on staffing.
- 3.9 No other responses/comments have been received by the School Development Team; from the dedicated e-mail; or via the school.

4. Other Options

- 4.1. Cabinet could agree to hold the school at its previous admission number of 60 or agree to increase to a higher admission number of 120. The lower number could lead to future shortage in places in the central area of the borough.
- 4.2. Setting the admission number at 120 across all year groups would require capital investment by the local authority to increase the schools accommodation. Current pupil place planning does not identify a need for 120 places across all year groups and places a risk of unused places either at St Mary's or other surrounding schools.

5. Reasons for Recommendations

- 5.1. Returning to 60 could leave a shortage of places in the north/south corridor especially once all the current new housing developments are completed along Victoria Avenue. Forecasts indicate that agreeing to 90 will allow Southend Local Authority to meet its surplus margin of 5% to give parental choice across a wider selection of schools.

6. Corporate Implications

None

6.1 Contribution to the Southend 2050 Road Map

Fixing the places At St Mary's will ensure that there are suitable and sufficient places to enable our children to be school and life ready in the central area of the town.

6.2 Financial Implications

No cost will be incurred by setting an admission number of 90. The higher number of 120 would require capital investment to increase the schools accommodation.

6.3 Legal Implications

A statutory process as prescribed by the Dept for Education states that all permanent changes to a school's pupil numbers that have involved expansion of their accommodation must be followed.

6.4 People Implications

Setting the admission number at 90 will give greater parental choice of a school place across the central area of the town.

6.5 Property Implications

None

6.6 Consultation

Discussions between the Local Authority and the School's Governing Body preceded the publication as noted in section 5.

6.7 Equalities and Diversity Implications

St Mary's is the only Church of England School within the borough. The school takes applications from all who apply and will accept any pupil as long as they have a space available and the application sits within their published admission criteria. By setting the future admission number at 90, instead of returning the admission number to 60, parents looking for a place at a Church of England school will have a greater possibility of gaining one. The school is accessible to all disabilities.

6.8 Risk Assessment

Risk of future insufficient places in Central Area – critical watch of pupil numbers in the area to ensure demand can be matched with places available.

6.9 Value for Money

The consultation will be mostly electronic contact with stakeholders thus minimising cost.

6.10 Community Safety Implications

No implications.

6.11 Environmental Impact

No impact.

7. Background Papers

- Making 'prescribed alterations' to maintained schools – Statutory guidance for proposers and decision-makers.
<https://www.gov.uk/government/publications/school-organisation-maintained-schools>
- Report to Cabinet 19th June 2018 – Consult on St Mary's Prittlewell Cof E Primary School Permanent Expansion following a period of Temporary Expansion

8. Appendices

Appendix 1 – Notification of Consultation to Stakeholders
Appendix 2 – Statutory Notice as published.

St Mary's CofE Prittlewell Primary School

Our ref: StMConsult18

Your ref:

Date: 17th October 2018

Telephone: 01702 215000

Email: juneedwards@southend.gov.uk

St Mary's C of E Prittlewell Primary School Statutory Consultation

I am writing to advise you that Southend Borough Council will be running a Statutory Consultation after Autumn Half Term. This is to gain feedback on the proposal to set the Published Admission Number for St Mary's C of E Prittlewell Primary School at 90 per year group on a permanent basis from September 2019, starting with the Reception intake and working up the school year on year. All current year admission numbers will remain the same.

In September 2013, St Mary's C of E Prittlewell Primary School agreed to expand on a temporary basis from 60 to 90 per year for two years and then up to 120 for four years starting from the reception class and incrementing yearly.

As regulations require temporary expansions to last no longer than six years without formal consultation, St Mary's C of E Prittlewell Primary School had planned to return to their original admission number of 60 from September 2019. The school governing body have however requested to set their admission number at a higher admission number on a permanent basis to meet demand for faith places.

The School and Governing Body have also agreed that, on a temporary one-off basis only, the school would admit up to 120 in a pre-agreed year group in the reception admission round, should local demand require it.

The formal notice stage will run for a minimum of four weeks, whilst schools are open, from 29 October to 30 November 2018 and the full consultation document will be available on the Southend on Sea Website between these dates. During this period any person may object to or make comments on the proposals by :

E-mailing to StMary'sSept2019@southend.gov.uk

Or

Sending them in writing to June Edwards, School Development Team, Southend Borough Council, Floor 5, Civic Centre, Victoria Avenue, Southend on Sea, SS2 6ER.

Yours sincerely

J B Edwards

June Edwards
School Development Manager

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SOUTHEND ON SEA BOROUGH COUNCIL AS LOCAL AUTHORITY

Permanent Admission Number for St Mary's Prittlewell CofE Primary School

29th October 2018

Notice is hereby given in accordance with Section 19 (1) of the Education and Inspections Act 2006 and the School Organisation (Prescribed Alterations to Maintained Schools) England) Regulations 2013 that Southend on Sea Borough Council, Civic Centre, Victoria Avenue, Southend on Sea, SS2 6ER propose to set the agreed admission number for St Mary's Prittlewell CofE Primary School, Boston Avenue, Southend on Sea, SS2 2BH at 90 from 1 September 2019 starting with the Reception intake and working up the school year on year. All other year group numbers will remain as currently published. This will set the total capacity of the school at 630 pupils.

In September 2013, St Mary's C of E Prittlewell Primary School agreed to expand on a temporary basis from 60 to 90 per year, for two years, starting from reception as part of the Southend Primary Expansion Plan resulting from a sharp increase in the birth rate.

In September 2015, St Mary's C of E Prittlewell Primary School agreed to expand further, along with six other primary schools, from 90 to 120 per year group for four years starting from the reception class and incrementing yearly.

Regulations require temporary expansions to last no longer than six years without formal consultation. St Mary's C of E Prittlewell Primary School had planned to return to their original admission number of 60 from September 2019. The school governing body have requested to set their admission number at a higher admission number of 90 on a permanent basis to meet demand for places.

The School and Governing Body have also agreed that, on a temporary basis only, the school would admit up to 120 in a pre-agreed year in the reception admission round only, should local demand require it.

This Notice is an extract from the complete proposals. Copies of the complete proposals are available on the SBC website or can be obtained from: School Development Manager, School Development Team, Southend Borough Council, Floor 5, Civic Centre, Victoria Ave, Southend on Sea, SS2 6ER. 01702 215000

Within four school weeks from the date of publication of this proposal, by the 30 November 2018, any person may object to or make comments on the proposal by

E-mailing to StMary'sSept2019@southend.gov.uk

Or

Sending them in writing to June Edwards, School Development Team, Southend Borough Council, Floor 5, Civic Centre, Victoria Avenue, Southend on Sea, SS2 6ER.

A Griffin
Chief Executive & Town Clerk

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Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

To

Cabinet

On

17 January 2019

Report prepared by: Chrissy Papas, Pupil Access Manager

Agenda
Item No.

10

School Term Dates 2020/21

Relevant Scrutiny Committee(s)
Cabinet Member: Councillor Helen Boyd
Part 1 (Public Agenda Item)

1. Purpose of Report

- 1.1 To propose the guideline school term and holiday dates for the academic year 2020/21

2. Recommendations

- 2.1 That the school term and holiday dates for 2020/21 as set out in Appendix 1 be approved for community schools and as a guide to academy schools in the borough.

3. Background

- 3.1 There is no national determination of school term dates. Historically the Council has set the term dates for community schools in Southend. In the main, academies, foundation, voluntary aided and maintained schools have chosen to adopt dates set by the Council.
- 3.2 In view of the cross border movement with Essex County Council of both pupils and staff, the coordination with Essex has been an important principle. It is not clear at this stage if Essex County Council will be changing their dates post their consultation.
- 3.3 It is recommended that we proceed with the dates as set out in Appendix 1.

4. Proposed Term Dates

- 4.1 The proposed term dates for 2020/21 are set out in Appendix 1.
- 4.2 The proposed term dates for 2020/21 for Essex County Council are set out in Appendix 2.

- 4.3 The approved final term dates for 2019/20 for Southend-on-sea are provided for reference in Appendix 3.
- 4.2 A consultation was held with all schools in the borough between 6 -20 December 2018 and no comments or objections were received. There is no requirement to consult with parents and carers.
- 4.3 It is the view of officers that Southend-on-Sea should proceed with the approval of the term dates as set out in Appendix 1.

5. Reasons for Recommendations

- 5.1 As set out in the report.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map
Our children are school and life ready and our workforce is skilled and job ready

Improving public satisfaction is a critical priority for the Council. It is anticipated that as the proposed dates coincide with Essex they should be acceptable to the majority of schools, parents and carers.
- 6.2 Financial Implications - None
- 6.3 Legal Implications - None
- 6.4 People Implications - Coordination with Essex is important for pupils and staff.
- 6.5 Property Implications - None
- 6.6 Consultation - as detailed in section 4 of the report.
- 6.7 Equalities and Diversity Implications - None as dates serve the same for all pupils in the borough.
- 6.8 Risk Assessment - None undertaken as dates serve the same for all pupils in the borough.
- 6.9 Value for Money - None
- 6.10 Community Safety Implications - None
- 6.11 Environmental Impact - The coordination of term and holiday dates will minimise the number of car journeys to school.

7. Background Papers

- 7.1 There are no background papers.

8. Appendices

Appendix 1 – Proposed Southend-on-sea Term dates 2020/21

Appendix 2 – Essex County council Draft Term Dates 2020/21

Appendix 3 – Final Term Dates, Southend-on-sea Borough Council, 2019/20

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Proposed/DRAFT Southend-on-Sea Term and Holiday Dates for Community and Voluntary Controlled Schools - Academic Year 2020 -21

September 2020							October 2020							November 2020							December 2020						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
	1	2	3	4	5	6				1	2	3	4							1		1	2	3	4	5	6
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
														30													
January 2021							February 2021							March 2021							April 2021						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3	1	2	3	4	5	6	7	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31								29	30	31					26	27	28	29	30		
May 2021							June 2021							July 2021							August 2021						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
					1	2		1	2	3	4	5	6				1	2	3	4							1
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29
31																					30	31					



= Schooldays & Weekends



= School holidays



= Bank holidays

In addition, schools allocate five non-pupil days out of the school days indicated, or the equivalent in disaggregated twilight sessions.

Autumn Term:	Wednesday 2 September 2020 – Thursday 18 December 2020 <i>Half Term 26 October – 30 October</i>	73 days
Spring Term:	Monday 4 January 2021 – Friday 26 March 2021 <i>Half Term 15 February - 19 February</i>	55 days
Summer Term:	Monday 12 April 2021 – Wednesday 21 July 2021 <i>Half Term 31 May – 4 June, and May Bank Holiday, 3 May</i>	67 days
		<u>195 days</u>

Please note: The above dates may vary for individual schools, especially Foundation, Voluntary Aided schools and Academies. You are strongly advised to check with your child's school before making any holiday or other commitments.

DRAFT Essex County Council School Term and Holiday Dates for Community and Voluntary Controlled Schools - Academic Year 2020-2021

September 2020							October 2020							November 2020							December 2020						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
	1	2	3	4	5	6				1	2	3	4							1		1	2	3	4	5	6
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31			
														30													
January 2021							February 2021							March 2021							April 2021						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3	1	2	3	4	5	6	7	1	2	3	4	5	6	7				1	2	3	4
4	5	6	7	8	9	10	8	9	10	11	12	13	14	8	9	10	11	12	13	14	5	6	7	8	9	10	11
11	12	13	14	15	16	17	15	16	17	18	19	20	21	15	16	17	18	19	20	21	12	13	14	15	16	17	18
18	19	20	21	22	23	24	22	23	24	25	26	27	28	22	23	24	25	26	27	28	19	20	21	22	23	24	25
25	26	27	28	29	30	31								29	30	31					26	27	28	29	30		
May 2021							June 2021							July 2021							August 2021						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
					1	2		1	2	3	4	5	6				1	2	3	4							1
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31		23	24	25	26	27	28	29
31																					30	31					



= Schooldays & Weekends



= School holidays



= Bank holidays

In addition, schools allocate five non-pupil days out of the school days indicated,
or the equivalent in disaggregated twilight sessions.

Autumn Term:	Wednesday 2 September 2020 – Thursday 18 December 2020 <i>Half Term 26 October – 30 October</i>	73 days
Spring Term:	Monday 4 January 2021 – Friday 26 March 2021 <i>Half Term 15 February – 19 February</i>	55 days
Summer Term:	Monday 12 April 2021 – Wednesday 21 July 2021 <i>Half Term 31 May – 4 June, and May Bank Holiday, 3 May</i>	67 days
		<u>195 days</u>

Please note: The above dates may vary for individual schools, especially Foundation, Voluntary Aided schools and Academies. You are strongly advised to check with your child's school before making any holiday or other commitments.

DRAFT

Southend-on-Sea Term and Holiday Dates for Community and Voluntary Controlled Schools - Academic Year 2019-2020

September 2019							October 2019							November 2019							December 2019						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
						1		1	2	3	4	5	6					1	2	3							1
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29
30																					30	31					
January 2020							February 2020							March 2020							April 2020						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
		1	2	3	4	5						1	2							1			1	2	3	4	5
6	7	8	9	10	11	12	3	4	5	6	7	8	9	2	3	4	5	6	7	8	6	7	8	9	10	11	12
13	14	15	16	17	18	19	10	11	12	13	14	15	16	9	10	11	12	13	14	15	13	14	15	16	17	18	19
20	21	22	23	24	25	26	17	18	19	20	21	22	23	16	17	18	19	20	21	22	20	21	22	23	24	25	26
27	28	29	30	31			24	25	26	27	28	29		23	24	25	26	27	28	29	27	28	29	30			
														30	31												
May 2020							June 2020							July 2020							August 2020						
M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5						1	2
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23
25	26	27	28	29	30	31	29	30						27	28	29	30	31			24	25	26	27	28	29	30
																					31						

= Schooldays / Weekends

= School holidays

= Bank holidays

In addition, schools allocate five non-pupil days out of the school days indicated, or the equivalent in disaggregated twilight sessions.

Autumn Term:	Tuesday 3 September 2019 – Thursday 19 December 2019 <i>Half Term 28 October – 1 November</i>	73 days
Spring Term:	Monday 6 January 2020 – Friday 3 April 2020 <i>Half Term 17 February - 21 February</i>	60 days
Summer Term:	Monday 20 April 2020 – Wednesday 22 July 2020 <i>Half Term 25 May – 29 May, and May Bank Holiday, 4 May</i>	62 days
		<u>195 days</u>

Please note: The above dates may vary for individual schools, especially Foundation, Voluntary Aided schools and Academies. You are strongly advised to check with your child's school before making any holiday or other commitments.

Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk
To
Cabinet
On
17 January 2018

Agenda
Item No.

11

Report prepared by: Louisa Thomas – Data & Insights
Analyst

2018-19 Corporate Risk Register - Quarter 3 update

**Relevant Scrutiny Committee(s): Policy & Resources, People and Place
Scrutiny Committees**

**Cabinet Member – Cllr Lamb
A Part 1 Public Agenda Item**

1 Purpose of Report

- 1.1 To consider the 2018/19 Corporate Risk Register Quarter 3 update.

2 Recommendations

- 3 That Cabinet considers the 2018/19 Corporate Risk Register and the Quarter 3 updates outlined in Appendix 1.**

3.1 Corporate Risk Register 2018/19

- 3.1.1 The Council's Corporate Risk Register sets out the key risks to the successful delivery of the Council's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.
- 3.1.2 Updates on the Corporate Risk Register are reported to CMT quarterly and to Cabinet twice a year in June and January.
- 3.1.3 The Corporate Management Team (CMT) has undertaken a review of the current content. This in the context of the proposed work to further develop and align work on risk across the Council so that the approach to risk management is better embedded, supports the governance framework, the transformation agenda and integrated decision making.
- 3.1.4 The Corporate Management Team have considered the new wording for Corporate Risk 2, and its risk action (number 4). To reflect the transition period between our existing recruitment contract and new recruitment contract with Hays.
- The rewording of Corporate Risk 2 – **Recruiting and retaining staff**. This has been amended from:
'Risk that failure to have the appropriate staffing resources, with the right skills, will lead to a failure to achieve the Council's ambitions'.
To –
'Risk that the Council will not have the appropriate staffing resources, with the right skills, resulting in part, from a failure to effectively manage the transition from our existing recruitment partner to the new partner, will lead to a failure to achieve the Council's ambitions'

- The rewording of the risk action 4, under **Recruiting and retaining staff**, has been amended from:

‘Develop a framework contract to deliver profession/interim resources to supplement the Reed contract’.

To –

‘Develop a framework to deliver professional recruitment resources, including a robust implementation plan which is jointly owned by SBC and Hays and which is appropriately managed’.

3.1.5 The format of the Corporate Risk Register follows a 3 stage process:

1st stage: An ‘inherent score’ with the risk assessed with no controls, assurance or actions in place.

2nd stage: The ‘current score’ where the risk is assessed with controls, assurances and progress against identified actions. The current score is adjusted in light of progress against actions.

3rd stage: The target score which is the risk with the controls, assurances and actions, as if they have been completed

The current score is then adjusted in light of progress against actions.

3.1.6 Updates on the Corporate Risk Register are reported to CMT quarterly and now to Cabinet every 6 months.

3.1.7 Deputy Chief Executives and Directors ensure service specific risks are managed within their departments, within service plans and in accordance with the risk management strategy and processes. ‘Red’ rated risks with corporate implications can be escalated to CMT via Corporate Directors. Actions for all these risks are updated and reviewed by Departmental Management Teams.

3.1.8 Operational risks, managed within departments, are also assessed as part of reviews undertaken by Internal Audit and project risks are monitored by the CMT where applicable.

3.1.9 A review of the Council’s corporate risk framework will be undertaken in the New Year with a view to ensuring the approach to risk management supports the Southend 2050 and the transforming together programme.

4 Corporate Implications:

4.1 Contribution to Council’s Vision & Corporate Priorities:

The Corporate Risk Framework underpins the operational effectiveness of the Council’s Corporate Governance arrangements and specifically monitors progress of managing key risks associated with the successful delivery of Corporate Aims and Priorities.

4.2 Financial Implications:

Any financial implications arising from identifying and managing risk will be considered through the normal financial management processes. Proactively managing risk can result in reduced costs to the Council by reducing exposure to potential loss.

4.3 Legal Implications:

The Accounts and Audit Regulations 2003 require that:

The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's function and which includes the arrangements for the management of risk.

4.4 People Implications:

Any people and property implications arising from identifying and managing risk will be considered through the Council's normal business management processes.

4.5 Property Implications:

None specific

4.6 Consultation:

Consultation has taken place with key stakeholders.

4.7 Equalities Implications:

Corporate equalities considerations have been considered in the drafting of the Register and any specific equality related risks have been identified for the Council.

4.8 Risk Assessment:

Failure to implement a robust assurance framework which includes fit for purpose risk management arrangements increases the risk that Council objectives will not be delivered.

4.9 Value for Money:

Effective forecasting and timely management of risk is a key factor in preventing waste, inefficiency and unnecessary or unplanned use of resource.

4.10 Community Safety Implications:

None specific

4.11 Environmental Impact:

None specific.

5 Appendices:

Appendix 1 – Corporate Risk Matrix

Appendix 2 - 2018/19 Corporate Risk Register Quarter 3 update

Corporate Assurance Risk Register Update 2

Contents

Section 1	3 Stage Risk Scoring Process Brief description of the 3 stage risk scoring process and clarification of each stage
Section 2	Risk Matrix The matrix used for calculating Risk score.
Section 3	Corporate Assurance Risk Register <ul style="list-style-type: none"> - Inherent, Current and Target scores - Controls and Assurances - Future Actions and comments.

Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Version: **V1**

Published by the Policy, Engagement and Communication

Further information: Timmacgregor@southend.gov.uk (01702) 534025 or louisathomas@southend.gov.uk (01702) 212039

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

Target score – the risk score with controls and assurances in place and linked actions completed.

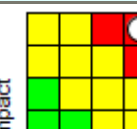
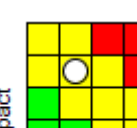
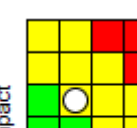


As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.


Section 2 - Risk Matrix

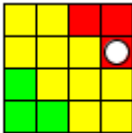
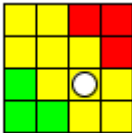
E X A M P L E S				IMPACT	CORPORATE RISK GRID			
Reputational:	Compliance	Financial:	Service Provision / Continuity:					
National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper.	The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council.	Over £1m loss More than 20% of total budget individually or cumulatively	Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency.	Catastrophic	4	8	12	16
National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article.	The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach.	Between £500k - £1m, 10-20% of total budget individually or cumulatively	Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time.	Severe	3	6	9	12
Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry.	The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc.	Between £50k - £499k, 5 – 10% of total budget individually or cumulatively	Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT).	Material	2	4	6	8
Rumour and gossip	All other material risks.	Under £50k, less than 5% of total budget individually or cumulatively	Minor disruption	Negligible	1	2	3	4
					Unlikely <10%	Likely 10-40%	Very Likely 40-75%	Almost Certain >75%
					LIKELIHOOD			

2018-19 Corporate Risk Register




Generated on: 21 December 2018

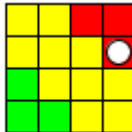
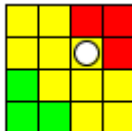
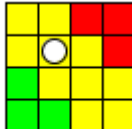
Risk Title	1. Council Budget/Financial Sustainability							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	16	Impact  Likelihood	
1819CRR01	Risk that failure to manage the short term budget gap and growing demand for services and failure to ensure the council is financially sustainable after 2020/21 will result in significant adverse impact on council services	Joe Chesterton	Strategic	Financial/Reputational				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	6	Impact  Likelihood	
<p>1. Control: Budget setting process to identify required savings through: budget proposal reports to Departmental and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council Assurance: reports to and minutes of meetings.</p> <p>2. Control: Management oversight of budget setting process through: reports to CMT and Administration Assurance: Reports/Minutes</p> <p>3. Control: Senior member and Chief Executive challenge to departments on proposed savings Assurance: Reports and minutes of meetings.</p> <p>4. Control: Director challenge to Directors Assurance: Minutes of Departmental Management Team meetings/emails.</p> <p>5. Control: Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council Assurance: Reports and minutes of meetings.</p>								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact  Likelihood
1819CRA0101	Budget Timeline outlining key milestones to be agreed with the Administration and Senior Leadership Team.	Joe Chesterton	31-May-2018	Quarter 3 - Timeline in place with key deadlines, this action is now complete.				
1819CRA0103	Continual monitoring, risk assessment and reporting of progress on options to meet the budget reductions required to set balanced budgets in 2018/19 to 2023/24	Joe Chesterton	31-Mar-2019	<p>Quarter 3 - Budget reductions approved for 2018/19 are continually being monitored through monthly budget monitoring; and are now formally reported to each cabinet with the first report going to 6th November Cabinet.</p> <p>Options for budget reductions and investments are being considered as part of the budget setting process for 2019/20. The Medium Term Financial Plan has been refreshed to extend to cover 5 years to 2023/24 and will continue to be updated.</p>				

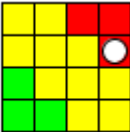
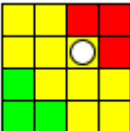
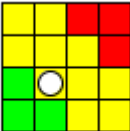
1819CRA0104	Continually monitor and assess government's position on grant to be distributed to Local Authorities and other Government announcements that impact funding	Joe Chesterton	31-Mar-2019	Quarter 3 - Strategic Director (Finance and Resources) and finance team horizon scan all Government announcements, including the Autumn Budget Statement (29th October) and Local Government Settlement for inclusion in final budget and in preparation for future budgets.				
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Risk Title	2. Recruiting and retaining staff								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact		
1819CRR02	Risk that the Council will not have the appropriate staffing resources, with the right skills, resulting in part, from a failure to effectively manage the transition from our existing recruitment partner to the new partner, will lead to a failure to achieve the Councils ambitions.	Joanna Ruffle	Strategic	Service Provision					Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	6	Impact		
1. Control: Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure Assurance: Policy documents available via intranet. 2. Control: Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the Corporate Management Team and Workforce Planning Panel Assurance: Reports to and Minutes of meetings. 3. Control: All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel Assurance: Minutes of Workforce Planning Panel 4. Control: Recruitment provider to identify recruitment hotspots and plan effective recruitment campaigns Assurance: Service Level Agreement, Contract management.									
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	2	Impact	
1819CRA0201	Continue to embed Talent Management Strategy (including apprenticeships, graduate traineeships, graduate sponsorships and career progression)	Joanna Ruffle	31-Mar-2019	Quarter 3 - This work is now incorporated into the Transforming Together outcomes and delivery plan.	✓				Likelihood
1819CRA0202	Participate in regional Children’s Social Care Workforce project	Joanna Ruffle	31-Mar-2019	Quarter 3 - Collaborative and focused work with HR and the service area continues.	✓				Likelihood
1819CRA0203	Participate in regional Planners Workforce project	Peter Geraghty	31-Mar-2019	Quarter 3 - Participation in the regional planners Workforce project no longer required as recruitment drive has enabled the area to be fully staffed.	✓				Likelihood
1819CRA0204	Develop a framework to deliver professional recruitment resources, including a robust implementation plan which is jointly owned by SBC and Hays and which is appropriately managed	Joanna Ruffle	31-Mar-2019	Quarter 3 – We are now in the implementation phases Hays, with a go live date of February 2019.	✓				Likelihood
1819CRA0205	Role of Resourcing Manager agreed and funded to drive talent management initiatives across the organisation	Joanna Ruffle	31-Mar-2019	Quarter 3 - Strengthened the strategic capacity in HR. The work will be targeted around the new People Deal. The recruitment service has been reviewed and a new recruitment partner has been appointed.	✓				Likelihood

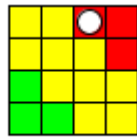
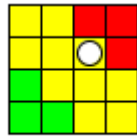
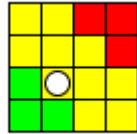
Risk Title	3. Key External Challenges							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div><div>Impact</div><div>Likelihood</div></div>	
1819CRR03	Risk that the impact of, or a failure to take advantage of, the Government's agenda and the lead up to Brexit, may hamper the ability of the Council to achieve key priorities	Alison Griffin	Strategic	Reputation				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	6	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Southend Borough Council active member of South East Enterprise Partnership (SELEP) Board and officers aligned to relevant working groups to engage and influence activity and decisions, Assurance: Minutes/Reports 2. Control: Corporate Management Team - oversight of Key Projects Assurance: Minutes/ Project Management Reports to CMT 3. Control: Success For All Children Group Assurance: Children and Young People Plan/Reports/Minutes 4. Control: Health and Wellbeing Board Assurance: Joint Health and Wellbeing Strategy/Report/Minutes 5. Control: Association of South Essex Local Authority Assurance: Report/Minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div><div>Impact</div><div>Likelihood</div></div>
1819CRA0301	Maintaining, renewing and building relationships with key partners	Alison Griffin	31-Mar-2019	Quarter 3 - Violence and Vulnerability partnership approach, campaign launched and action plan agreed at the four strategic partnerships boards. New Area Commander for Essex police confirmed and active. new CEO for SAVS arrived. Both making positive impact already and have a proactive approach to partnership working. Partners have been engaged in the development of Southend 2050. Next quarter will see a series of stakeholder events to develop a partner's timeline and roadmap.	✔			
1819CRA0302	Continue to undertake horizon scanning of key developments in relation to new government legislation, policy and Brexit negotiations	Alison Griffin	31-Mar-2019	Quarter 3 - Corporate management team continue to monitor the opportunities and risks associated with EU Exit. Continue to participate fully in the Essex Resilience Forum which is taking a lead in coordination of planning for Great Essex. Economic Development continue to work alongside businesses to prepare. Horizon scanning through the LGA and MHCLG as the picture becomes clearer. Cabinet will now consider the preparation report in early Q4.	✔			
1819CRA0303	Work with Mid and South Essex health and social care partners to develop a multi-year Sustainability and Transformation Plan (STP)	Simon Leftley	31-Mar-2019	Quarter 3 - Southend Council (via operational staff, formal committees, HWB and the Joint Scrutiny Committee) continues to engage with the STP. Influence with this regard is limited.	✔			


				<p>SBCs influence on the direction for the STP rests mainly in the development of Localities which we are taking a lead on within the Southend system. Simon Leftley has recently been asked to lead the STP response to Locality development.</p> <p>As a result of CCG Joint Committee decisions regarding the STP Southend Council's people scrutiny committee formally considered a referral to the Secretary of State on 9th October 2018. The committee unanimously agreed to refer the STP in its' entirety to the Secretary of State on the basis of inadequate consultation and not in the interests of the local health economy. A letter was sent to the Secretary of State on 23rd November 2018.</p>				
1819CRA0304	Ensure the on-going sustainability of the BEST (Business Essex Southend & Thurrock) Growth Hub within the LEP umbrella through delivery of South East Business Boost and planning for longer term funding and operation.	Emma Cooney	31-Mar-2019	<p>Quarter 3 – BEST Growth Hub funding in place to March 2020 from BEIS. Preparation underway for a potential GRDF funding call which could extend the South East Business Boost (SEBB) project and therefore continue to provide expanded Growth Hub activity.</p>				
1819CRA0305	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Andrew Lewis	31-Mar-2019	<p>Quarter 3 - Four outline business cases submitted to SELEP as part of the LGF3b bidding process. Decision due 7 December 2018. As part of the Place Capital Board a pipeline of projects is to be developed as investment propositions should further funding become available through LGF or UKSPF. Continued representation at all OSE and SELEP meetings.</p>				
1819CRA0306	To continually review the risks and opportunities for the Council of Brexit, identifying and implementing required actions.	Alison Griffin	31-Mar-2019	<p>Report outlining risks and opportunities considered by 19.9.18 CMT prior to a report for Cabinet. Actions include: liaison with core suppliers to assess potential impact, notably re: care providers and the labour supply; on-going liaison with neighbouring councils/partners/schools; reviewing emergency planning and business continuity arrangements; participating in the Essex Resilience Forum Brexit working group and other preparations. A local Brexit business group, facilitated by the Council, has started to meet to consider necessary action, particularly in the event of a 'no-deal'.</p>				

Risk Title	4. Housing							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div><div>Impact</div><div>Likelihood</div></div>	
1819CRR04	Risk that a failure to implement plans to address rising homelessness and failure to develop a robust housing strategy will lead to further street and other homelessness, increased use of temporary accommodation & an inability to meet rising housing demand over the next 20 years.	Simon Leftley	Strategic	Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Core Strategy and Local Development Plan in place Assurance: Strategy documents 2. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes 3. Control: Housing Strategy Assurance: Documents 4. Control: Housing Working Party: Assurance: Reports and minutes of meetings								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div><div>Impact</div><div>Likelihood</div></div>
1819CRA0401	Agree a new Housing Strategy for the borough aimed at ensuring the appropriate level of accommodation in the borough and reduce the need for temporary accommodation	Sharon Houlden	31-Mar-2019	Quarter 3 - Cabinet endorsed the Housing, Homelessness and Rough Sleeping Strategy on 6th November and Policy & Resources Scrutiny on 29th November. Work is underway to develop our approaches to implementation, and projects are already being taken forward.	🟢			
1819CRA0402	Progress the Council's bid for additional resources from the Government's new street homelessness fund to tackle the issue in the borough	Sharon Houlden	31-Mar-2019	Quarter 3 - Successful bids have been submitted to the Ministry of Housing Communities and Local Government resulting in an additional £425k inward investment for 2018-19, and a further £513k for 2019-20. The programme is underway and additional resources are being deployed and providing services for rough sleepers.	🟢			
1819CRA0403	Ensure the development of the Council's Local Plan, links to the Council's housing strategy, and addresses the anticipated level of demand for housing in the coming decades	Peter Geraghty	31-Mar-2019	Quarter 3 - a draft housing topic paper has been prepared to ensure a consistent baseline to feed into preparation of the Local Plan. Strategic planning team have also contributed to the preparation of Council's Housing Strategy which has not yet been adopted.	🟢			


Risk Title	5. Local Infrastructure							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact  Likelihood	
1819CRR05	Risk that failure to maintain levels of access to regeneration funding opportunities will significantly restrict future infrastructure improvements in the borough	Andrew Lewis	Strategic	Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact  Likelihood	
1. Control: Highway/Footpath Assets Management inventory in place Assurance: Reports 2. Control: Monthly progress reported to DMT and senior managers Assurance: Reports/Minutes 3. Control: Regular reporting to Corporate Management Team Assurance: Reports/Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	Impact  Likelihood
1819CRA0501	Produce a Transport Asset Management Plan to support the maintenance and improvement of the roads, pavements and street furniture across the Borough	Neil Hoskins	31-Mar-2018	Quarter 3 - Documents all completed, Plan is being used to inform decision making on capital programme.	✓			
1819CRA0502	Continue to make the case for Growth Fund Investment in Southend by working with the South Essex Growth Partnership and SELEP.	Neil Hoskins	31-Mar-2019	Quarter 3 - Business cases submitted for A127 schemes. S-CATS to be submitted.	✓			
1819CRA0503	Conduct detailed self-assessment to support Challenge Fund bid	Neil Hoskins	31-Mar-2019	Quarter 3 - Self Assessment Complete.	✓			
1819CRA0504	Complete Whole Government Account return (with Finance Dept)	Neil Hoskins	31-Mar-2019	Quarter 3 – This action is now complete.	✓			
1819CRA0505	Ensure compliance with spending profiles for Local Growth Fund to maintain access to available finance (notably for Airport Business Park and the Forum)	Adrian Beswick; Mark Murphy	31-Mar-2019	Quarter 3 - Capital Programme Manager in post since start of year ensuring reporting and compliance with LGF. Additional ongoing involvement of Council’s Procurement Team for assurance regarding procurement compliance. Some budget re-profiling necessary for ABP in the new year once there is greater certainty regarding costs on conclusion of procurement exercises.	✓			

Risk Title	6. Secondary School Places							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	9	<div>Impact</div> <div>Likelihood</div>	
1819CRR06	Risk that failure to provide the required number of school places at secondary schools for 2018 and 2019 will lead to significant reputational and legal damage for the council.	Simon Leftley	Strategic	Reputational and Legal				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	6	<div>Impact</div> <div>Likelihood</div>	
1. Control: School Places working party Assurance: minutes 2. Control: Archive of cabinet and Council decisions Assurance: minutes 3. Control: Correspondence between stakeholders, schools, Academy trusts, Local MPs, Ministers Assurance: correspondence 4. Control: Weekly report on progress from Learning to Executive Councillor Assurance: note of actions								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div>Impact</div> <div>Likelihood</div>
269 1819CRA0601	Establish a secondary places project Board to monitor progress in actions and outcomes for both 18 and 19 places	Brin Martin	31-Mar-2019	Quarter 3 - Regular meetings of those involved with specific projects takes place, involving officers, contractors and the school. The outcomes of these meetings are shared with the Group Manager who has oversight of the build.	✓			
1819CRA0602	Where required escalate lack of progress directly with Cabinet, the Regional Schools Commissioner(RSC), Local MPs, press and the DfE	Brin Martin	31-Mar-2019	Quarter 3 - Escalation will continue in the same way when and if required.	✓			
1819CRA0603	Develop a secondary school places strategy to cater for the increasing pupil numbers.	Brin Martin	31-Mar-2019	Quarter 3 - The strategy is currently being run as an expansion model following agreement of current schools to expand. School places working party have agreed this in essence for the medium term and have been presented with a report on a longer term projection of need that links into the planning department strategy that will cover planned housing developments across the borough once approved.	✓			

Risk Title	7. Health and Social Care							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12		
1819CRR07	Risk that the implementation of Sustainability and Transformation Partnership (STP) proposals and implementation of the Localities Model does not result in effective health and social care outcomes for residents and also leads to significant cost increases in meeting service demand.	Simon Leftley	Strategic	Financial, Service Provision				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9		
1. Control: South East Essex Locality Partnership. Assurance: Reports/Meeting Minutes. 2. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes. 3. Control: Locality Transformation Group. Assurance: Reports/Meeting Minutes. 4. Control: Corporate Management Team. Assurance: Reports/Meeting Minutes.								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	
270 1819CRA0701	Continue to actively work with Mid and South Essex health and social care partners to develop the STP proposals to ensure positive outcomes in health and social care provision for Southend residents	Simon Leftley	31-Mar-2019	Quarter 3 - Southend Council (via operational staff, formal committees, HWB and the Joint Scrutiny Committee) continues to engage with the STP. Influence with this regard is limited. SBCs influence on the direction for the STP rests mainly in the development of Localities which we are taking a lead on within the Southend system. Simon Leftley has recently been asked to lead the STP response to Locality development. As a result of CCG Joint Committee decisions regarding the STP Southend Council's people scrutiny committee formally considered a referral to the Secretary of State on 9th October 2018. The committee unanimously agreed to refer the STP in its' entirety to the Secretary of State on the basis of inadequate consultation and not in the interests of the local health economy. A letter was sent to the Secretary of State on 23rd November 2018.	🟢			
1819CRA0702	That the Health and Wellbeing Board (HWB) oversees the development and implementation of the localities model for health and social provision in the borough.	Simon Leftley	31-Mar-2019	Quarter 3 - HWB hold regular discussions regarding the development of the STP proposals and the Southend Locality development. In March 2018 HWB agreed that a South East Essex governance approach to developing Localities was a requirement. The inaugural SEE Locality Partnership was held on	🟢			

				18th May 2018. This partnership is accountable to HWB and is responsible for the business plan being developed. At HWB on 5th Dec the Locality Strategy 'Living Well In Thriving Communities' was signed off alongside the 1 page plans for each of the Southend Localities.				
1819CRA0703	Continue the work of the South East Essex Locality Partnership (which includes engagement with key stakeholders, both providers and commissioners) to manage the implementation of the Localities model including the development of plans for each locality.	Jacqui Lansley	31-Mar-2019	Quarter 3 - Following recommendation from the Partnership the Locality Strategy 'Living Well In Thriving Communities' was signed off at the HWB on 5th Dec alongside the 1 page plans for each of the Southend Localities. The Partnership has also agreed to sign an MoU which will form the foundation of partnership working and represent the ambition for Localities in SEE. The partnership continues to focus on developing the integrated health and care model, maintaining a strong relationship with Southend 2050 and specific plans for each Locality.				


Risk Title	8. Information Management & Cyber Security							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div><div>Impact</div><div>Likelihood</div></div>	
1819CRR08	Risk that a failure to ensure the Council has a coherent and comprehensive approach to data protection, including its cyber security arrangements, will result in significant financial and reputational damage to the Council	Joanna Ruffle	Strategic	Reputational, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Senior Information Risk Owner - Assurance: Annual SIRO report to Cabinet 2. Control: Annual IG Toolkit assessment – Assurance: Report from independent assessment. 3. Control: Regular reports to Corporate Management Team. Assurance: Reports/Minutes 4. Control: Corporate Information Governance Group: Assurance: Reports/Minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	12	<div><div>Impact</div><div>Likelihood</div></div>
1819CRA0801	Ensure the Corporate Information Governance group continues to oversee the Council’s approach to information management, including compliance with new data protection legislation.	Joanna Ruffle	31-Mar-2019	Quarter 3 – The work on the corporate Information & Governance group continues to embed GDPR and to provide strategic oversight in respect of information requirements and legislation.	✓			
1819CRA0802	Ensure the Council’s project plan, and associated officer group, for implementation of the General Data Protection Regulation (GDPR) is revised to address continued compliance with data protection legislation.	Lysanne Eddy	31-Mar-2019	Quarter 3 - GDPR continues to be embedded as BAU. Face to face training continues to be provided and alternative complimentary provision discussed with the Workforce Development Team is currently being costed. Referrals for data protection advice remain high, indicating heightened awareness levels are being maintained.	✓			
1819CRA0803	Ensure information management is a key part of the Council’s transformation agenda.	Joanna Ruffle	31-Mar-2019	Quarter 3 - Digital enablement is a key condition for Transformation. 4 out of the 5 posts in the new Insights team in the corporate Strategy unit has been appointed.	✓			
1819CRA0804	Ensure the Council’s cyber security arrangements are up to date and robust enough to withstand attacks.	Nick Corrigan	31-Mar-2019	Quarter 3 - Impact/Likelihood risk-score increased to underline increased UK and therefore SBC threat to cyber-attack. In part this is in reference to the National Cyber Security Centre cyber threat to UK business 2017-2018 report. https://www.ncsc.gov.uk/cyberthreat	✓			

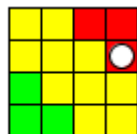
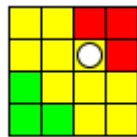
				<ul style="list-style-type: none"> . LGA cyber security stocktake report (Oct 18) has highlighted security areas in need of attention. . External audit of SBC has taken place and remedial action plan is being developed. . Capital Project (C10768) Mobile Device End Point Protection purchased and testing has started before organisation-wide deployment during Q3-Q4. . Commissioned Cyber Essentials Plus PEN test has been delayed whilst prep-work is being undertaken. . Members and Social-worker cohort cyber security training completed during Nov 18. . Training provision (cyber / GDPR security videos) is being added to the Council's learning platform with go-live expected during Dec. . ICT Officer (Cyber Security) post offered to Mark Crawshaw as a 12 month secondment starting 01.12.18 ICT continue to work with the Emergency Planning (Resilience) Team. 				
1819CRA0805273	Review the Council's approach to the use and sharing of, information and data	Joanna Ruffle	31-Mar-2019	Quarter 3 - This work continues and is overseen by the Corporate Information Governance Group, this work will also be picked up by the JSNA group.				

Risk Title	9. Children's Services Improvement Plan							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div><div>Impact</div><div>Likelihood</div></div>	
1819CRR09	Risk that the actions and expected outcomes from the Children's Services Improvement Plan are not achieved within expected timescales, resulting in a failure to achieve a rating of 'Good' in future Ofsted inspection	Simon Leftley	Strategic	Reputational				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div><div>Impact</div><div>Likelihood</div></div>	
1. Control: Monitoring and updating of the Children Service's Improvement Plan by the CS Improvement Board. Assurance: Reports/minutes of CS Improvement Board meetings. 2. Control: Monitoring and updating of the Leadership Narrative Document for Children's services. Assurance: Report/Minutes of Children's Services Improvement Board meetings. 3. Control: Children's Service Improvement Board bi-monthly meetings Assurance: Report/Minutes. 4. Control: Children's Departmental Management Team. Assurance: Monthly Performance reports/ minutes of meetings. 5. Control: People Extended DMT Assurance: Reports to/notes from meetings. 6. Control: Local Safeguarding Children's Board (LSCB) to complement the children's service improvement plans Assurance: Reports/minutes. 7. Control: Improvement Board Independent Expert, advice and support. Assurance: Reports to John O'Loughlin, Simon Leftley and the Improvement Board								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div><div>Impact</div><div>Likelihood</div></div>
1819CRA0901	Develop and enhance the resourcing available to the Council's Children's Service, with the recruitment of additional social workers; the embedding of the work of the recently appointed 'Practise Lead' to promote good practice and 'Participation Lead' to	John O'Loughlin	31-Mar-2019	Quarter 3: We have recruited newly qualified social workers as outlined in the previous update. The vacancy rate has reduced and stood at 9 projected vacancies on 29th November. The Practice Unit recruitment has been completed and the post holders will be in post during Q4. The outline plan for the practice unit has been completed and the activity will support both recruitment and retention. The date of the formal launch is 15th January 2019	<div></div>			
1819CRA0902	Embed the new Edge of Care Team, to support those children at risk of entering, or re-entering, the care system (particularly older children at risk from the breakdown of foster care placements.	John O'Loughlin	31-Mar-2019	In quarter 2 Edge of Care current figures are:- Requests for Emergency Visits prior to placement panel and allocation: - 12 . Family/Fostering visits of cases coming to us in crisis before being presented at panel. Requests for Welfare Visits without allocation:	<div></div>			

				<p>- 28.</p> <p>Emergency welfare visits to support social care, where case is not and does not open to us.</p> <p>Duty welfare visits completed to families already open to Edge of Care: - 285</p> <p>Crisis calls from allocated cases: - 69.</p> <p>Of the 20 reunification that the team have completed:</p> <p>- 9 were negative assessments with recommendations – children to remain in current placement and reunification isn't recommended</p> <p>- 11 were positive assessments with recommendations and support plans - reunification recommended children to return to family care</p> <p>- There is a delay in progressing one case, outstanding from April 2017.</p> <p>The above have been a combination of unplanned and planned reunification; with children either being returned to the family before a reunification assessment has been undertaken or returning to the family once reunification assessment has been completed.</p> <p>In Quarter 2 Edge of Care have closed 20 cases.</p> <p>10 Remain in the family home.</p> <p>1 Placed into Care.</p> <p>5 Stabilised placements.</p> <p>1 From Foster Care to Residential Care.</p> <p>2 De-escalated from CP to Early Help or CIN.</p> <p>1 Welfare Visits only.</p> <p>In quarter 2 Edge of Care have 42 open family cases. (Some children will have dual categories)</p>				
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				16 CP plans only. 10 CIN only. 2 CP and PLO. 5 LAC. 3 Supervision Order and CIN plan. 5 Reunification. 2 Supervision Order and CP plan. 1 Special Guardianship and CIN plan. 12 Families requiring Welfare Visits.				
276 1819CRA0903	Implement and embed the Early Help Phase 2 programme, which, working in partnership with other care professionals will aim to improve the first contact service for vulnerable children.	John O'Loughlin	31-Mar-2019	<p>Quarter 3 - Early Help Family Support is holding a Service Transformation Workshop on 12th January 2018, building with Southend Service Transformation to produce a robust maturity model action plan to take Troubled Families programme to its end at March 2020. Using the Service Transformation Maturity Model and Data Maturity Model Toolkits we will establish Southend position and produce robust action plans with partner agencies.</p> <p>We have met the TF attachment target of 1480, however Ministry Housing Communities Local Government (MHCLG) has now published a trajectory which shows an increased projected target of 2,600 to allow Payment by Results (PbR's) target to be met by 2020 at our current conversion rate. MHCLG have produced a National LA Performance Table which shows we are 54th position out of 144 Local Authorities with a claim submission of 31% (June 2018).</p> <p>As at end of September we had attached 1756 families and achieved 36%. This 36% has been achieved over 3 years; therefore measures need to be in place to meet the remaining 64% by 2020. This equates to over 53 claims per month. The latest claim window closes on 31st December 2018 when we can update these figures. MHCLG nationally are highly monitoring PbR performance and expecting LA's in last 18 months to meet their claim target. To address this issue a Family Researcher post was agreed to work with Social Care/Commissioned services to ensure</p>	✓			

				<p>that outcomes are being aligned to CIN/CP cases. Unfortunately, recruitment of Family Researcher has been difficult and we are hoping to fill this post as soon as possible</p> <p>Adolescent Intervention and Prevention team is now fully functioning and very busy working closely with the police to provide an intense preventative service to address Criminal Exploitation/Child sexual Exploitation/Missing/Gang activity.</p>				
<p>1819CRA0904</p> <p>277</p>	<p>Undertake a full budget and performance review of Children's Services to assess levels of resourcing against the demand for services.</p>	<p>Simon Leftley</p>	<p>31-Mar-2019</p>	<p>Quarter 3 - Continuing financial pressures for Children Services linked to PVI costs. Service and practise improvement continues to be targeted through the work of the Children's Services improvement and transformation programme. Following demand management strategy going to CMT in summer significant investment has been agreed and is now being implemented to meet the demand on services, including the introduction and investment in a new practice unit. This additional investment brings us nearer to our CIPFA comparators. Alongside this investment the expectation that we will see quality and performance continue to improve whilst seeing a reduction in placement costs and LAC.</p>				

Risk Title	10. Waste Management								
Stage 1 - Risk without controls (Inherent risk)									
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	Impact		
									Likelihood
1819CRR10	Risk of contractor failing to meet contractual requirements to effectively manage waste contractual arrangements results in additional financial liability for the Council and loss of service quality.	Andrew Lewis	Strategic	Reputational, Financial					
Stage 2 - Risk with Controls and Assurances (current risk)									
List of controls and associated assurances to ensure controls are working					Current risk score	9	Impact		
									Likelihood
1. Control: Regular contract management meetings with suppliers Assurance: Meeting Minutes/Reports 2. Control: Data set monitored by DMT and senior managers Assurance: Reports/Minutes 3. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes									
Stage 3 - Further actions to reduce the risk (target risk)									
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	Impact	
									Likelihood
2781819CRA1001	Ensure frontline waste collection, street cleansing and ancillary service contractor is performing to service outputs and that performance management is monitored to achieve service standards as specified within relevant contracts	Carl Robinson	31-Mar-2019	Quarter 3 - New Deed of Variation agreed to take effect from 1/4/18. This will ensure contract compliance is adhered to in future contract years to ensure specification standards are met and Veolia fully comply with their contractual obligations. Appropriate performance deductions will be applied as and where necessary in accordance with the contract.	✓				
1819CRA1002	Ensure SBC have access to waste disposal and treatment facilities that deliver value for money for the Council.	Carl Robinson	31-Mar-2019	Quarter 3 - SBC have agreed a Deed of Variation to the current terms and conditional within the Joint Working Agreement (JWA). SBC will continue to deliver its residual waste to the MBT facility until 31/12/19 and then determine its options going forward. The MBT facility may continue to be used past this date should it demonstrate Value for Money to SBC. Further negotiations will be undertaken in the autumn with ECC.	✓				

Risk Title	11. Flooding / Cliff Slip							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div>Impact</div> <div>Likelihood</div>	
1819CRR11	Risk that surface water flooding, breach of sea defences and/or seafront cliff movement, will result in damage to property and infrastructure as well as significant disruption.	Andrew Lewis	Strategic	Reputational, Reputational				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div>Likelihood</div>	
1. Control: Flooding Reports considered by Cabinet Assurance: Reports/Meeting minutes. 2. Control: Gully cleaning programme in place Assurance: Programme documents. 3. Control: Regular monitoring of Met Office weather alerts Assurance: Alerts/Reports 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div>Impact</div> <div>Likelihood</div>
279 1819CRA1101	Ensure compliance with the requirements of the Floods and water Management Act 2010 with regard to Sustainable Drainage Systems (SuDS).	Neil Hoskins	31-Mar-2019	Quarter 3 - Scheme delivery progressing. Arranging start on site dates.	✔			
1819CRA1102	Jointly investigate with Anglia Water Services, possible improvements to drainage system.	Neil Hoskins	30-Apr-2018	Quarter 3 - Detailed design nearing completion. Start on site in new year.	✔			
1819CRA1103	Development of a Cliff Slip Strategy based on a risk minimisation approach	Neil Hoskins	31-Mar-2019	Quarter 3 - Contract out to tender.	✔			
1819CRA1104	Progression of Sea Defence Scheme at Shoebury Common - consultation options	Neil Hoskins	31-Jul-2018	Quarter 3 - Consultation in December 2018.	✔			
1819CRA1105	Shoreline Management Strategy - consultation	Neil Hoskins	31-Mar-2019	Quarter 3 - Additional comments received. Preparing response.	✔			

Risk Title	12. Major Developments							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div>	
1819CRR12	Risk that failure of partners to progress major infrastructure developments (e.g. Seaways, Airport Business Park and Queensway) will result in significant financial and reputational damage to the Council.	Joe Chesterton; Andrew Lewis	Strategic	Reputational, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div>	
1. Control: Corporate Management Team Assurance: Reports/Minutes. 2. Control: Corporate Management Team Assurance: Reports/Meeting Minutes 3. Control: Project Boards Assurance: Reports/Meeting Minutes 4. Control: Cabinet/Scrutiny Assurance: Reports/Meeting minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	6	<div>Impact</div> <div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Likelihood</div></div></div>
280 1819CRA1201	Queensway Area Regeneration Project, 18/19 actions: • Progress the finance option & housing plans for the Queensway area regeneration project • Consultation & communication with existing Queensway residents to inform specifications for the redevelopment.	Emma Cooney	31-Mar-2019	Quarter 3 - Procurement process progressing well with additional Competitive Dialogue sessions arranged as needed throughout the summer. Deadline for ISDS (Invitation to Submit Detailed Solutions) was September 14th, followed by marking and moderating with feedback going to bidders on Monday 8th October. Additional stage to the process (Refined Solutions) has been added to ensure maximum detail is included within the bid before Final Tender. All documentation up to this stage has been submitted to Audit and signed off as compliant.	✔			
1819CRA1202	Airport Business Park 2018/19 actions: • To commence Phase 1 infrastructure works • To agree Westcliff Rugby Club relocation strategy and commence work • To submit a planning application for the Innovation centre	Andrew Lewis	31-Mar-2019	Quarter 3 - Phase 1 infrastructure works commenced and 75% complete. WRFC relocation strategy agreed and works commenced 75% complete. Innovation Centre (Launchpad) planning application rescheduled to 2019	✔			
1819CRA1203	Seaway Car Park 2018/19 actions: • To support Turnstone to submit a planning application • To meet the Coach Park Relocation Condition •To support Turnstone in securing prime tenants	Joe Chesterton	31-Mar-2019	Quarter 3 - The planning application is programmed to be submitted in December 2018. The Coach Park Relocation Condition has been satisfied.	✔			

				<p>Good progress has been made in securing tenants, particularly for the leisure uses.</p> <p>Report on scheme to go to January Cabinet.</p>				
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Risk Title	13. Local Plan							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	12	<div>Impact</div> <div>Likelihood</div>	
1819CRR13	Risk that the failure to meet deadlines and make sufficient progress in producing a Local Plan will lead to Secretary of State intervention, resulting in reputational damage to the Council and the potential imposition of unwanted planning policies	Andrew Lewis	Strategic	Reputational, Financial				
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	<div>Impact</div> <div>Likelihood</div>	
1. Control: Reports to Cabinet Assurance: Council minute system 2. Control: Regular reports to Corporate Management Team Assurance: Reports/Minutes 3. Control: Member Local Development Framework Working Party Assurance: Reports/Minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	4	<div>Impact</div> <div>Likelihood</div>
1819CRA1301	Ensure an in-principle decision to proceed with the preparation of the development of a Local Plan for the borough.	Peter Geraghty	31-Mar-2019	Quarter 3 – The Local Plan is progressing.	✓			
1819CRA1302	Begin consultation with community and stakeholders on issues and options in line with 'Regulation 18'	Peter Geraghty	31-Mar-2019	Quarter 3 - A draft version of the local plan has been prepared. An integrated assessment, comprising sustainability appraisal, is being carried out prior to consultation commencing in the new year.	✓			
1819CRA1303	Ensure continued alignment of the Local Plan with the development of the Joint Strategic Plan and other key Council strategies (including Corporate Plan, Southend 2050, Housing Strategy).	Peter Geraghty	31-Mar-2019	Quarter 3 - A joint South Essex policy team has been established under an informal arrangement and work on key evidence documents is progressing. Consultation on a joint Statement of Community Involvement is anticipated to commence early in the new year.	✓			

Southend-on-Sea Borough Council

Report of Strategic Director (Finance & Resources)

to
Cabinet

on
17 January 2019

Report prepared by:
Ian Ambrose, Head of Corporate Finance
Caroline Fozzard, Group Manager for Financial Planning and
Control

Agenda
Item No.

12

Revenue and Capital Budget Monitoring 2018/19 – November 2018

All Scrutiny Committees

Cabinet Member: Councillor John Lamb

Part 1 (Public Agenda Item)

1 Purpose of Report

The budget monitoring report is a key tool in scrutinising the Council's financial performance. It is designed to provide an overview to all relevant stakeholders. It is essential that the Council monitors its budgets throughout the year to ensure that it is meeting its strategic objectives and that corrective action is taken where necessary.

2 Recommendations

That, in respect of the 2018/19 Revenue Budget Monitoring as set out in appendix 1 to this report, Cabinet:

- 2.1 Note the forecast outturn for the General Fund and Housing Revenue Account, as at November 2018;
- 2.2 Note the planned management actions of £3,230,000 to achieve that forecast outturn;
- 2.3 Approve the planned budget transfers (virements) of £949,000;
- 2.4 Approve the transfer of £413,000 from the Children Social Care reserve to support additional secured placements;
- 2.5 Approve the transfer of £472,000 from the Dedicated School Grant reserve to support 2018/19 in year funding pressures;

- 2.6 Note the potential transfer of £1,505,000 to the Business Transformation Reserve in respect of the forecast General Fund underspend; and
- 2.7 Note the potential transfer of £24,000 to the HRA Capital Investment Reserve in respect of the forecast HRA underspend.

That, in respect of the 2018/19 Capital Budget Monitoring as set out in appendix 2 of this report, Cabinet:

- 2.8 Note the expenditure to date and the forecast outturn as at November 2018 and its financing;
- 2.9 Approve the requested changes to the 2018/19 capital investment programme as set out in Section 2 of Appendix 2;

3 Background and Summary

Revenue

- 3.1 The forecast overall position at the end of November is a net underspend of £1,505,000 ((1.2%) of net expenditure, (2.0%) of council tax requirement) compared to an overspend of £1,043,000 at the end of October.
- 3.2 In February 2018 the Council agreed for 2018/19 a General Fund revenue budget of £123.036M and a balanced Housing Revenue Account revenue budget. This report details the projected outturn position for 2018/19 based on information as at the end of November (period 8). The report includes details of
- General Fund Revenue Budget position;
 - Progress in delivering the 2018/19 revenue savings ;
 - Housing Revenue Account Revenue Budget position.
- 3.3 As at the end of November, the initial General Fund outturn is suggesting a net overspend of £1,405,000, being a projected portfolio overspend of £4,029,000 being partly offset by a £124,000 underspend on non-portfolio services and additional in-year financing of £2,500,000. In the absence of any management action to bring the budget back into line, this sum would fall to be met from the General Reserves. That would reduce General Reserves below the optimal level set by the Council's Section 151 Officer in his adequacy of balances statement to the Council in setting the 2018/2019 budget. The cause of the overspend lies entirely within portfolios, with the most significant budget issues continuing to be within Children & Learning and Infrastructure.
- 3.4 Directors are proposing some management actions, totalling £2,025,000, which reduces the overspend on portfolio services to £2,004,000. There is also a proposal to utilise planned earmarked reserves totalling (£885,000), which alongside the (£124,000) non portfolio service underspend and the additional (£2,500,000) financing, results in the net expenditure underspend of (£1,505,000). In line with previous custom and practice, it is assumed that the residual underspend will be transferred to earmarked reserves rather than impacting on the General Reserve.

- 3.5 The financing of the net £123.036M budget of the Council is largely fixed at the start of the year, being derived from the preset revenue support grant and business rates top-up grant from central government, the council tax precept and business rates retained share from local taxpayers, and any release of accumulated collection fund surpluses. However in addition to these fixed amounts, the Council is also in receipt of Section 31 grants paid to compensate the Council for changes made to the Government's business rates scheme, and also new for this year anticipated benefit to be derived from being inside the Essex Business Rate Pool. A review of the anticipated income relating to Section 31 grants and the Essex pool has been undertaken, and it is forecast that the Council will receive some £2,500,000 additional income.
- 3.6 The forecast for the Housing Revenue Account indicates that the HRA will have an underspend of (£72,000) in 2018/19, (1.6%) of net operating expenditure. Of this £48,000 will be used to fund additional revenue contributions to capital, with the remaining £24,000 being transferred to the HRA Capital Investment Reserve.
- 3.7 Full details of the budget issues facing each portfolio, together with an outline of the management action being undertaken and the residual pressures can be found in the revenue budget monitor at appendix 1. That appendix also sets out the RAG status of the savings targets for each portfolio.

Capital

- 3.8 In February 2018 the Council agreed a capital investment programme budget for 2018/19 of £92.984M. This budget was revised at June Cabinet to £77.689M and was further revised at November Cabinet to £60.481M following approved re-profiles and other amendments. Since November Cabinet further work has been done to align the revised 2018/19 budget to the forecast outturn.
- 3.9 This report details the projected outturn position for 2018/19 based on information as at the end of November (period 8). The report includes details of progress in delivering the 2018/19 capital investment programme and in receiving external funding relating to that year.
- 3.10 The progress of schemes for 2018/19 is detailed in section 1 of Appendix 2 with Section 2 setting out the resulting requests to:
- Carry forward £3,968,000 of 2018/19 scheme budgets into future years;
 - Bring forward £398,000 of budget from future years into 2018/19;
 - Add scheme budgets totalling £779,000 into 2018/19, including £619,000 where new external funding has been received;
 - Remove scheme budgets totalling £10,000 from 2018/19;
- 3.11 As at the end of November the expected capital outturn for 2018/19 is £57,680,000.
- 3.12 The 2018/19 capital budget is part of the wider capital investment programme spanning several years which is set out in the Draft Capital Investment Programme 2019/20 to 2023/24 report elsewhere on this agenda.

4 Other Options

The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Management Team (CMT) including approval of management action.

To the extent that there are options for managing the issues identified these are highlighted in the report in order to ensure that members have a full picture of the issues and proposed solutions as part of their decision making

5 Reasons for Recommendations

The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the management action being implemented to address the identified issues.

Set alongside relevant performance information contained within the monthly performance report (MPR) pack it also informs decision making to ensure that Members' priorities are delivered within the agreed budget provision.

It is important that issues are addressed to remain within the approved budget provision or where they cannot be contained by individual service management action, alternative proposals are developed and solutions proposed which address the financial impact; Members have a key role in approving such actions as they represent changes to the budget originally set and approved by them.

6 Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The robustness of the Council's budget monitoring processes and the successful management of in-year spending pressures are key determinants in maintaining the Council's reputation for financial probity and financial stewardship.

6.2 Financial Implications

As set out in the body of the report and accompanying appendices.

6.3 Legal Implications

The report provides financial performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.

Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.

The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council is also required by section 28 of the Local Government Act 2003 to monitor its budget, and take corrective action as necessary. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for the Cabinet to receive information about the revenue and capital budgets as set out in the report.

6.4 People Implications

None arising from this report

6.5 Property Implications

None arising from this report

6.6 Consultation

None arising from this report

6.7 Equalities and Diversity Implications

None arising from this report

6.8 Risk Assessment

Sound budget monitoring processes underpin the Council’s ability to manage and mitigate the inherent financial risks associated with its budget, due to the volatility of service demand, market supply and price.

The primary mitigation lies with the expectation on CMT and Directors to continue to take all appropriate action to keep costs down and optimise income (e.g. through minimising spending, managing vacancies wherever possible). Adverse variances will require remedial in-year savings and budget reductions. The back-stop mitigation would be to draw on reserves to rebalance the budget, but this will only be done at year end should other measures fail.

With the likely scale of funding pressures and future resource reductions, it is important that the Council holds a robust position on reserves and maintains the ability to deal with issues that arise during the financial year.

6.9 Value for Money

The budget set reflects the Council's drive to improve value for money and to deliver significant efficiencies in the way it operates. Monitoring the delivery of services within the budget set helps to ensure that the planned value for money is achieved.

6.10 Community Safety Implications

None arising from this report

6.11 Environmental Impact

None arising from this report

7 Background Papers

None

8 Appendices

Appendix 1 Revenue Budget Monitoring 2018/19 – November 2018

Appendix 2 Capital Investment Programme Budget Monitoring 2018/19 – November 2018

Revenue Budget Monitor

2018/2019 - November 2018

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Infrastructure
Public Protection

General Fund

Portfolio Summary

Portfolio	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Leader	13,384	(2,448)	10,936	747	14,062	(2,379)	11,683	11,618	0	11,618	(65)	↑
Growth	8,880	(5,799)	3,081	(99)	9,879	(6,897)	2,982	3,068	(104)	2,964	(18)	↓
Adult and Housing	69,994	(27,117)	42,877	(1,504)	69,201	(27,828)	41,373	42,698	(1,325)	41,373	0	↔
Children and Learning	108,037	(74,481)	33,556	3,086	111,110	(74,468)	36,642	38,172	(480)	37,692	1,050	↑
Healthy Communities and Wellbeing	119,551	(105,915)	13,636	693	102,433	(88,104)	14,329	14,554	(85)	14,469	140	↓
Infrastructure	28,408	(14,235)	14,173	598	28,981	(14,210)	14,771	16,542	0	16,542	1,771	↑
Public Protection	17,515	(3,733)	13,782	504	17,816	(3,530)	14,286	13,443	(31)	13,412	(874)	↑
Portfolio Net Expenditure	365,769	(233,728)	132,041	4,025	353,482	(217,416)	136,066	140,095	(2,025)	138,070	2,004	↑
Reversal of Depreciation	(39,074)	10,793	(28,281)	0	(39,074)	10,793	(28,281)	(28,281)	0	(28,281)	0	↔
Levies	638	0	638	0	638	0	638	638	0	638	0	↔
Financing Costs	8,542	0	8,542	(308)	8,234	0	8,234	8,110	0	8,110	(124)	↑
Contingency	5,716	0	5,716	(1,828)	3,888	0	3,888	3,888	0	3,888	0	↓
Pensions Upfront Funding	(3,734)	0	(3,734)	0	(3,734)	0	(3,734)	(3,734)	0	(3,734)	0	↔
Non Portfolio Net Expenditure	(27,912)	10,793	(17,119)	(2,136)	(30,048)	10,793	(19,255)	(19,379)	0	(19,379)	(124)	↑
Net Operating Expenditure	337,857	(222,935)	114,922	1,889	323,434	(206,623)	116,811	120,716	(2,025)	118,691	1,880	↑
General grants	0	(2,380)	(2,380)	0	0	(2,380)	(2,380)	(2,380)	0	(2,380)	0	↔
Revenue Contribution to Capital	5,058	0	5,058	(2,678)	2,380	0	2,380	2,380	0	2,380	0	↔
Contribution to / (from) Earmarked Reserves	5,436	0	5,436	789	6,225	0	6,225	6,225	(885)	5,340	(885)	↓
Net Expenditure / (Income)	348,351	(225,315)	123,036	0	332,039	(209,003)	123,036	126,941	(2,910)	124,031	995	↓
Revenue Support Grant	0	(10,318)	(10,318)	0	0	(10,318)	(10,318)	(10,318)	0	(10,318)	0	↔
Business Rates Top-up Grant	0	(12,085)	(12,085)	0	0	(12,085)	(12,085)	(12,085)	0	(12,085)	0	↔
Retained Business Rates	0	(21,924)	(21,924)	0	0	(21,924)	(21,924)	(24,424)	0	(24,424)	(2,500)	↓
Collection Fund Surplus	0	(2,500)	(2,500)	0	0	(2,500)	(2,500)	(2,500)	0	(2,500)	0	↔
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	(1,405)	1,405	0	0	↔
Council Tax Requirement	348,351	(272,142)	76,209	0	332,039	(255,830)	76,209	76,209	(1,505)	74,704	(1,505)	↓
Use of General Reserves												
Balance as at 1 April 2018			11,000					11,000		11,000	0	↔
(Use) / contribution to in Year			0					0		0	0	↔
Balance as at 31 March 2019			11,000					11,000		11,000	0	↔

Overall Budget Performance

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2018/2019, based on the views of the Directors and their Management Teams, in light of expenditure and income to 30th November 2018.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2018.

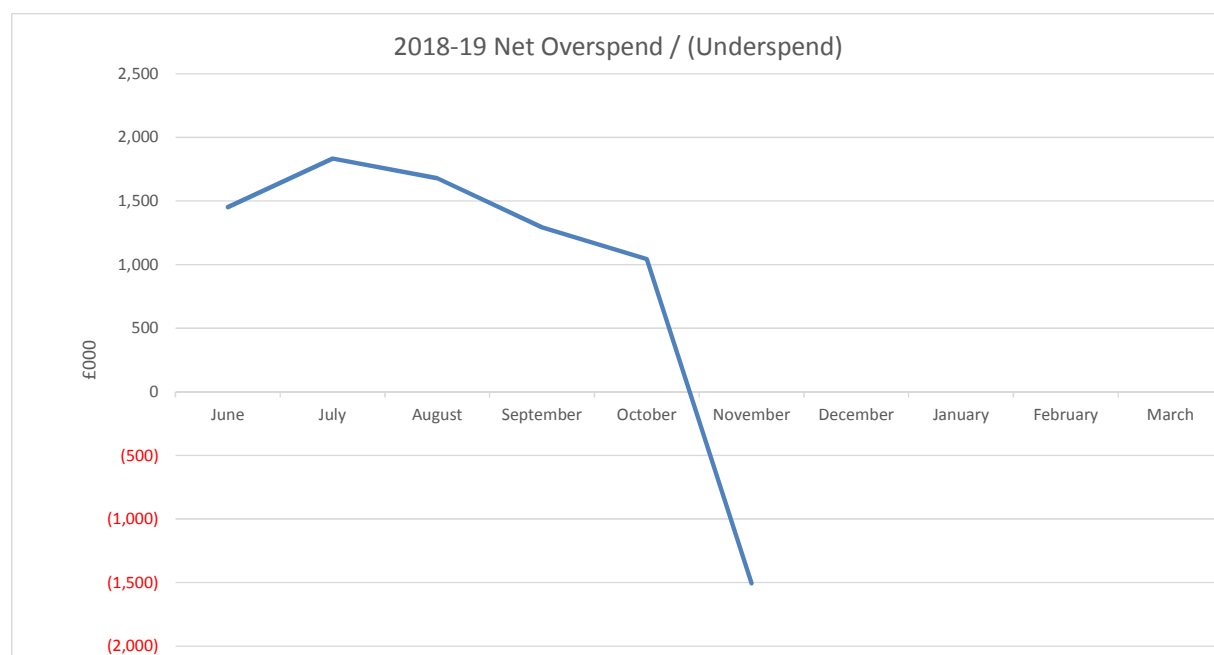
The forecast overall position as at the end of November is a net underspend of (£1,505,000) ((1.2%) of net expenditure, (2.0%) of council tax requirement) compared to an overspend of £1,043,000 at the end of October.

The resultant position arises from a projected overspend of £1,405,000 (a projected portfolio overspend of £4,029,000 being partly offset by a (£124,000) underspend on non-portfolio services and (£2,500,000) additional in-year financing). In the absence of any management action to bring the budget back into line, this sum would fall to be met from the General Reserves. That would reduce General Reserves below the optimal level set by the Council's Section 151 Officer in his adequacy of balances statement to the Council in setting the 2018/2019 budget. The cause of the overspend lies entirely within portfolios, with the most significant budget issues continuing to be within Children & Learning and Infrastructure.

However Directors are progressing with their approved management actions, totalling £2,025,000, which would reduce the overspend of portfolio services to £2,004,000. There is also a proposal to utilise planned earmarked reserves totalling (£885,000), which alongside the (£124,000) non portfolio service underspend and the additional (£2,500,000) financing, results in the net expenditure underspend of (£1,505,000).

The financing of the net £123.036M budget of the Council is largely fixed at the start of the year, being derived from the preset revenue support grant and business rates top-up grant from central government, the council tax precept and business rates retained share from local taxpayers, and any release of accumulated collection fund surpluses. However in addition to these fixed amounts, the Council is also in receipt of Section 31 grants paid to compensate the Council for changes made to the Government's business rates scheme, and also new for this year anticipated benefit to be derived from being inside the Essex Business Rate Pool. A review of the anticipated income relating to Section 31 grants and the Essex pool has been undertaken, and it is forecast that the Council will receive some £2,500,000 additional income.

Once factored in, this represents an improved position compared to October 2018, and accelerates the downward trend.



**General Fund Portfolio Forecast Comparison 2018-19
as at Period 8 - November 2018**

Portfolio	Latest Budget 2018/19 £000	Projected Outturn 2018/19 £000	November Forecast Variance £000	October Forecast Variance £000	Trend
Leader	11,683	11,618	(65)	(100)	↑
Growth	2,982	2,964	(18)	(2)	↓
Adult and Housing	41,373	41,373	0	0	↔
Children and Learning	36,642	37,692	1,050	625	↑
Healthy Communities and Wellbeing	14,329	14,469	140	218	↓
Infrastructure	14,771	16,542	1,771	1,761	↑
Public Protection	14,286	13,412	(874)	(897)	↑
Total Portfolio	136,066	138,070	2,004	1,605	↑
Non-Service Areas	(19,255)	(19,379)	(124)	(547)	↑
Earmarked Reserves	6,225	5,340	(885)	(15)	↓
Source of Funding	(46,827)	(49,327)	(2,500)	0	↓
Net Expenditure / (Income)	76,209	74,704	(1,505)	1,043	↓

Performance against Budget Savings Targets

As part of setting the Council budget for 2018/2019, a schedule of Portfolio and Corporate savings was approved totalling £7.594 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 Portfolio Savings is shown below:

	a	b	c	b+c	d	e	a-(b+c+e) Residual
	Target Saving £000	Green £000	Amber £000	Expected Delivery of Savings £000	Red - Estimated not Deliverable £000	Saving mitigated in year £000	Under / (Over) Delivery £000
Leader	80	0	0	0	80	80	0
Growth	509	509	0	509	0	0	0
Adults and Housing	2,325	1,000	1,325	2,325	0	0	0
Children and Learning	840	124	370	494	346	346	0
Healthy Communities and Wellbeing	504	355	0	355	149	149	0
Infrastructure	1,006	906	0	906	100	100	0
Public Protection	30	12	0	12	18	18	0
	5,294	2,906	1,695	4,601	693	693	0
Non-Portfolio	2,300	2,300	0	2,300	0	0	0
	7,594	5,206	1,695	6,901	693	693	0

The current forecast is showing £693,000 of savings as being undeliverable in year. These savings are

£000			
Leader			
PL18	80	Print Contract Savings	Saving not deliverable due to on-going management fee funding requirements with new provider
Children and Learning			
PE10	100	Children Services transformation	Saving not deliverable due to required workforce
PE11	165	Children service savings	Saving not deliverable due to required workforce
PE4	25	Passenger transport saving	Saving not deliverable in 2018/19
PE5	56	Education savings	This amount of the Education Saving is undeliverable in 2018/19 but has been mitigated by additional DfE grant income in 2018/19

Healthy Communities and Wellbeing			
PH1	54	Sexual Health	These contracts are being retendered in year, with no expected savings accruing in year, although it is anticipated that the full saving will be achieved for 2019/20. Funding has been drawn down from the Public Health reserve to meet the 2018/19 shortfall
PH2	95	0 - 5 Children's Public Health Service	
Infrastructure			
PL2	100	Cost Reductions in Highways Infrastructure	Increased Highways defects due to adverse weather conditions
Public Protection			
PL9	15	Trade Licence to use Public Highway	Charging arrangements not in place for 2018/19; will be delivered in 2019/20
PL11	3	Food Hygiene Rating Scheme Re-assessment	
693			

Against these undeliverable savings, in year mitigations of £693,000 have been identified against the required savings total of £7.594 million.

Portfolio Performance – Leader

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
11,683	11,618	0	11,618	(65)

There is currently a forecast underspend of (£65,000) in the Leader's Portfolio which equates to 0.6% of the £11.683M net budget allocation. The key variances are underspends against employee budgets in Internal Audit (£60,000) and Financial Management (£40,000) partially offset by salary overspends in Human Resources £30,000.

The residual saving for the Print Contract (PL19) totalling £80,000 is reflected within "Infrastructure" savings. At budget setting it was removed from the Corporate Core budget although the expenditure is ongoing. It is unlikely that the saving can be met although it is expected to be mitigated by other corporate underspends for this year.

A Treasury Management in-year saving of (£15,000) is forecast resulting from lower short-term borrowing and Public Works Loan Board charges. The budget for the post of Strategic Director of Legal & Democratic Services will not be fully utilised due to vacant hours which is expected to result in a further (£25,000) underspend at year-end.

There is currently a forecast pressure of £45,000 against Electoral Registration mainly due to an increase in the salary costs of Canvassers and the impact of them being auto-enrolled in the NEST pension scheme.

Court Costs and Barristers Fees relating to Child Protection have escalated in recent years with 36 active cases in Southend at the end of November. This remains lower than the 44 cases reported at Period 4 giving the team reason to believe that the intervention strategy being adopted by the Department for People is paying dividends. It has still not been possible to recruit to the Children's Solicitor vacancy, however management now plan to appoint a newly qualified solicitor who can be developed into the role over time. It is hoped this approach will partially mitigate the on-going pressure from Barrister Fees.

Portfolio Performance – Growth

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
2,982	3,068	(104)	2,964	(18)

The forecast underspend of (£18,000) in the Growth Portfolio is 0.6% of the £2.982M net budget allocation.

Asset and Facilities Management

The cost of the cleaning and security contract for the Civic Centre continues to exceed the budget. A saving of £75,000 was agreed in 2017/18 but this hasn't materialised and the current pressure is now £120,000. Attempts have been made to reduce the service without a noticeable impact but this hasn't been possible.

A wide range of responsive repairs and maintenance tasks have been completed in the Civic Centre this year, ranging from boiler repairs and emergency lighting servicing, to door security systems and electrical testing. The number of works which have taken place means that the budget provision is expected to be exceeded by £40,000.

Due to the conversions of schools to academies, a number of trusts have opted out of the schools property service run by the property and regeneration team and utilising their own contractors to deliver works. This is resulting in an income shortfall of £20,000. A number of staff in the property team are employed on the basis of delivering elements of the capital programme and currently more time has been capitalised than expected resulting in a (£20,000) forecast underspend.

Economic Development and Regeneration

Due to the number of events in the Town Centre, additional income has been received from organisations that are using the High Street for promotional purposes. This, alongside the popularity of the High Street markets is resulting in additional income of (£21,000). With the focus on the town centre, new initiatives to better understand the use and popularity of the High Street are being explored which will help provide an evidence base for potential investment decisions by both the private sector and the Council.

A number of the economic growth projects are externally funded and require regular claims to be made to funders – some in advance, some in arrears and others on a payment by results model. All continue to draw down funding in accordance with the terms and conditions of the grants so the committed financial support is being made available to the Council ensuring ongoing delivery and budget management.

Planning

Applications have been made for 7 significant development projects this year and as a result the income received in the Development Control team has been greater than expected. The current forecast is that an additional (£195,000) will have been received by the end of the financial year. In order to cope with the increased demand of these projects, some agency

staff support is in place, and staffing supplements have been agreed to retain talented employees. This is expected to resulting in additional staffing costs of £63,000

Portfolio Performance – Adults and Housing

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
41,373	42,698	(1,325)	41,373	0

The Adults and Housing Portfolio are forecasting an on line position as at the end of period 8. This forecast is assuming the delivery of all the £1.325M management actions so this forecast is being closely monitored because of the volatility of Adult Social Care budgets.

Adult Social Care

Adult services are reporting a break even position as at the end of period 8. As stated above, this position assumes full delivery of the agreed 2018/19 savings. There is therefore a degree of risk to the accuracy of these projections at this time.

Older People – The management action on Older People has been reduced from £1.2M in period 7 to £800,000 in period 8. The forecast variance is a £244,000 underspend due to an overall reduction in the actual commitment on older people residential and domiciliary care. Although the overall commitment on interim placements and reablement has gone up, the residential placements have gone down from 17/18. This reflects the transformation work currently going on in the service, continuing to promote and encourage maximum independence and support the clients to maintain their wellbeing and better quality of life. This is being achieved by working with providers that support short stays in care homes, through enablement and reablement, with the aim of improving outcomes for residents. This helps them become more independent with daily living activities.

Learning Disabilities - The forecast year end pressure on learning disabilities as at period 8 is £188,000, and this assumes full delivery of the £425,000 management actions. There is currently an increase in the commitment on residential placements and supported living.

Mental Health – The forecast year end pressure on mental health is £56,000, and this is mainly on residential placements, with the current year commitment being higher.

In October the government announced a £240M social care investment to ease winter pressures and Southend has been allocated £824,000. The funding will primarily contribute towards a number of community based initiatives that will enhance our whole system transformational approach to supporting people. By looking at the positives through strengths-based assessments, care planning and focusing on individual abilities and community assets, the investment will help to support a preventative approach in line with locality working.

Housing and Homelessness

General fund housing is forecasting a breakeven position at the end of period 8. Homelessness continues to be an issue in Southend and the hostels have been at full capacity, with some families placed in B&B accommodation.

Southend's bid for the Rough Sleeper Initiative Grant was successful and there is now a further £425,000 available in 2018/19. The service has now finalised service level

agreements with the partners to deliver the intended outcomes, focusing on prevention and intervention. We also have £195,000 Flexible Homelessness Support Grant and £91,000 New Burdens Grant (Homelessness Reduction Act). Since the introduction of the Homelessness Reduction Act in April, we have seen a 51% increase in active homeless cases compared to same period last year. These grants are helping meet the existing demands and pressures, as well as investment in a drive towards further homelessness prevention.

Portfolio Performance – Children and Learning

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
36,642	38,172	(480)	37,692	1,050

The Portfolio for Children and Learning is currently forecasting a final year end overspend variance of £1.050M or equivalent 2.9% compared to the latest net budget allocation of £36.617M, and this is after the expectation that all current in year management actions of (£480,000) to reduce the initial outturn forecasts are delivered.

The management actions of (£480,000) reflect any outstanding amber budgeted 2018/19 saving allocations targets which are either yet to be delivered or at risk of non-delivery, and these are identified as (£370,000) for this portfolio, and a further targeted (£110,000) troubled families' payment by results income.

The forecast overspend variance is entirely attributable to financial pressures within Children Social Care. It should be noted that financial pressures within Children Social Care is now recognised as a national issue as well as our own local authority position.

Children's Social Care

As previously reported and recognised, our local financial pressure, is due to both an increased demand for children's social care which has emerged since the middle of 2016/17, alongside an OFSTED inspection in July 2016 that has resulted in Children Social Care itself being under a transformational journey for the last 2 years.

To further explain, whilst additional social work capacity, training and development has been required to support child in need (a budget pressure of £145,000 in totality). Southend has also experienced an increase in the numbers of children who have been taken into care including the complexity of the needs for some of those children.

Southend's current locally employed foster carers are also at maximum capacity. This combined with a private external care market that has reduced capacity regionally, has seen children social care experience higher average costs in external care placements since 2016/17, and this is practically apparent in the external residential care market (a budget pressure of £290,000).

The service has also now been required to place 4 children in secured residential accommodation this year for their safety. These placements, as for all local authorities are unfortunately, at significant cost, and additional one off funding is required to support these placements and budget. As sensibly planned for, in the Council's annual budget cycle, the Children Social Care reserve fund was created to support the Council's annual budget and mitigate the in year financial risk to budget, when considerable unexpected costs occur. Therefore £340,000 had been drawn already to support these placements at the start of this financial year, and this report is recommending the remainder of the children social reserve £413,000 is drawn to support the additional secured placements in 2018/19 (a current additional budget pressure of £425,000).

It also needs to be noted, that once a child turns 16, they are transitioned over to the leaving care team, who will then fully support the costs of a child from 16 to 18 if they are in supported accommodation type placement. Therefore due to the increase in the numbers of looked after children and a private market that has reduced capacity, this has also added to increased ongoing cost pressures (a budget pressure of £190,000).

The directorate continues to look towards reducing the ongoing financial pressures on a longer term basis, but given the current known forecast, this is now very unlikely to be able to reduce by the end of this year, and at further a risk of increase, given the volatility in the nature of service.

It also needs to be noted, that in accordance with agreed budgeted savings for 2018/19, children social care, are also still anticipating the full deliver of current outstanding budgeted savings of (£200,000), although these savings are either yet to be achieved or currently at risk of delivery in full.

The department have also declared £265,000 of the 2018/19 budgeted savings 'PE10 – Children's services transformation' £100,000 and 'PE11 Children's service savings' - £165,000 as undeliverable. As part, of the Children Social Care transformational journey the department has chosen to mitigate this budget saving by re-directing £265,000 of the 2018/19 budgeted £1.2M investment 'P3 – PVI placements and In-House Fostering Care' toward these savings. The departments strategic intention, is to continue on the trajectory of maintaining a stable and strong Social Care workforce that meets case load demand, with the outcome benefits of ensuring our Children in Need, where possible, and safe to do so are kept with their families or Carers. Therefore, in the longer term, whilst most importantly beneficial for the outcome of the Child, from a financial perspective continues to look to reduce the council's costs of placing Children in Care and high cost external placements.

Youth and Family Support

Youth and Family Support, is forecasting a final net expenditure position on-line to budget, but this is dependent upon the anticipated full delivery of (£210,000) management actions. The management action is entirely attributable to targeted additional troubled families' payment by results income levels compared to last financial year. (£100,000) relates to the additional 2018/19 budgeted targeted income, and a further (£110,000) covering the reduction in the fixed amounts of troubled families grants for both the attachment fees and service transformation grant, which are all distributed from the MHCLG.

Education and Schools

Education and Schools is forecasting a final net expenditure position on-line to budget, dependent upon the anticipated full delivery of (£70,000) remaining management actions.

The remaining (£70,000) of required management actions falls within the Council's Learning department, and is in line with the budgeted saving targets for 2018/19 which are therefore either currently outstanding or subject to risk of full delivery.

Whilst, the Council's Learning department is forecasting a total position on line to budget, it should be noted that there is a £100,000 overspend pressure on School Support and Education Transport, which is mainly attributable to in year pressures on Educational

Transport. This is offset by a (£100,000) underspend within the Councils element of High Need educational funding due to a continued, but unexpected government grant receipt in 2018/19 for the SEN reforms. Although, a welcome receipt, the government had not announced this grant would continue for another year, before the original council budget was set.

The department have also declared £56,000 of the 2018/19 budgeted saving PE5 Education savings as undeliverable in 2018/19, and £25,000 of the 2018/19 budgeted PE4 transport saving, however, the department has mitigated the pressure this financial year through the unexpected receipt of a Department for Education (DfE) School Improvement grant £50,000, and remaining (£31,000) in years underspends within Schools Support services.

Education and Schools (Dedicated Schools Grant only)

The Dedicated Schools Grant (DSG) is a specific and ring fenced government grant to support both education and early years providers and therefore sits outside of the Council's own general fund resources.

As clearly highlighted within both this report, and the Education Board - Dedicated School Grant reports themselves, from the autumn term of 2016/17 the High Needs budget has experienced considerable increase in costs, associated with need and therefore demand for special school placements, mainstream schools and Independent provider placements. This position is not just a local issue but a national issue.

In response, to the high need funding pressures and as presented and agreed through the Southend Education Board, the High Needs budget has been constrained for the last two financial years and savings delivered to mitigate further spend pressures.

It also needs to be strongly noted that under the Government's revised National Funding Formulae administered from 2018/19, Southend is now also recognised as significantly underfunded on its high need block allocation, and will therefore be receiving additional, and much needed funding towards its the high needs block funding allocation in 2019/20. However, as funding caps are applied on any gains from DSG funding distributions, it is currently unknown from what financial year Southend will receive its expected full funding allocation.

Therefore, due to the explained financial pressures on high needs, the Dedicated Schools grant reserve balance in totality closed the 2018/19 financial year with a small deficit balance of (£65,000). This was made up of a (£567,000) deficit on High Needs, and a £502,000 surplus balance on Early Years.

This report (and as explained in full in the Education Board DSG reports), is highlighting the further 2018/19 financial funding requirement, that a current further £472,000 in totality, will need to be drawn from the DSG reserve to support DSG resources in 2018/19. And this is made up of £205,000 to support early years, as a one off 2017/18 early years income DSG funding adjustment (which will be drawn from the £502,000 early years DSG surplus balance put aside), £110,000 for growth funding spending pressure awarded to schools, and a £157,000 high need 18/19 expected overspend pressure against the totality of high need funding allocation.

After this funding has been applied, this will then unfortunately leave the DSG reserve balance with an expected (£537,000) deficit balance as at the end of 2018/19.

However, this is a temporary position, and the DSG reserve balances are targeted to be restored by the end of 2019/20, by continuing to constrain high needs funding applied to settings until the DSG reserve is restored to balance, and a revised funding method for the award of growth funding applied to the required growing schools.

Maintained Schools Delegated

Forecast on line to budget. This simply reflects the dedicated schools grant revenue funding and pupil premium funding that is passed through to support our local maintained schools, as well as including the enhanced pupil premium funding attached to our local looked after children.

Portfolio Performance – Healthy Communities and Wellbeing

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
14,329	14,554	(85)	14,469	140

The forecast overspend of £140,000 in the Healthy Communities and Wellbeing Portfolio is 1% of the £14.329M net budget allocation.

Culture

The delivery partner of Twenty One have terminated their agreement with us and as a result, the venue is now only open for any events which were arranged prior to its closure. These events continue up until the end of October and most of them do not pay a hire charge for the venue. At this moment there is no agreed course of action for the future of the venue and therefore we remain liable for the Business Rates and running costs of the site resulting in an overspend of £20,000.

The entire Grounds Maintenance service was brought in-house in January 2016 and after a period of time, the service have been able to understand their staffing requirements and the savings attached to this move have been delivered. One of the biggest challenges this year has been income generation. The service lost a number of contracts in 2017 which it has struggled to replace but the cost base has not been reduced to compensate for this. The current shortfall in income is forecast at £120,000.

The income received from outdoor sports teams and the Belfairs Golf Course has reduced considerably over the last 5 years. After a review to understand where this has taken place and the sports mostly affected by this, it is believed that the increase in budget gyms and the uptake of cycling has had an impact on organised team sports which subsequently has reduced the income this generates within our parks by £210,000. The Parks service currently have a vacant Project Officer post which it is anticipated will not be filled by the end of the financial year. This will result in a staffing underspend of (£20,000). It is expected that this post will be filled in 2019/20 and the team will be fully staffed.

The mobile library has been off of the road for over two months due to maintenance problems. Alternative service provision has been put in place and this revised service is reaching more people who have limited mobility themselves. We are using standard vehicles rather than a bespoke mobile library which is also proving cost effective. Any such proven savings can be built into the permanent budget for 2019/20.

Customer Services

During the period April to November, the Registrations team have recorded 7% fewer births (from 2,569 in 2017/18 to 2,385 in 2018/19) and 6% higher deaths (from 1,778 to 1,892). Notice of Marriages are 23% higher than the same period last year (from 790 to 971) but this trend is not reflected in the number of weddings which are 14% lower than last year (from 414 to 356).

The Group Manager of the Customer Service team is leading the “Channel Shift” Project meaning that a proportion of her salary costs can be capitalised. This will create an underspend against her salary budget. Despite high costs for agency staff, this, along with other staff vacancies, have resulted in an underspend of (£170,000) being forecast. The team are currently in the process of a management restructure but have been experiencing difficulties recruiting to the vacant positions. As a result of additional support from the Human Resources team, one of the posts has now been appointed to.

Revenues and Benefits

Council Tax collections are only 0.1% below target at 69.8% with Business Rates (NDR) collections being 70.7% against a target of 71.1%. NDR collections of arrears remain significantly higher than budget due to the settlement of some large debts in year. Continuing the trend this year, Council Tax arrears is 2% below target at 27.4% partly due to the effects of the Single Person Discount Review whereby additional debt has been raised against previous years. The collection of Council Tax from those in receipt of Council Tax Reduction (CTR) discounts continues to be strong and compares favourably to other areas in Essex. Council Tax Baseline continues to increase with 749 more properties than when the base was set. The NDR rateable value is currently £242,000 higher than base and the number of properties is only 3 higher at 6,008 than when the NNDR1 Base was set in January 2018.

At the end of November there were 2,380 people receiving Housing Benefit or Council Tax Reduction (CTR) with Universal Credit (UC) as their income. 68 Housing Benefit claims were closed in November and migrated to UC (total since going live in July 2017 is 1,546) and the rate of Housing Benefit claims closure is slowing each month since the peak of 187 in November 2017. The level of work outstanding is 10 days for new claims and 5 days for changes; with the error level remaining at a healthy 2% (from 4% at this stage in 2017-18). This reflects the investment made by the team managers over the past two years to provide staff training and closer monitoring of claims.

As the volume of the Council's future Housing Benefit responsibilities is unknown, the core team is supplemented with outsourced services which, although more costly, will avoid possible future redundancy costs. The overspend on these contractors is offset by vacancies and additional transitional income awarded by the Department for Work and Pensions (DWP) resulting in a (£50,000) forecast underspend for the year.

Public Health

Public health is forecasting an online position as at the end of period 8. As with all activity driven services, it is challenging to predict an accurate outturn on some of the services like Smoking cessation and NHS Health Checks. However, based on current forecasts, Public health will be online. It should be noted that the Council are going out to tender the Sexual Health contract, and the 0-5 contract is currently under review.

Voluntary and Community Services

The Community Hub service which offers financial advice and support to has been commissioned for three years and will be delivered via the South Essex Community Hub. This is funded through a voluntary grant from the Council. Under the terms of the property lease, the Council remains liable for accommodation costs so the grant is reduced accordingly. There is a £15,000 pressure due to backdated rent which was not accounted for at the end of last year.

Portfolio Performance – Infrastructure

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
14,771	16,542	0	16,542	1,771

The forecast overspend of £1.771M in the Infrastructure Portfolio is 12% of the £14.771M net budget allocation. The key variances are £597,000 within the highways maintenance budget, £705,000 relating to car parking and a £362,000 shortfall in streetworks regulation & compliance income.

Transport

As a result of the poor weather conditions in late February / early March labelled as the “Beast from the East”, the condition of the road network deteriorated and as a result there was a large increase in the number of defects on the highways and footways. An increase in the number of Highway Inspectors has also resulted in a greater area being inspected more frequently which is also identifying more defects than usual. The launch of MySouthend is giving residents the opportunity to report defects and these are focussing the Inspectors on verifying MySouthend calls which will ultimately result in more works to the Highway. All of these factors are resulting in a pressure of approximately £465,000 above the original budget although over a period of time we will be able to understand better if this is a current spike in identification of defects, or the new norm under an enhanced inspection regime. As part of the Autumn budget statement the Council has received £617,000 of additional funding in 2018/19 for pothole funding. Of this, (£400,000) has been allocated to the main revenue budget for routine maintenance and as such, a £65,000 pressure at the end of the year is anticipated based on current assumptions to the end of the financial year.

There have been a number of incidents across the Borough which has resulted in damage to street furniture. Unfortunately due to a lack of evidence to identify the culprit the cost to rectify this damage has been met by the service area. With regards to street lighting, this is expected to result in an additional £80,000 of repairs and maintenance expenditure which with more information as to how the incident occurred, could have been recharged to the offender. The number of incidents is also impacting on the traffic signals budget whereby the maintenance contractor is undertaking chargeable works to reinstate the signals, and the highways maintenance contract is being utilised for any reactive maintenance for required civil engineering works. This is resulting in a forecast overspend in the Traffic Signals budget of £89,000.

Income from rechargeable works has historically been low and based on current income a shortfall of £125,000 is likely. However the service area are engaging with an external insurance specialist on a payment by results trial basis in an attempt to pursue claims for damage to the Highway.

In an effort to increase the number of Highways Inspectors within the Borough, the establishment was increased by 3 additional Inspectors who were to be funded by the additional income generated from streetwork permits and the inspections after work has been completed. Unfortunately this additional income hasn't materialised and therefore the cost of these staff is resulting in a forecast overspend of £90,000.

There has been on average a 14% increase in the number of PCN's (Penalty Charge Notice) issued against the same time period last year and a £85,000 increase in the income collected for those tickets as at the end of October. However there is still an anticipated shortfall in the income budget of £190,000. Due to a significant write off of historic debt which can no longer be collected, it is anticipated that (£210,000) will be released from the bad debt provision built up over prior years. The number of PCN's registered with the Traffic Enforcement Centre has also increased in 2018/19 in an attempt to collect outstanding debts. Although there is a cost associated with this registration, estimated at £15,000 for this financial year, it allows further opportunities for the debt to be collected. The implementation of a CCTV (closed circuit television) vehicle is resulting in an increase in the number of PCN's issued, however there are start-up costs associated with this in year one.

The rollout from the parking and enforcement contract had a number of improvements and efficiencies over a number of years and savings were agreed in the budget to reflect these. Unfortunately, due to delays in the ICT infrastructure from third parties some of these efficiencies are yet to be implemented. This is resulting in an overspend of £55,000 in decriminalised parking and £70,000 in car parking.

As part of the 2018/19 budget, an increase of £700,000 in the income budget for car parking was agreed after independent advice from Steer Davies Gleave (SDG) which modelled the impact of removing the 1, 3 and 5 hour parking rates in a number of car parks. As at period 8, car parking income has increased significant, especially in June and July when we enjoyed a very dry spell and a heatwave. Within that, there has been an 11% shift in usage from on street car parks to off street surface car parks. From an analysis of 7 town centre car parks which have retained the same machines over this period, projections suggest that the off street car parks will perform even better than SDG suggested. However, due to the shift from on street to off street (where VAT is payable) the additional income from the removal of 1, 3 and 5 hour parking charges is currently being negated by the loss in on street parking income (where no VAT is payable). The total effect of this is an anticipated shortfall in income of £324,000. There is also an anticipate shortfall in the income generated from season tickets and resident permit schemes of £105,000. Security at the University Square car park has been increased to 24 hours which increases the pressure on this budget to £89,000 and an additional £60,000 has been spent on upgrades to the pay & display machines within the borough.

The latest estimates from our concessionary fares consultants suggest that the concessionary fares budget will underspend by approximately (£156,000). This is due to the decision made in 2016 to switch to a calculator method rather than a fixed amount which takes account of actual passenger numbers. Due to declining numbers, the amount to be paid to Essex County Council in relation to the concessionary fares scheme will also reduce.

Unfortunately the Travel Centre has been vandalised on a number of occasions and incidents of anti-social behaviour have resulted in the necessity to provide regular security patrols at the site in order to provide a safe environment for bus users. This security service is estimated to result in an overspend of £90,000.

The management system used to log and inspect streetwork permits had a number of changes made to it towards the end of the last financial year. These changes resulted in works which overran the length of their permits not being correctly categorised, and

therefore the financial penalties which have been levied were not correct which is currently resulting in an income shortfall of £360,000. Work is currently underway to revisit these cases to charge the correct amount, but in the meantime, the system has been corrected and works are now being charged for correctly.

In order to deliver a number of projects within the Traffic Management team, a project manager has been employed on a fixed term contract until March 2019 for which there is no budget provision. This, alongside a reduction in the amount of staff time being spent on schemes within the capital programme and therefore being transferred from revenue to capital, is resulting in a forecast pressure of £115,000.

Portfolio Performance – Public Protection

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
14,286	13,443	(31)	13,412	(874)

The forecast underspend of (£874,000) in the Public Protection Portfolio is 6.1% of the £14.286M net budget allocation.

Community Safety

Due to a review of the strategy for replacement and procurement of new CCTV equipment, the additional revenue provision for maintenance is currently not required. This is resulting in a forecast underspend of (£40,000). A carry forward request has been made for the remaining capital funding and a further capital bid has been submitted for 2019/20.

Cemeteries and Crematorium

There have been 312 burials in the first eight months of the year to November which is the same as this period last year. Cremations are considerably higher (1,693 in the current year compared to 1,571 at the same time last year) which equates to an 8% increase. Income of £1,656,000 achieved at Period 8 is over £90,000 higher than for the same period last year and an underspend of (£100,000) has been forecast at year-end. This anticipates a £20,000 pressure as a result of the hospital processing more Public Health Act funerals. As at Period 8, only 6 of the 246 Mini Graves have been sold.

Flooding

There are a number of engineering vacancies within the Flood Defences section which are yet to be filled. Recruitment is ongoing, but until the posts are filled there will be an underspend on staffing costs within this team. No additional consultancy or contractor costs have been incurred during this time, and due to a lack of engineers, the expected contractor costs have reduced significantly due to no works being identified and this is resulting in a forecast underspend of (£200,000).

Regulatory Services

Due to internal promotions there is currently a vacancy within the team which will result in a staffing underspend of approximately (£50,000). Attempts to fill vacancies throughout the year have proved difficult and it is felt that our proximity to London is making it difficult to recruit staff. As a result, attempts are now being made to develop a programme to 'grow our own' to train and retain staff.

Income generated through the Building Control Trading Account is significantly less than in previous years. Currently the levels of income received are at their lowest levels since 2012/13. It is felt that this is due to increased levels of competition from private businesses, and the level of service provided by the contact centre who deal with a range of queries rather than specialising in Building Control.

Waste and Street Scene

Due to the Mechanical Biological Treatment plant (MBT) in Basildon continuing to fail to meet the performance requirements of the original specification, the reduced gate fee during the commissioning phase is still in place. This is allowing SBC to dispose of residual waste at a lower rate than the original business case. However, due to poor performance at the facility, the average cost per tonne for disposal this year has increased to £122, whereas the cost of landfill is £102. This, along with a change in the disposal of food waste which now provides us with an income, is resulting in a forecast underspend of (£385,000). There is an opportunity to source a short term agreement for our waste disposal requirement from January 2020 up until October 2023 when the Waste Collection contract will expire with a view to procuring a joint waste collection and disposal contract from October 2023 onwards.

As a result of the revised agreement with Essex County Council relating to the waste Joint Working Agreement, we are continuing to receive a share of the Waste Infrastructure Grant in relation to the MBT. The value of this income in 2018/19 is forecast to be (£130,000).

Non Portfolio Performance

Current Budget	Initial Outturn	Management Actions	Expected Outturn	Forecast Variance
£000	£000	£000	£000	£000
(19,230)	(19,354)	25	(19,379)	(149)

Financing Costs

The (£124,000) favourable variance is lower than forecast at Period 7 mainly due to the statutory mitigation required by MHCLG in response to the new accounting standard affecting this area;

- Income of (£72,000) resulting from additional investment of £10M into the Property Fund which is £278,000 lower than forecast in Period 7 (as mentioned above);
- A loan made to South Essex College is attracting interest at market rates. Due to the unknown timing of the capital receipt at budget setting, additional interest of (£152,000) will be received;
- A favourable variance of (£222,000) is expected to arise due to reduced long term Public Works Loan Board borrowing which is now anticipated to be in the region of £20M, half the amount that was originally forecast.
- An adverse variance of £24,000, partly offset by a (£11,000) short-term borrowing favourable variance has also resulted from the statutory mitigation mentioned above.
- There is expected to be an adverse variance of £309,000 due to greater Capital Expenditure in 2017-18 than expected.

Contingency

The Strategic Director of Finance and Resources has delegated authority to release funds held as contingencies within the approved budget. As at Period 8 the following drawdowns have been approved:-

	£000
Drawdowns agreed as at period 6	1,598
• Funding for a communications campaign to target alternative donation methods for the homeless as agreed at the High Street summit	20
• Increased demand on Regulatory Services from the planning process	8
• Staff training conducted by the Public Service Transformation Academy	10
• Grounds maintenance costs for rugby pitches at Westbarrow Farm relating to the Airport Business Park project	15
• Additional personnel to make the Emergency Planning team more resilient	70
• Funding for two additional posts in Human Resources team to promote the apprenticeship programme	32
• Earmarked RCCO to fund setup costs to move hosting and support for Northgate as per November Cabinet	50
• Funding to support the violence and vulnerability campaign	25
Total	1,828

Revenue Contribution to Capital

The original budget for 2018/19 included planned revenue contributions for capital investments, via the use of Earmarked Reserves, of £5,058,000. Due to slippage from 2018/19 into 2019/20 agreed at Cabinet in November 2018, this budget has now decreased to £2,380,000. The Capital Reserve will fund £1,940,000 of this, £238,000 is funded from the Agresso Reserve and the remaining £202,000 is funded from the People Workforce Strategy Team, energy savings generated from energy efficiency projects and contingency.

Transfers to / (from) Earmarked Reserves

Net transfers to Earmarked Reserves totalling £5,436,000 were agreed by Council when setting the 2018/19 budget in February 2018. The current outturn position allows for further in-year net transfers to reserves totalling £789,000. Total net transfers to reserves for 2018/19 are therefore forecast to be £6,225,000.

The net change of £ 789,400 comprises the following agreed additional transfers

Transfers to Earmarked Reserves

- £2,736,000 to the Capital Reserve due to programme re-profiling

Transfers from Earmarked Reserves

- (£1,106,000) from the Children's Social Care Reserve – to support the OFSTED improvement programme, Edge of Care Team, secured looked after children placements and Children's Local Safeguarding Board.
- (£237,600) from the Business Transformation Reserve – for specific projects agreed by CMT.
- (£22,000) from the Troubled Families Reserve – for supporting the targeting of additional troubled families payment by results income.
- (£20,000) from the Adult Social Care Reserve – for the Adult's Safeguarding Board.
- (£240,000) from the Public Health Reserve – for the Interim Director of Public Health and unachieved 2018/19 Sexual Health and 0-5 contract savings.
- (£203,000) from the Licensing Reserve to recognise income received in 2017/18 relating to part of 2018/19.
- (£40,000) from the Grants Reserve to fund the final cost of the Cultural Destinations project, funded by the Arts Council.
- (£23,000) from the Grants Reserve to fund 2018/19 costs relating to the 60 Minute Mentor programme, which has been extended in Southend.
- (£40,000) from the Grants Reserve to fund the reimbursement of the remainder of the TRACE (Walking and Cycling Tracking Services) grant
- (£15,000) from the Election Reserve to supplement funding for the Local Government Elections held in May

However as part of the proposed management actions, there is a request to transfer a further £885,000 of earmarked reserves; namely

- (£413,000) from the Children Social Care Reserve to support additional secured looked after children placements
- (£472,000) from the Dedicated Schools Grant Reserve, to support in year DSG funding pressures

Providing the request to transfer (£885,000) above is agreed, there will be a need to transfer £1,505,000 to the Business Transformation Reserve for the projected residual underspend at year end.

Housing Revenue Account

	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Employees	210	0	210	0	210	0	210	210	0	210	0	↔
Premises (excluding repairs)	790	0	790	0	790	0	790	765	0	765	(25)	↓
Repairs	4,930	0	4,930	469	5,399	0	5,399	5,399	0	5,399	0	↓
Supplies and Services	69	0	69	0	69	0	69	69	0	69	0	↔
Management Fee	5,579	0	5,579	38	5,617	0	5,617	5,617	0	5,617	0	↓
MATS	1,146	0	1,146	0	1,146	0	1,146	1,146	0	1,146	0	↔
Provision for Bad Debts	394	0	394	0	394	0	394	394	0	394	0	↔
Depreciation	6,284	0	6,284	0	6,284	0	6,284	6,284	0	6,284	0	↔
Capital Financing Charges	3,515	0	3,515	0	3,515	0	3,515	3,505	0	3,505	(10)	↓
Gross Expenditure	22,917	0	22,917	507	23,424	0	23,424	23,389	0	23,389	(35)	↓
			0									
Fees and Charges	0	(349)	(349)	0	0	(349)	(349)	(349)	0	(349)	0	↔
Dwelling Rents	0	(24,900)	(24,900)	(507)	0	(25,407)	(25,407)	(25,495)	0	(25,495)	(88)	↑
Other Rents	0	(1,372)	(1,372)	0	0	(1,372)	(1,372)	(1,372)	0	(1,372)	0	↔
Other Income	0	(27)	(27)	0	0	(27)	(27)	(27)	0	(27)	0	↔
Interest	0	(250)	(250)	0	0	(250)	(250)	(240)	0	(240)	10	↑
Recharges	0	(566)	(566)	0	0	(566)	(566)	(525)	0	(525)	41	↑
Non Department Net Expenditure	0	(27,464)	(27,464)	(507)	0	(27,971)	(27,971)	(28,008)	0	(28,008)	(37)	↑
Net Operating Expenditure	22,917	(27,464)	(4,547)	0	23,424	(27,971)	(4,547)	(4,619)	0	(4,619)	(72)	↑
Revenue Contribution to Capital	1,925	0	1,925	0	1,925	0	1,925	1,973	0	1,973	48	↑
Contribution to/ (from) Earmarked Reserves	2,622	0	2,622	0	2,622	0	2,622	2,646	0	2,646	24	↓
Contribution to/ (from) General Reserves	0	0	0	0	0	0	0	0	0	0	0	↔
Net Expenditure/ (Income)	27,464	(27,464)	0	0	27,971	(27,971)	0	0	0	0	0	↔

Use of general Reserves	
Balances as at 1 April 2018	3,502
(Use)/ contribution to in Year	0
Balance as at 31 March 2019	3,502

3,502	3,502	0	3,502	0	↔
0	0	0	0	0	↔
3,502	3,502	0	3,502	0	↔

Overall Budget Performance

The HRA budget was approved by Council in February 2018 and anticipated an operating surplus of £4,547,000.

The closing HRA balance as at March 2018 was £3,502,000.

The latest forecast as at November 2018 indicates that the HRA will have an operating surplus of £4,619,000, an increase of (£72,000) in 2018/19. The main reasons are as follows:

- (£25,000) underspend on council tax because the actual council tax on void sheltered properties is higher than estimated in the budget. The assumption for the council tax budget was at higher voids than the actual to date.
- (£88,000) over recovery of rental income - This is because predictions as at the end of period 7 are showing higher rental income than budgeted for. The estimate assumes a 4% void allowance across all properties and the actual up to end of October has been less. Rather than increase the HRA balance, normal custom and practice would see this surplus transferred to the HRA Capital Investment Reserve.
- £41,000 overspend on the recharge to the HRA capital programme. This is because of the anticipated underspend on the capital budget.

Rather than increase the HRA balance, normal custom and practice would see this surplus transferred to the HRA Capital Investment Reserve.

Revenue Contribution to Capital Expenditure

The original budget for 2018/19 included planned revenue contributions for capital investments, via the use of earmarked reserves, of £1,925,000. There had been earlier thoughts to finance the majority of this through different means, but for now it is considered that it is appropriate to stick with the original proposal. Due to a revision in the capital programme however the RCCO has risen by £48,000.

Transfers to / (from) Earmarked Reserves

Net transfers to Earmarked Reserves totalling £2,622,000 were agreed by Council when setting the 2018/19 budget in February 2018. Based on the current forecasts, there will be the need to transfer a further £24,000 to the HRA Capital Investment Reserve in respect of the projected residual underspend at year end.

Budget Transfers

In line with the approved financial procedure rules all budget transfers (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 transfers which fall within these parameters

	DR £000	CR £000
Transfers approved under delegated authority	949	(949)
Transfers over £50,000 previously reported	11,238	(11,238)
Transfers over £50,000 in this period for approval	205	(205)
Total Budget Transfers	12,392	(12,392)

The budget transfers for Cabinet approval this period are:

	£000
1) Allocation of Children's recruitment and DBS re-alignment back to service lines.	55
2) Allocation of the Rough Sleeper Initiative Grant	425
3) Housing Revenue Account repairs contract price increase	469
Total	949

Decisions Required

Members are asked to

- Note the forecast outturn for the General Fund and Housing Revenue Accounts as at November 2018
- Note the planned management actions of £2,025,000 to achieve that forecast outturn;
- Agree the planned budget transfers (Virements) of £949,000;
- Agree the transfer of (£413,000) from the Children Social Care reserve to support additional secured placements
- Agree the transfer of (£472,000) from the Dedicated School Grant reserve to support 2018/19 in year funding pressures.
- Note the potential transfer of £1,505,000 to the Business Transformation Reserve in respect of the forecast General Fund underspend; and
- Note the potential transfer of £24,000 to the HRA Capital Investment Reserve in respect of the forecast HRA underspend

General Fund

Leader Portfolio

Leader : Cllr John Lamb

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Corporate Planning and Policy												
a. Corporate and Non-Distributable Costs	1,919	(184)	1,735	45	1,964	(184)	1,780	1,765	0	1,765	(15)	↔
Corporate Services												
b. Department of the Chief Executive	634	0	634	(2)	632	0	632	607	0	607	(25)	↔
Financial Services												
c. Accountancy	2,131	(295)	1,836	0	2,131	(295)	1,836	1,796	0	1,796	(40)	↔
d. Accounts Payable	119	(4)	115	0	119	(4)	115	115	0	115	0	↔
e. Accounts Receivable	190	(77)	113	0	190	(77)	113	113	0	113	0	↓
f. Insurance	162	(247)	(85)	0	162	(247)	(85)	(85)	0	(85)	0	↔
g. Internal Audit	774	(271)	503	0	705	(202)	503	443	0	443	(60)	↔
h. Corporate Fraud	225	(52)	173	1	226	(52)	174	174	0	174	0	↔
i. Corporate Procurement	621	0	621	125	746	0	746	746	0	746	0	↔
Human Resources & Organisational Development												
j. Human Resources	1,815	(505)	1,310	84	1,899	(505)	1,394	1,424	0	1,424	30	↑
k. People and Organisational Development	414	(115)	299	(1)	413	(115)	298	298	0	298	0	↔
l. Tickfield Training Centre	370	(156)	214	3	373	(156)	217	217	0	217	0	↔
Legal and Democratic Services												
m. Democratic Services Support	371	0	371	0	371	0	371	371	0	371	0	↔
n. Mayoralty	191	0	191	6	197	0	197	197	0	197	0	↔
o. Member Support	730	0	730	0	730	0	730	730	0	730	0	↔
p. Elections and Electoral Registration	354	0	354	15	369	0	369	414	0	414	45	↑
q. Local Land Charges	197	(297)	(100)	0	197	(297)	(100)	(100)	0	(100)	0	↔
r. Legal Services	1,308	(245)	1,063	218	1,526	(245)	1,281	1,281	0	1,281	0	↔
Other Services												
s. Emergency Planning	82	0	82	0	82	0	82	82	0	82	0	↔
t. Corporate Subscriptions	85	0	85	70	155	0	155	155	0	155	0	↔
u. Strategy and Performance	692	0	692	183	875	0	875	875	0	875	0	↔
Total Net Budget for Department	13,384	(2,448)	10,936	747	14,062	(2,379)	11,683	11,618	0	11,618	(65)	↑

General Fund

Growth Portfolio

Growth : Cllr James Courtenay

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Asset and Facilities Management												
a. Asset Management	416	(16)	400	0	416	(16)	400	400	0	400	0	↔
b. Corporate and Industrial Estates	177	(3,319)	(3,142)	301	170	(3,011)	(2,841)	(2,841)	0	(2,841)	0	↔
c. Property Management and Maintenance	469	(111)	358	(11)	458	(111)	347	347	0	347	0	↔
d. Buildings Management	2,543	(110)	2,433	89	2,632	(110)	2,522	2,682	0	2,682	160	↔
Economic Development and Regeneration												
e. Economic Development	1,004	(578)	426	(45)	2,365	(1,984)	381	371	0	371	(10)	↓
f. Town Centre	206	(59)	147	(1)	205	(59)	146	110	0	110	(36)	↓
g. Better Queensway	0	0	0	0	0	0	0	0	0	0	0	↔
Planning												
h. Development Control	895	(631)	264	0	895	(631)	264	132	0	132	(132)	↑
i. Regional and Local Town Plan	284	0	284	0	284	0	284	388	(104)	284	0	↔
Tourism												
j. Resorts Services Pier and Foreshore	2,828	(957)	1,871	(431)	2,397	(957)	1,440	1,440	0	1,440	0	↔
k. Tourism	58	(18)	40	(1)	57	(18)	39	39	0	39	0	↔
Total Net Budget for Department	8,880	(5,799)	3,081	(99)	9,879	(6,897)	2,982	3,068	(104)	2,964	(18)	↓

General Fund

Adults and Housing Portfolio

Adults and Housing : Cllr Tony Cox

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Adult Social Care												
a. Adult Support Services and Management	298	0	298	213	511	0	511	511	0	511	0	↔
b. Business Support Team	1,776	(184)	1,592	(1)	1,775	(184)	1,591	1,591	0	1,591	0	↔
c. Strategy, Development and Commissioning	2,228	(590)	1,638	3	2,231	(590)	1,641	1,641	0	1,641	0	↔
d. People with a Learning Disability	14,427	(1,922)	12,505	(18)	14,409	(1,922)	12,487	13,100	(425)	12,675	188	↑
e. People with Mental Health Needs	3,653	(198)	3,455	(29)	3,624	(198)	3,426	3,482	0	3,482	56	↑
f. Older People	29,566	(16,464)	13,102	(2,085)	29,630	(18,613)	11,017	11,573	(800)	10,773	(244)	↓
g. Other Community Services	5,877	(4,574)	1,303	601	4,294	(2,390)	1,904	1,904	0	1,904	0	↔
h. People with a Physical or Sensory Impairment	4,614	(1,222)	3,392	1	4,650	(1,257)	3,393	3,393	0	3,393	0	↔
i. Service Strategy and Regulation	124	(69)	55	(1)	123	(69)	54	54	0	54	0	↔
Council and Private Sector Housing Investment												
j. Private Sector Housing	3,780	(1,119)	2,661	0	3,780	(1,119)	2,661	2,661	0	2,661	0	↔
k. Supporting People	2,433	0	2,433	(188)	2,245	0	2,245	2,345	(100)	2,245	0	↔
Homelessness												
l. Housing Needs and Homelessness	994	(658)	336	0	1,705	(1,369)	336	336	0	336	0	↔
Strategy and Advice												
m. Strategy and Planning for Housing	224	(117)	107	0	224	(117)	107	107	0	107	0	↔
Total Net Budget for Department	69,994	(27,117)	42,877	(1,504)	69,201	(27,828)	41,373	42,698	(1,325)	41,373	0	↔

General Fund

Children and Learning Portfolio

Children and Learning : Cllr Helen Boyd

Service Department	Original Budget			Virement	Latest Budget			Initial Outturn	Proposed Management Action	Expected Outturn	Forecast Variance	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Childrens Social Care												
a. Children Fieldwork Services	4,379	(5)	4,374	929	5,308	(5)	5,303	5,448	0	5,448	145	↔
b. Children with Disabilities	1,175	(183)	992	1	1,176	(183)	993	993	0	993	0	↔
c. Childrens Specialist Support and Commissioning	2,624	(164)	2,460	135	2,759	(164)	2,595	2,595	0	2,595	0	↔
d. Inhouse Fostering and Adoption	4,911	(236)	4,675	104	5,015	(236)	4,779	4,779	0	4,779	0	↔
e. Leaving Care Placements and Resources	1,104	(232)	872	502	2,043	(669)	1,374	1,614	(50)	1,564	190	↔
f. Private Voluntary Independent Provider Placements	3,825	(120)	3,705	1,190	5,015	(120)	4,895	5,760	(150)	5,610	715	↑
Youth and Family Support												
g. Early Help and Family Support	1,723	(1,201)	522	261	1,984	(1,201)	783	993	(210)	783	0	↔
h. Youth Offending Service	1,894	(632)	1,262	(2)	1,834	(574)	1,260	1,260	0	1,260	0	↔
i. Youth Service	597	(96)	501	(29)	518	(46)	472	472	0	472	0	↔
Educational and Schools												
j. School Support and Education Transport	23,116	(11,213)	11,903	(14)	23,202	(11,313)	11,889	12,049	(60)	11,989	100	↔
k. Early Years Development and Child Care Partnership	12,023	(10,825)	1,198	(11)	11,569	(10,382)	1,187	1,197	(10)	1,187	0	↔
l. High Needs Educational Funding	11,906	(11,028)	878	20	11,927	(11,029)	898	798	0	798	(100)	↔
m. Southend Adult Community College	3,400	(3,186)	214	0	3,400	(3,186)	214	214	0	214	0	↔
Maintained Schools Delegated												
n. Maintained Schools Delegated Budgets	32,454	(32,454)	0	0	32,454	(32,454)	0	0	0	0	0	↔
o. Pupil Premium	2,906	(2,906)	0	0	2,906	(2,906)	0	0	0	0	0	↔
Total Net Budget for Department	108,037	(74,481)	33,556	3,086	111,110	(74,468)	36,642	38,172	(480)	37,692	1,050	↑

General Fund

Healthy Communities and Wellbeing Portfolio

Healthy Communities and Wellbeing : Cllr Lesley Salter

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Community Resilience and Cohesion												
a. Partnership Team	231	0	231	(1)	230	0	230	230	0	230	0	↔
b. Community Centres and Club 60	93	(1)	92	(9)	84	(1)	83	83	0	83	0	↔
Culture												
c. Arts Development	499	(233)	266	78	577	(233)	344	364	0	364	20	↑
d. Amenity Services Organisation	3,673	(683)	2,990	88	3,761	(683)	3,078	3,228	(15)	3,213	135	↔
e. Culture Management	146	(6)	140	0	146	(6)	140	140	0	140	0	↔
f. Library Service	3,378	(397)	2,981	1	3,379	(397)	2,982	3,012	(30)	2,982	0	↔
g. Museums and Art Gallery	1,995	(80)	1,915	15	2,010	(80)	1,930	1,970	(40)	1,930	0	↔
h. Parks and Amenities Management	1,812	(786)	1,026	141	1,953	(786)	1,167	1,357	0	1,357	190	↔
i. Sports Development	54	0	54	(1)	53	0	53	53	0	53	0	↔
j. Sport and Leisure Facilities	589	(304)	285	34	623	(304)	319	319	0	319	0	↔
k. Southend Theatres	647	(27)	620	26	673	(27)	646	646	0	646	0	↔
Customer Services												
l. Registration of Births Deaths and Marriages	330	(378)	(48)	0	330	(378)	(48)	(48)	0	(48)	0	↔
m. Customer Services Centre	1,976	(295)	1,681	34	2,010	(295)	1,715	1,545	0	1,545	(170)	↓
Revenues and Benefits												
n. Council Tax Collection	869	(607)	262	0	869	(607)	262	262	0	262	0	↑
o. Non Domestic Rates Collection	199	(306)	(107)	0	199	(306)	(107)	(107)	0	(107)	0	↔
p. Housing Benefit Administration	1,801	(1,195)	606	8	1,809	(1,195)	614	564	0	564	(50)	↔
q. Rent Benefit Payments	91,582	(91,685)	(103)	0	73,771	(73,874)	(103)	(103)	0	(103)	0	↔
Health												
r. Public Health	6,323	(6,480)	(157)	241	6,564	(6,480)	84	84	0	84	0	↔
s. Drug and Alcohol Action Team	2,270	(2,187)	83	24	2,294	(2,187)	107	107	0	107	0	↔
t. Young Persons Drug and Alcohol Team	273	(265)	8	(1)	272	(265)	7	7	0	7	0	↔
Voluntary and Community Services												
u. Support to Voluntary Sector	811	0	811	15	826	0	826	841	0	841	15	↔
Total Net Budget for Department	119,551	(105,915)	13,636	693	102,433	(88,104)	14,329	14,554	(85)	14,469	140	↓

General Fund

Infrastructure Portfolio

Infrastructure : Cllr Andrew Moring

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Transport												
a. Highways Maintenance	10,956	(1,708)	9,248	438	11,394	(1,708)	9,686	10,283	0	10,283	597	↑
b. Bridges and Structural Engineering	414	0	414	0	414	0	414	379	0	379	(35)	↔
c. Decriminalised Parking	1,171	(1,699)	(528)	(1)	1,170	(1,699)	(529)	(477)	0	(477)	52	↓
d. Car Parking Management	1,170	(7,222)	(6,052)	107	1,277	(7,222)	(5,945)	(5,240)	0	(5,240)	705	↑
e. Concessionary Fares	3,307	0	3,307	83	3,390	0	3,390	3,234	0	3,234	(156)	↔
f. Passenger Transport	417	(65)	352	(1)	416	(65)	351	444	0	444	93	↔
g. Road Safety and School Crossing	229	0	229	(1)	228	0	228	194	0	194	(34)	↔
h. Transport Planning	1,672	(1,990)	(318)	41	1,688	(1,965)	(277)	127	0	127	404	↑
i. Traffic and Parking Management	600	(5)	595	(1)	599	(5)	594	709	0	709	115	↔
j. Dial A Ride Service	105	(19)	86	5	110	(19)	91	91	0	91	0	↔
k. Transport Management	173	0	173	0	173	0	173	173	0	173	0	↔
l. Vehicle Fleet	550	(344)	206	6	556	(344)	212	212	0	212	0	↔
m. Digital Futures	6,193	(1,183)	5,010	(77)	6,116	(1,183)	4,933	4,933	0	4,933	0	↔
Other Services												
n. Enterprise Tourism and Enviroment Central Pool	1,451	0	1,451	(1)	1,450	0	1,450	1,480	0	1,480	30	↔
Total Net Budget for Department	28,408	(14,235)	14,173	598	28,981	(14,210)	14,771	16,542	0	16,542	1,771	↑

General Fund

Public Protection Portfolio

Public Protection : Cllr Mark Flewitt

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 7
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Community Safety												
a. Closed Circuit Television	549	(33)	516	(1)	548	(33)	515	475	0	475	(40)	↓
b. Community Safety	216	(32)	184	(2)	214	(32)	182	182	0	182	0	↔
Energy												
c. Climate Change	111	(144)	(33)	64	175	(144)	31	31	0	31	0	↔
Cemeteries and Crematorium												
d. Cemeteries and Crematorium	1,161	(2,566)	(1,405)	12	1,173	(2,566)	(1,393)	(1,493)	0	(1,493)	(100)	↔
Flooding												
e. Flood and Sea Defences	811	(11)	800	(2)	809	(11)	798	599	0	599	(199)	↑
Regulatory Services												
f. Regulatory Business	35	(14)	21	0	35	(14)	21	34	0	34	13	↔
g. Regulatory Licensing	100	(469)	(369)	222	119	(266)	(147)	(132)	0	(132)	15	↔
h. Regulatory Management	1,134	0	1,134	12	1,146	0	1,146	1,076	0	1,076	(70)	↓
i. Regulatory Protection	71	(13)	58	12	83	(13)	70	75	0	75	5	↔
j. Building Control	443	(440)	3	(1)	442	(440)	2	48	(31)	17	15	↔
Waste and Street Scene												
k. Public Conveniences	550	0	550	20	570	0	570	570	0	570	0	↔
l. Waste Collection	4,695	0	4,695	347	5,042	0	5,042	5,042	0	5,042	0	↔
m. Waste Disposal	5,264	0	5,264	(227)	5,037	0	5,037	4,654	0	4,654	(383)	↑
n. Street Cleansing	1,360	0	1,360	35	1,395	0	1,395	1,395	0	1,395	0	↔
o. Household Recycling	477	(7)	470	12	489	(7)	482	482	0	482	0	↔
p. Enviromental Care	242	(4)	238	3	245	(4)	241	241	0	241	0	↔
q. Waste Manangement	296	0	296	(2)	294	0	294	164	0	164	(130)	↑
Total Net Budget for Department	17,515	(3,733)	13,782	504	17,816	(3,530)	14,286	13,443	(31)	13,412	(874)	↑

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**Capital Investment Programme
Budget Monitoring 2018/19**

Period 8

**as at 30th November 2018
Summary by Investment Area**

Capital Investment Programme Monitoring Report – November 2018

1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2018/19 financial year is £60.481million which includes all changes agreed at November Cabinet. Actual capital spend at 30th November is £31.116million representing approximately 51% of the revised budget. This is shown in Section 3. (Outstanding creditors totalling £0.240million 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 type of investment area as follows:

Investment Area	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000	Previous Expected Variance to Revised Budget 2018/19 £'000
Works to Property	1,095	364	1,289	194	300
Social Care	3,214	435	880	(2,334)	(2,334)
General Fund Housing	1,372	586	1,222	(150)	(150)
Schools	13,352	10,433	13,429	77	-
Culture & Tourism	7,095	3,971	6,295	(800)	-
Enterprise & Regeneration	4,841	2,816	4,841	-	-
ICT	4,073	2,067	4,073	-	-
Southend Pier	3,158	845	3,158	-	-
Highways & Infrastructure	10,736	4,858	11,353	617	617
S106/S38/CIL	1,145	214	1,135	(10)	-
Energy Saving	714	100	714	-	-
Community Safety	233	20	233	-	-
Council Housing & New Build Programme	9,453	4,407	9,058	(395)	-
Total	60,481	31,116	57,680	(2,801)	(1,567)

The above investment is proposed to be funded as follows:

	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	Total Budget £'000
Total Budget	31,273	27,510	1,698	60,481
As a percentage of total budget	51.7%	45.5%	2.8%	
External Funding Received to date		14,819	1,551	16,370
External Funding Outstanding		12,691	147	12,838

Progress of Schemes for 2018/19

Works to Property

Works are currently on hold for the demolition of 62 Avenue Road following objections from Clifftown Conservation Society. This has led to the commissioning of a heritage expert to assess and cost the options for both repair and demolition and potential future use. The work is currently being concluded so that an informed decision can be made.

The final stages are underway for various demolition schemes at Darlows Green and Leigh Cliffs. Some heritage etchings have created some additional work at Leigh Cliffs due to the need to refurbish and reinstate them and Darlows Green is on hold pending ecology issues.

£300k of works to the Investment Property at Fossetts Park is required to bring the asset into use for the new tenant. An accelerated delivery request has been included in the draft Capital Investment Programme report elsewhere on this agenda.

The tender for the replacement boiler at the crematorium is to be published in early January and the works are therefore unlikely to take place until the new financial year. £129k of the current budget has been included as a carry forward request in the draft Capital Investment Programme report elsewhere on this agenda.

The replacement coffin charger scheme has become more urgent and the budget is now required in 2018/19. Costs have been reduced from £40k to £23k and this budget has been included as an accelerated delivery in the draft Capital Investment Programme report elsewhere on this agenda.

The Priority works provision budget currently has £92k remaining unallocated.

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 2018/19 include the enhancement of an independent living centre and innovation site to demonstrate technological and robotic opportunities.

Funding from the Dementia Friendly scheme will contribute towards the Dementia Peer Network Development project. This will include set up costs to work across Southend and build on the current programme of asset based community development. This will help to promote people's health, happiness and wellbeing through assessing, identifying and utilising skills and resources within the community.

The tender process is currently underway for the build contract on the new care home, which will be subject to a viable business case. Budget of £2.3million has been included as a carry forward request in the draft Capital Investment Programme report elsewhere on this agenda.

General Fund Housing

The Private Sector Renewal scheme is in place to ensure that the private sector stock is kept in a good condition to enable the authority to assist its most vulnerable residents. A full service review is currently taking place exploring team objectives and options for delivering against these. A carry forward request of £150k has been included in the draft Capital Investment Programme report elsewhere on this agenda based on current projections for the financial year.

The adaptations framework for the Disabled Facilities scheme commenced in early September with six new contractors following a successful workshop. Works are scheduled to commence on site shortly.

Schools

Condition schemes for 2018/19 total £813k allocated to address larger condition items in schools where the cost is over the schools capabilities to fund. Most of these works were undertaken over the school summer holidays to minimise disruption to the schools. Two schemes at Chalkwell Hall Infants and Eastwood Primary are progressing ahead of schedule therefore an accelerated delivery request of £75k has been included in the draft Capital Investment Programme report elsewhere on this agenda. Retentions of £7k are being held for works completed last year at four primary schools. Unallocated grant of £2k has also been included as new budget in the draft Capital Investment Programme report elsewhere on this agenda to fund additional spend on Chalkwell Infants main building windows and Friars fire systems replacement.

The Devolved Formula Capital scheme is an annual devolution of dedicated capital grant to all maintained schools. The grant for 2018/19 has now been confirmed as £125k. The grant amount has reduced significantly in recent years and will continue to do so as further maintained schools convert to academy status.

A purpose built nursery at the Renown Centre which faces Friars Primary School is now completed and in use, funded from a central government grant of £332k. This is part of a larger project to demolish the older community centre and decommissioned pupil referral unit building and replace them with nine affordable family homes. The demolition phase is nearing completion.

The secondary expansion programme is progressing. 120 permanent places have been created for September 2018 and a further seven places will be available from September 2019 along with additional new places over the following years. This expansion will be across eight of the twelve secondary schools.

Shoeburyness High School, St Thomas More High School, Belfairs Academy, The Eastwood Academy and St Bernard's High School have building contractors on site and their building works are at various stages with one progressing to completion in the new year. Two further schools are commencing feasibility studies and planning applications. These plans are to ensure that the Local Authority can meet its statutory duty of supplying a good school places to any local resident that requests one. Works at Wentworth Road are now complete and Southchurch High School works are progressing.

Culture and Tourism

Tender assessments have been completed for the main design team on the Forum II scheme and the cost consultant appointment has been approved by the project board. Design work commenced at the beginning of September and the planning application is to be submitted in April 2019. A plan of action and costings are currently being prepared.

South Essex Local Enterprise Partnership has deferred the decision on the Local Growth Fund 3b applications until 8th March 2019. Procurement of the works to convert the old Beecroft Art Gallery into artist studios cannot commence until the full funding package is in

place therefore £800k of the 2018/19 budget has been included as a carry forward request in the draft Capital Investment Programme report elsewhere on this agenda.

The order for the outer tow path at Southchurch Park has now been raised and works are scheduled to complete by the end of the financial year however these works are weather dependent.

The new steps opened at Belton Way on 1st November. The landscaping and final works will be undertaken by the end of the financial year.

Planning consent has been granted for the security railings at the Queen Victoria statue. Updated quotes are now being requested.

Enterprise and Regeneration

Design consultants have been appointed for the Launchpad at the Airport Business Park. Procurement is in the early stages to find an operator and preliminary interviews were held on 6th December. Procurement of the remaining phase one infrastructure works is complete and procurement of phases two and three are underway.

Works are nearing completion at the Hive as part of the Incubation Centre scheme and it is on track to spend the full budget provision in 2018/19. Marketing is now underway to find tenants for the new premises.

The procurement stage of the Better Queensway scheme has been amended to include a Refined Solutions stage and the deadline was 3rd December. This is compliant through procurement and on legal grounds. This currently poses no change to the agreed timetable.

ICT

Phase two is continuing on the Liquid Logic scheme with the development and delivery of web portals. An upgrade is taking place on 19th January to enable portals to be implemented.

Wireless survey and install work is scheduled to commence shortly at various sites including Alan Cole House, Priory House, Delaware House and Porters House.

The business case for the Intelligence Hub scheme is to be reframed in a way which shows how it will support the Southend 2050 outcomes. It is to be known as the Operations Centre and the Environmental Impact Assessment is in the process of being drafted.

Procurement has completed for the Phones Migration and Re-Tender scheme and the contract has been agreed with the supplier. Server infrastructure and the new Avaya system install work commenced in early December with migration and go live planned for January. Some additional elements relating to speech to text, automated quality managements and sentiment analysis have been identified at an additional cost along with finance system integration requirements. The £75k relating to these works has been transferred from Priority Works.

Process maps for Environmental Health are complete with work continuing on the process maps for Building Control, Development Control and Private Sector Housing which is due for completion by the end of December. The Symology upgrade was successfully completed.

Southend Pier

Various works are currently taking place on the pier and completion is very much dependent on the weather conditions over the coming months. The contract has now been tendered for the Southend Pier Entrance Enhancement scheme and orders have been placed for phase one of the Bearing Refurbishment scheme. Various decking condition works are also in progress.

Highways and Infrastructure

Infrastructure

The geotechnical consultant contract is currently out to tender for the cliff slip investigation works. In the meantime a series of stand-alone schemes are progressing including Clifton Gardens and the cliff path adjacent to the lift.

Scheme designs are being prepared for the resilience of the borough to flooding from extreme weather events scheme for interventions at Shoebury and Chalkwell. It is hoped that these schemes will be on site in the new year.

Highways

Implementation is on-going on the carriageway and footway improvements programme and will continue for the remainder of the financial year.

The Highways Maintenance Potholes scheme is a demand led service and actions are taken on a daily basis to repair potholes that have met the necessary threshold. Additional funding of £617k has been announced by the Government for 2018/19 and the budget has been added to the capital programme in the draft Capital Investment Programme report elsewhere on this agenda.

Another round of bridge inspections is planned along with a list of remedial works to continue the bridge maintenance programme.

Transport

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 SELEP and all funding has been received.

Phase two was completed at the end of June 2017 with three inbound lanes and two new pedestrian crossings in place. Footbridge foundations works on the south side are now complete. The new westbound lane was open to traffic from 9th September and works to the drainage and footway are now complete. Water main diversion works have completed and the north footbridge foundation construction is now underway. Footbridge installation is currently programmed for early 2019.

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.

S106/S38/S278 and Community Infrastructure Levy (CIL)

Various highway S106 schemes are scheduled to take place during 2018/19. There are also a number of S38, S278 and S78 schemes all at various stages. Some of the larger schemes include works on pedestrian crossings and footpath improvements at the airport and works at Fossetts Farm. A contribution of £10k has been removed from the programme in the draft Capital Investment Programme report elsewhere on this agenda in relation to a S106 scheme for Audley Court CCTV as the funding has been repaid.

Energy Saving Projects

Several LED lighting projects have been identified from the energy efficiency budget including Priory Park workshops, the Travel Centre and the Civic Centre. The majority of the budget has been moved into 2019/20 but the works are scheduled to commence before the end of 2018/19. A project is currently being assessed at Chalkwell Hall as part of the Solar Photovoltaics scheme and results are currently awaited on structural surveys.

Community Safety

Works are taking place to identify the most effective strategy for replacement and procurement of CCTV equipment. A proposed addition to the capital programme has been submitted for additional works identified.

Consultants are currently undertaking a survey for the provision of a report on the vulnerability in the town centre as part of the Security Measures scheme. This report will inform some recommendations around the types of security which can be installed. Time scales will become apparent once the report has been produced.

Council Housing & New Build Programme

The contracts have been awarded for the bathroom, kitchen and rewiring programme as part of the decent homes programme but the contractor has been slow in commencing these works. All other contracted works are progressing as per the programme and are expected to stay on track for the remainder of the financial year. Various reprofiles have been identified across the Decent Homes programme with a net effect of £555k has been included as a carry forward request in the draft Capital Investment Programme report elsewhere on this agenda.

The Disabled Adaptations 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 2018/19.

The Rochford Road construction has now been on site since April 2018 and due to the good weather over the summer months the contractor is now running around four months ahead of schedule. Internal walls to all houses have been completed and the kitchens have been delivered and due to be installed over the Christmas break. Work on the internal walls is nearing completion on the flats with the first fixing of electrics and plumbing now complete. The bungalow in Audley Close is nearing completion and the first snagging of the property will be complete by the end of December. The handover of this property is scheduled before the end of January.

A further budget of £160k has been included in the draft Capital Investment Programme report elsewhere on this agenda to fund the acquisition of the leaseholder share of a shared ownership property.

2. Requested Changes to the 2018/19 Capital Programme

Carry Forwards to Future Years

Scheme	Proposed Forward £000	Carry
Replacement Boiler at Southend Crematorium		129
LATC – Delaware and Priory		2,334
Private Sector Housing		150
New Artist Studios		800
HRA Decent Homes Programme		555
Total Carry Forwards		3,968

Accelerated Deliveries from Future Years

Scheme	Proposed Accelerated Delivery £000
Commercial Property Investment	300
Replacement of Coffin Charger	23
Chalkwell Hall Infants Insulation	25
Eastwood Primary Roof	50
Total Accelerated Deliveries	398

New External Funding

Scheme	Proposed External Funding £000	New
Highways Maintenance - Potholes		617
Chalkwell Infants Main Building Windows		1
Friars Fire Systems Replacement		1
Total New External Funding		619

New Budgets

Scheme	Proposed Budgets £000	New
Acquisition of leasehold property		160
Total New Budgets		160

Budgets Removed

Scheme	Proposed Budgets Removed £000
S106 Audley Court 0200874 Ful - CCTV	10
Total Budgets Removed	10

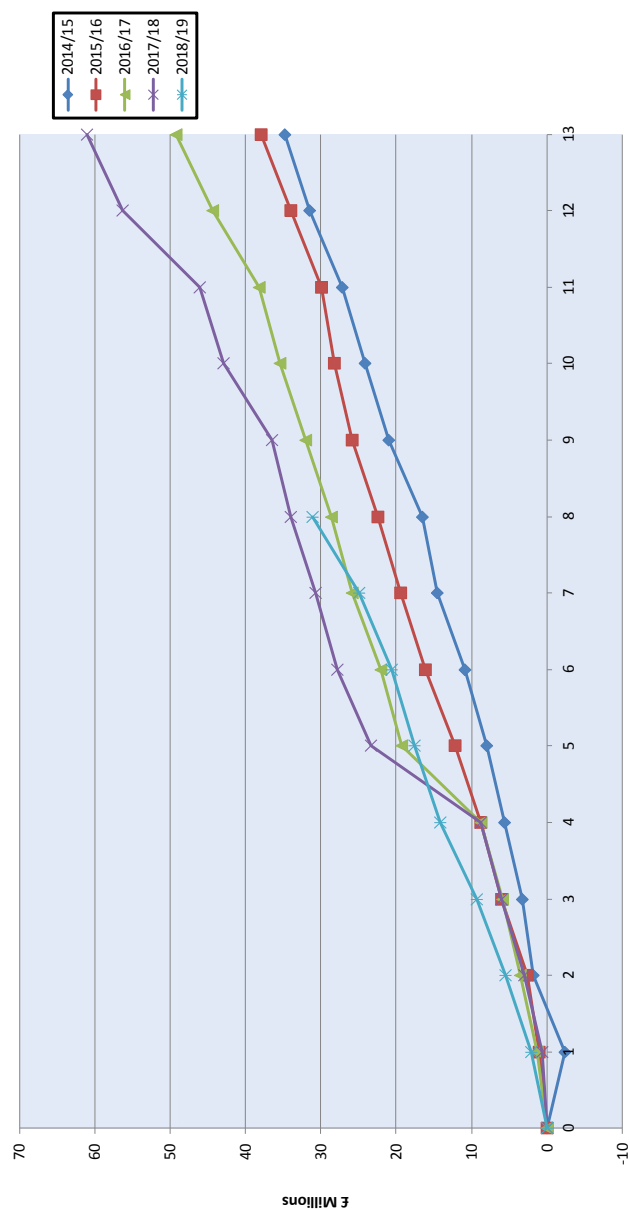
Summary of Capital Expenditure at 30th November 2018

Section 3

	Original Budget 2018/19 £000	Revisions £000	Revised Budget 2018/19 £000	Actual 2018/19 £000	Forecast outturn 2018/19 £000	Forecast Variance to Year End 2018/19 £000	% Variance
Finance and Resources	5,555	(4,859)	696	194	996	300	28%
Transformation	395	252	647	260	541	(106)	40%
People	25,591	(7,085)	18,506	11,454	16,099	(2,407)	62%
Place	52,031	(20,852)	31,179	14,801	30,986	(193)	47%
Housing Revenue Account	9,412	41	9,453	4,407	9,058	(395)	47%
	92,984	(32,503)	60,481	31,116	57,680	(2,801)	51%
Council Approved Original Budget - February 2018	92,984						
Finance and Resources amendments	(296)						
People amendments	(2,615)						
Place amendments	(12,851)						
HRA amendments	(1,772)						
Carry Forward requests from 2017/18	6,795						
Accelerated Delivery requests to 2017/18	(2,584)						
Budget re-profiles (June Cabinet)	(19,467)						
New external funding	287						
Council Approved Revised Budget - November 2018	60,481						
Actual compared to Revised Budget spent is £31.116M or 51%							

Section 4

Capital programme Delivery
Cumulative Capital Expenditure 2014/15 to 2018/19



1. Budget Performance and Financing by Department

Department	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000	Previous Expected Variance to Revised Budget 2018/19 £'000
Finance & Resources	696	194	996	300	300
Transformation	647	260	541	(106)	-
People	18,506	11,454	16,099	(2,407)	(2,484)
Place	31,179	14,801	30,986	(193)	617
Housing Revenue Account (HRA)	9,453	4,407	9,058	(395)	-
Total	60,481	31,116	57,680	(2,801)	(1,567)

The capital programme is expected to be financed as follows:

Department	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	Total Budget £'000
Finance & Resources	692	-	4	696
Transformation	647	-	-	647
People	3,558	14,380	568	18,506
Place	17,294	13,130	755	31,179
Housing Revenue Account (HRA)	9,082	-	371	9,453
Total	31,273	27,510	1,698	60,481
As a percentage of total budget	51.7%	45.5%	2.8%	

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 November 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
Finance & Resources	-	4	4	-	4
People	14,380	568	14,948	7,113	7,835
Place	13,130	755	13,885	8,886	4,999
Housing Revenue Account (HRA)	-	371	371	371	-
Total	27,510	1,698	29,208	16,370	12,838

2. Departmental Budget Performance

Finance and Resources

The revised capital budget for Finance and Resources is £0.696million. The budget is distributed across various scheme areas as follows:

Finance and Resources	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Forecast Variance to Year End 2018/19 £'000	Previous Forecast Variance to Year End 2018/19 £'000
Asset Management (Property)	604	194	904	300	300
Subtotal	604	194	904	300	300
Priority Works (see table)	92	-	92	-	-
Total	696	194	696	300	300

Priority Works	£'000
Budget available	600
Less budget allocated to agreed schemes	(508)
Remaining budget	92

Actual spend at 30th November stands at £0.194million. This represents 28% of the total available budget.

Transformation

The revised capital budget for Transformation is £0.647million. The budget is distributed across various scheme areas as follows:

Transformation	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Forecast Variance to Year End 2018/19 £'000	Previous Forecast Variance to Year End 2018/19 £'000
Transformation	493	250	493	-	-
Cemeteries & Crematorium	154	10	48	(106)	-
Total	647	260	541	(106)	-

Actual spend at 30th November stands at £0.260million. This represents 40% of the total available budget.

Department for People

The revised Department for People budget totals £18.506million.

Department for People	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Social Care	3,214	435	880	(2,334)	(2,334)
General Fund Housing	1,372	585	1,222	(150)	(150)
Housing S106 Agreements	568	-	568	-	-
Children & Learning Other Schemes	52	-	52	-	-
Condition Schemes	738	594	815	77	-
Devolved Formula Capital	125	125	125	-	-
Early Years	342	342	342	-	-
Secondary School Places	12,095	9,373	12,095	-	-
Total	18,506	11,454	16,099	(2,407)	(2,484)

Actual spend at 30th November stands at £11.454million. This represents 62% of the total available budget.

Department for Place

The revised capital budget for the Department for Place is £31.179million. This includes all changes approved at November Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Culture – Leisure	242	87	242	-	-
Culture - Parks	556	302	556	-	-
Culture - Libraries	686	105	686	-	-
Culture - Theatres	537	184	537	-	-
Culture - Museums	1,219	900	1,219	-	-
Other Culture & Tourism	4,100	2,554	3,300	(800)	-
Culture S106 Agreements	331	94	331	-	-
ICT Programme	3,580	1,817	3,580	-	-
Airport Business Park	4,200	2,371	4,200	-	-
Better Queensway Regeneration	610	486	610	-	-
Incubation Centre	31	-	31	-	-
Southend Pier	3,158	845	3,158	-	-
Coastal Defence & Foreshore	607	118	607	-	-
Highways and Infrastructure	2,980	1,328	3,597	617	617
Highways S106 Agreements	169	8	169	-	-
Parking Management	450	149	450	-	-
Section 38, 278 & 78 / CIL	66	112	66	-	-
Local Transport Plan	3,350	818	3,350	-	-
Local Growth Fund	2,848	2,273	2,848	-	-
Community Safety	233	20	233	-	-
Community Safety S106	11	-	1	(10)	-
Transport	501	130	501	-	-
Energy Saving Projects	714	100	714	-	-
Total	31,179	14,801	30,986	(193)	617

Actual spend at 30th November stands at £14.801million. This represents 47% of the total available budget.

Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2018/19 is £9.453million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2018/19 £'000	Outturn to 30 th November 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Decent Homes Programme	6,784	2,509	6,229	(555)	-
Council House Adaptations	884	257	884	-	-
Other HRA	1,785	1,641	1,945	160	-
Total	9,453	4,407	9,058	(395)	-

The actual spend at 30th November of £4.407million represents 47% of the HRA capital budget.

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MONTHLY PERFORMANCE REPORT

November 2018

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Section 4 Pages 22 - 26	Partnership Indicators Health Wellbeing Indicators Local Economy Indictors Community Safety Indicators

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

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Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 2018/19	Annual target for 2018/19
<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 (31/03/2019)</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**

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Section 1: 2018-2019 Exceptions - Current Month Performance

Comments on Indicators rated Red or Amber



Generated on: 07 January 2019 10:22







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 2018/19	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]	Goldilocks	November 2018	74.65	57 - 67	57 - 67			<p>The rate of children looked after remains above target</p> <p>This is a demand measurement and the key question is whether the right children are brought into care. 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, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary.</p>	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.[Monthly Snapshot]	Aim to Maximise	November 2018	87%	95%	95%			<p>This is missing target and this is still a real focussed work with staff and managers. There has been particular demands and staffing issues in one team and whilst these issues are being addressed, this has not yet impacted on performance. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.</p>	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	November 2018	74%	88.7%	88.7%			<p>The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as defined by the Adult Social Care Outcomes Framework (ASCOF) definition. This strategy will cause variability in the performance of this indicator on a month to month basis depending on the</p>	People Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									make-up of the cohort. The fluctuation in performance is attributed to the high level of acuity of adults being discharged from hospital and those being referred for care and support. The current prediction is that this trend will continue over the coming months with the onset of winter pressures.	
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	November 2018	72.9%	90%	90%			In Nov-18 90% of ICPC were held within timescale (nine out of 10). We are now more consistently meeting target in this area and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The percentage since Apr-18 is consistently rising month on month and the average length between Apr-18 and Nov-18 was 16.6 days.	People Scrutiny

Expected Outcome At risk of missing target
Responsible OUs Strategic Services



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
348										
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]	Aim to Minimise	November 2018	4.89	4.27	7.20			Absence levels year to date is running at 4.89 average days lost compared to a target of 4.27 days. Apart from one month the department's sickness absence levels are running higher every month than the actual targets. HR is currently out to tender for an Occupational health provider and are undertaking a review of the sickness absence policy. HR is also continuing to provide advice and training on managing sickness absence.	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	November 2018	31,718	41,666	45,000			Registrations show a 7% increase on last month. Registrations remain steady, a communications campaign is being launched before Christmas to encourage further take up.	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 2018/19	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	Goldilocks	November 2018	35.79	38 - 48	38 - 48			We are now at target. This relates to 140 children. However this is only a measure of	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
	10,000 population under the age of 18. [Monthly Snapshot]								demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms; including audit and senior management oversight (eg. the Principal Reviewing Officer reviews all requests for initial child protection conferences).	
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	November 2018	32.7%	33%	33%			This indicator continues to be above the national benchmark and we are confident that we will be able to meet the target. The social work teams continue to promote direct payments as a real choice for adults to take control of how their care is personalised to meet their needs. This is promoted through the commissioning of Vibrance to support adults to employ their own care and support and the increase in our approved list of spot providers.	People Scrutiny

Expected Outcome Some slippage against target
Responsible OUs Strategic Services







MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	November 2018	69.80%	69.90%	97.50%			he collection rate for Council Tax as at the 30th November 2018 is 69.8%, which is 0.1% below the target for this financial year. In financial terms a total of £4m in additional tax has been collected in the year to date compared to 2017/2018. We continue to have a large number of cases for court proceedings as council tax payers have fallen behind with their payments. Both enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to support our most needy residents, working with these people to agree payment plans or support with applications for hardship relief or benefit claims. We also continue to work with our commercial partners using new initiatives to pursue persistent defaulters where other methods have failed through Bankruptcy and Committal court action.	Policy & Resources Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	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	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	November 2018	70.70%	71.10%	98.30%	⚠️	⬇️	The collection rate for Business Rates for the period ending the 30th November is 70.7%, which is 0.4% down on the monthly target profile. We continue to review the small business rates relief awards, some of these awards have been reviewed and withdrawn at they no longer appropriate. This in turn has slightly increased the figure to collect and created a slight slip in achieving the profile target for this month. The 0.4% shortfall in target equates to £208,000. We are still chasing several large outstanding accounts for both current year and previous years arrears where we are seeking professional legal advice. Work is also continuing around the review of Charities and their status.	Policy & Resources Scrutiny

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

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 2018/19	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 [Monthly Snapshot]	Aim to Maximise	November 2018	96.9%	95%	95%	✅	⬆️	This is above target. Visit rates have slightly improved since last month. This continues to be an area of focus and is monitored on a weekly basis and managers provide reassurance that all children not visited in timescales are appropriately safeguarded.	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	November 2018	10.1%	10%	10%	✅	⬇️	The current data continues to evidence the sustained focus by the Community Learning Disabilities Team, in collaboration with the LD employment team, for 10% of individuals with a Learning Disability accessing long term support are in paid employment. This figure continues to be above the national benchmark.	People Scrutiny
CP 3.13	Delayed transfers of care from hospital (DToC Beds), and those which are attributable to adult social	Aim to Minimise	November 2018	0.5	1.81	1.81	✅	⬆️	Delayed transfers of care from the acute and non-acute settings for social care continues to be a high priority. Sustained performance is achieved from a strong system leadership	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
	Care per 100,000 population [ASCOF(2C2) SOCIAL CARE ONLY][Cumulative YTD]								approach through the reintroduction of the Urgent Care Operations Group. Joint initiatives have been agreed with partner agencies to be trailed and will be on-going throughout the winter months and will support the continued development of the local winter pressures planning. Nationally released DTOC data for Nov-18 by LG Inform continues to place Southend Borough Council within the top quartile of all English single-tier and county councils.	
350 CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	November 2018	1.75%	1.77%	1.77%			This indicator represents the current arrears as a percentage of the total rent collectable for the year. I am pleased to report that we are just within the target this month, which has been as a result of the combined efforts of the frontline teams working together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in both the numbers of Universal Credit (UC) claims, together with an increase in the level of arrears, and there is no indication that the number of cases will reduce. Based on the current trends we have forecast that the current arrears as a percentage of collectable debit is likely to increase to circa 2% by the end of this financial year. These forecasts are based on the current information available, and do not take into account any future changes that the DWP may introduce, or indeed the final transition of the residual Housing benefit cases over to UC.	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	November 2018	85.8%	82.5%	82.5%			The latest inspection published for Nov-18 saw Porters Grange Primary School moving from Inadequate to Good.	People Scrutiny
CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	November 2018	2.03	3.19	3.19			There continues to be pressure in this area with 160 households at the end of the month in TA which is up from 140 in Mar-18. Work continues to improve access to private sector rented property to ease pressures in the systems. More broadly, through the implementation of the newly adopted <i>Housing, Homelessness and Rough Sleeping Strategy 2018-2028</i> , supply of locally affordable housing is being driven corporately, along with continued attention to the delivery of high quality and accessible Homelessness reduction Act aligned Community Housing services. The	Policy and Resources Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									<p>rate of households in temporary accommodation remains significantly below the England average and that of the East of England.</p> <p>Data on the rate of households in temporary accommodation is published at quarterly intervals and not in line with MPR timescales. The information showing may not always reflect the latest figure therefore.</p>	

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	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	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	November 2018	31	26	40			Working in conjunction with economic development & Southend Business Partners to develop Southend Borough Council's offer to businesses.	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	November 2018	3,791	3,664	5,740			<p>Targets for invites through GPs are being exceeded, and Health Check invites and delivery are now both above target after month-on-month improvement which is a tremendous achievement from our GP partners and our Public Health, NHS Health check team.</p> <p>68.9% of expected Health Checks for the year have been completed (target is 66.6%). ACE delivery has improved on previous months.</p>	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 2018/19	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 YTD]	Aim to Maximise	November 2018	94%	94%	94%			The set target is an exceptionally high cleansing target and achieving it will depict a very high level of overall cleansing performance across the borough. November's returns are very encouraging and Veolia are confident in meeting the end of year target.	Place Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	November 2018	5,317	5,328	8,000			The month value of 468 missed collections represents a 0.03% missed rate against 1,476,795 collections per month. The missed collection target is back on track as was previously highlighted. Veolia management will be tracked closely to ensure that the end of year target will be met.	Place Scrutiny

Section 2: 2018- 2019 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 07 January 2019 10:22





Performance Data Expected Outcome: At risk of missing target 6 On course to achieve target 18 Some slippage against target 4 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 2018/19	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	November 2018	35.79	38 - 48	38 - 48			John O'Loughlin	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	November 2018	74.65	57 - 67	57 - 67			John O'Loughlin	People Scrutiny
354 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.[Monthly Snapshot]	Aim to Maximise	November 2018	87%	95%	95%			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 [Monthly Snapshot]	Aim to Maximise	November 2018	96.9%	95%	95%			John O'Loughlin	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.2	% acceptable standard of cleanliness: litter [Cumulative YTD]	Aim to Maximise	November 2018	94%	94%	94%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]	Aim to Maximise	June 2018	51.60%	- 8	46.38%		-	Carl Robinson	Place Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	November 2018	5,317	5,328	8,000			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 2018/19	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	November 2018	TBC	74%	74%	-	-	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	November 2018	74%	88.7%	88.7%			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	November 2018	32.7%	33%	33%			Sharon Houlden	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	November 2018	10.1%	10%	10%			Sharon Houlden	People Scrutiny
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative YTD]	Aim to Maximise	November 2018	3,028,788	2,933,333	4,400,000			Scott Dolling	Place Scrutiny
CP 3.7	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	November 2018	31	26	40			Krishna Ramkhelawon	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	November 2018	3,791	3,664	5,740			Krishna Ramkhelawon	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	November 2018	72.9%	90%	90%			John O'Loughlin	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	November 2018	505	482	771	✓	↑	Ian Diley	People Scrutiny
CP 3.13	Delayed transfers of care from hospital (DToC Beds), and those which are attributable to adult social care per 100,000 population [ASCOF(2C2) SOCIAL CARE ONLY][Cumulative YTD]	Aim to Minimise	November 2018	0.5	1.81	1.81	✓	↑	Sharon Houlden	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 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	November 2018	69.80%	69.90%	97.50%	⚠	↓	Joe Chesterton	Policy & Resources Scrutiny
CP 4.4	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	November 2018	70.70%	71.10%	98.30%	⚠	↓	Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative YTD]	Aim to Maximise	November 2018	100.00%	79.00%	79.00%	✓	—	Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	November 2018	98.64%	84.00%	84.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	November 2018	98.55%	90.00%	90.00%	✓	↑	Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	November 2018	1.75%	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	November 2018	85.8%	82.5%	82.5%	✓	↑	Brin Martin	People Scrutiny
CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	November 2018	2.03	3.19	3.19	✓	↓	Sharon Houlden	Policy and 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 2018/19	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 YTD]	Aim to Maximise	November 2018	13,759	13,000	19,500			Scott Dolling	Place Scrutiny
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]	Aim to Minimise	November 2018	4.89	4.27	7.20			Joanna Ruffle	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	November 2018	31,718	41,666	45,000			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	November 2018	95.2%	95%	95%			Brin Martin	People Scrutiny

Section 3: Detail of indicators rated Red or Amber

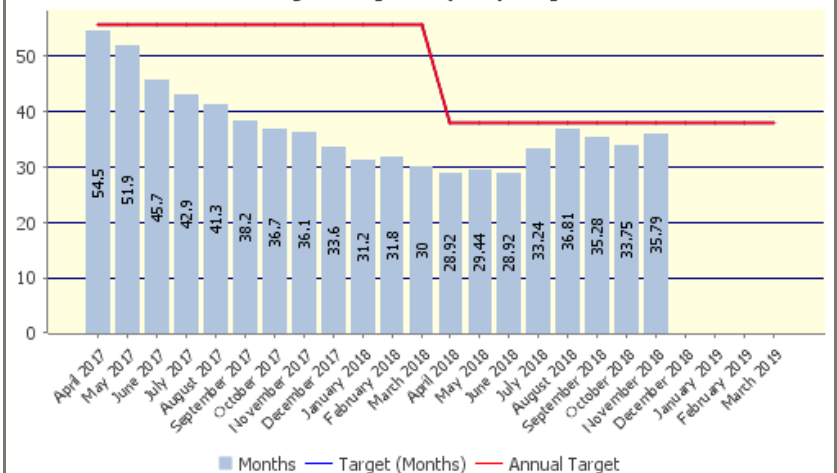
Aim: SAFE: Priorities • Create a safe environment across the town for residents, workers and visitors. • Work in partnership with Essex Police and other agencies to tackle crime. • Look after and safeguard our children and vulnerable adults.

Expected Outcome: At risk of missing target 2 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 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	36.7	50.4 - 55.7
November 2017	36.1	50.4 - 55.7
December 2017	33.6	50.4 - 55.7
January 2018	31.2	50.4 - 55.7
February 2018	31.8	50.4 - 55.7
March 2018	30	50.4 - 55.7
April 2018	28.92	38 - 48
May 2018	29.44	38 - 48
June 2018	28.92	38 - 48
July 2018	33.24	38 - 48
August 2018	36.81	38 - 48
September 2018	35.28	38 - 48
October 2018	33.75	38 - 48
November 2018	35.79	38 - 48

C001 Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]

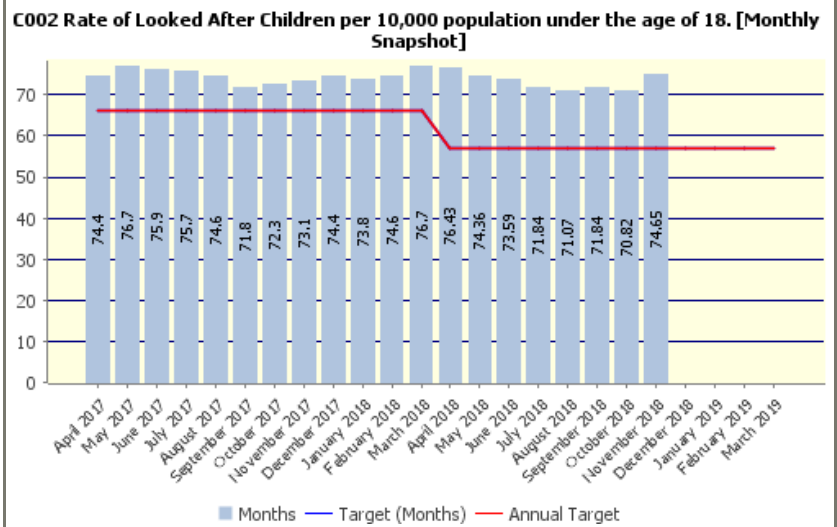


We are now at target. This relates to 140 children. However this is only a measure of demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms; including audit and senior management oversight (e.g. the Principal Reviewing Officer reviews all requests for initial child protection conferences).

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




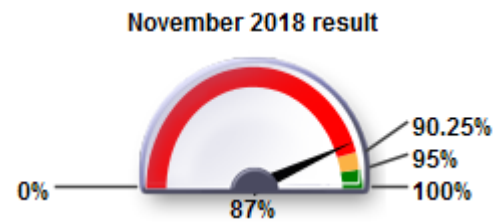
Date Range 1		
	Value	Target
April 2017	74.4	66
May 2017	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017	74.6	66
September 2017	71.8	66
October 2017	72.3	66
November 2017	73.1	66
December 2017	74.4	66
January 2018	73.8	66
February 2018	74.6	66
March 2018	76.7	66
April 2018	76.43	57 - 67
May 2018	74.36	57 - 67
June 2018	73.59	57 - 67
July 2018	71.84	57 - 67
August 2018	71.07	57 - 67
September 2018	71.84	57 - 67
October 2018	70.82	57 - 67
November 2018	74.65	57 - 67



The rate of children looked after remains above target

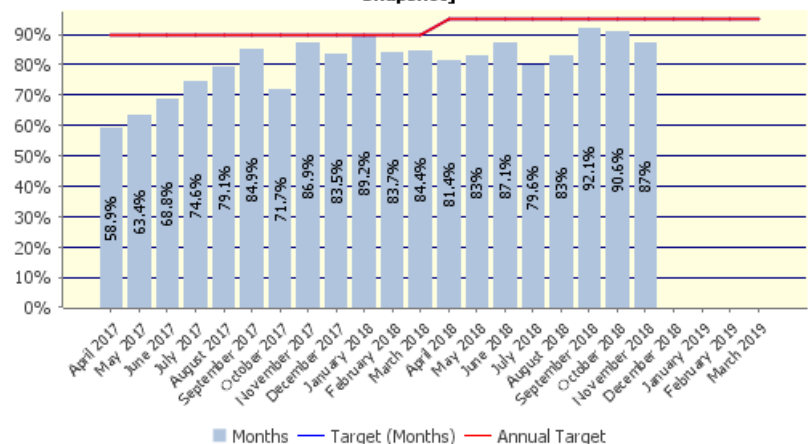
This is a demand measurement and the key question is whether the right children are brought into care. Other than children who need to become looked after in an emergency, the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary.

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.[Monthly Snapshot]		
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	71.7%	90%
November 2017	86.9%	90%
December 2017	83.5%	90%
January 2018	89.2%	90%
February 2018	83.7%	90%
March 2018	84.4%	90%
April 2018	81.4%	95%
May 2018	83%	95%
June 2018	87.1%	95%
July 2018	79.6%	95%
August 2018	83%	95%
September 2018	92.1%	95%
October 2018	90.6%	95%
November 2018	87%	95%

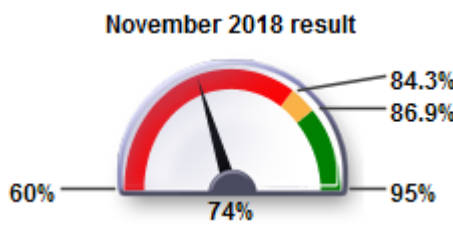

C008 Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.[Monthly Snapshot]



This is missing target and this is still a real focussed work with staff and managers. There has been particular demands and staffing issues in one team and whilst these issues are being addressed, this has not yet impacted on performance. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.

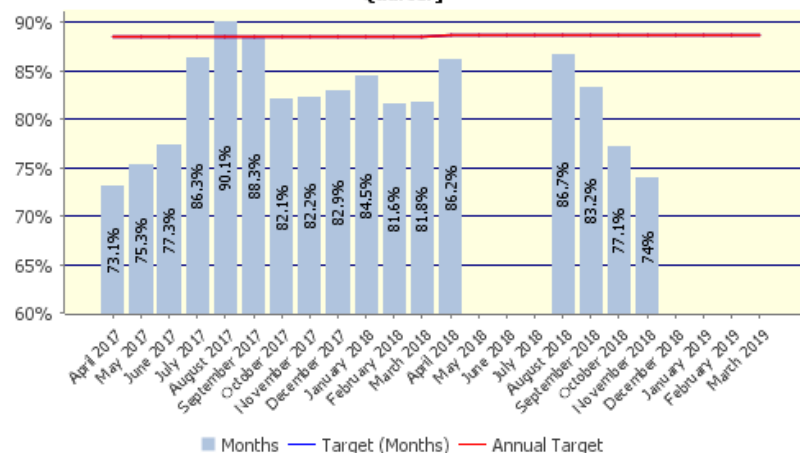
Aim: HEALTHY: Priorities • Actively promote healthy and active lifestyles for all. • Work with the public and private rented sectors to provide good quality housing • Improve the life chances of our residents, especially our vulnerable children & adults, by working to reduce inequalities and social deprivation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

Expected Outcome: At risk of missing target 2 Some slippage against target 1

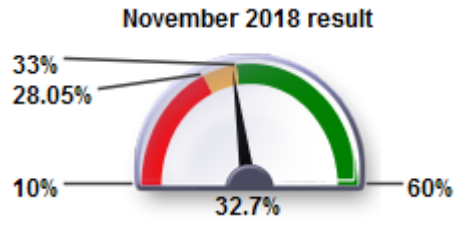

CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2B(1)) [Rolling Quarter]				
Expected Outcome		Format	Aim to Maximise		
Managed By	Sharon Houlden				
Year Introduced	2012				

Date Range 1		
	Value	Target
April 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		
October 2017	82.1%	88.6%
November 2017	82.2%	88.6%
December 2017	82.9%	88.6%
Q3 2017/18		
January 2018	84.5%	88.6%
February 2018	81.6%	88.6%
March 2018	81.8%	88.6%
Q4 2017/18		
April 2018	86.2%	88.7%
May 2018		88.7%
June 2018		88.7%
Q1 2018/19		
July 2018		88.7%
August 2018	86.7%	88.7%
September 2018	83.2%	88.7%
Q2 2018/19		
October 2018	77.1%	88.7%
November 2018	74%	88.7%
December 2018		88.7%

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]

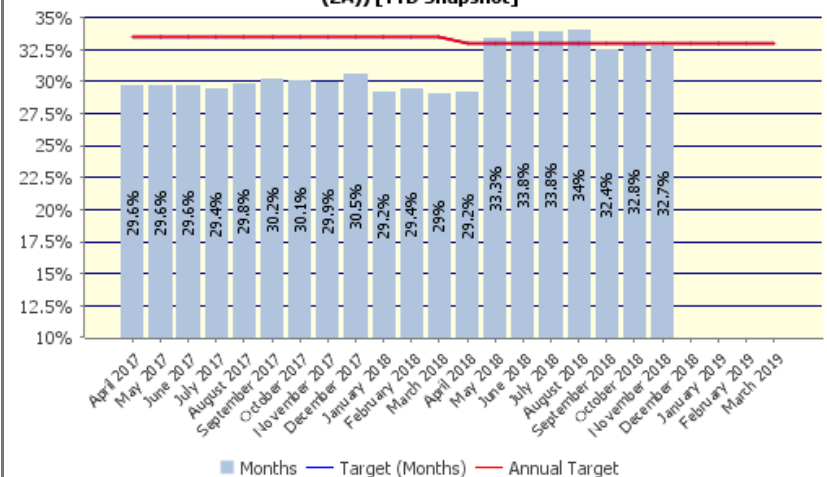


The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as defined by the Adult Social Care Outcomes Framework (ASCOF) definition. This strategy will cause variability in the performance of this indicator on a month to month basis depending on the make-up of the cohort. The fluctuation in performance is attributed to the high level of acuity of adults being discharged from hospital and those being referred for care and support. The current prediction is that this trend will continue over the coming months with the onset of winter pressures.


CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]			 <p>November 2018 result</p> <p>33% 28.05% 10% 32.7% 60%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Sharon Houlden			
Year Introduced	2015			

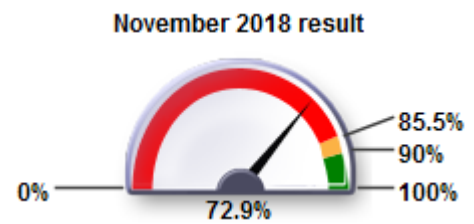
Date Range 1		
	Value	Target
April 2017	29.6%	33.5%
May 2017	29.6%	33.5%
June 2017	29.6%	33.5%
July 2017	29.4%	33.5%
August 2017	29.8%	33.5%
September 2017	30.2%	33.5%
October 2017	30.1%	33.5%
November 2017	29.9%	33.5%
December 2017	30.5%	33.5%
January 2018	29.2%	33.5%
February 2018	29.4%	33.5%
March 2018	29%	33.5%
April 2018	29.2%	33%
May 2018	33.3%	33%
June 2018	33.8%	33%
July 2018	33.8%	33%
August 2018	34%	33%
September 2018	32.4%	33%
October 2018	32.8%	33%
November 2018	32.7%	33%

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

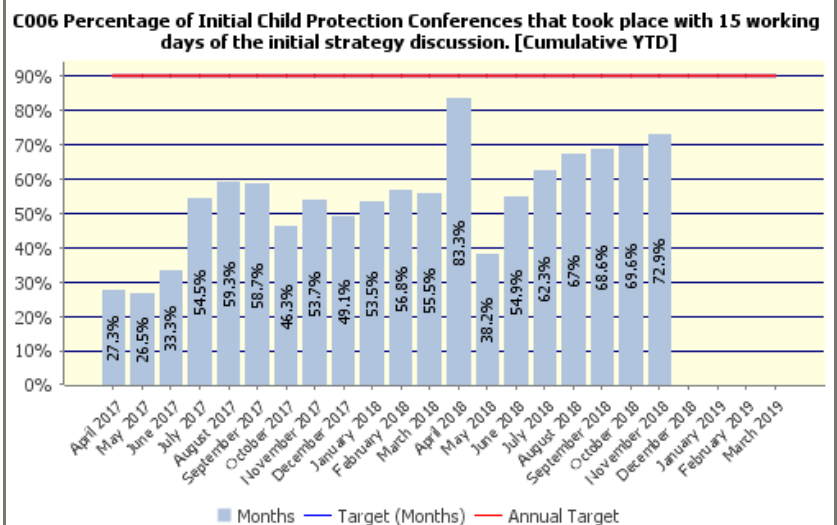


This indicator continues to be above the national benchmark and we are confident that we will be able to meet the target. The social work teams continue to promote direct payments as a real choice for adults to take control of how their care is personalised to meet their needs. This is promoted through the commissioning of Vibrance to support adults to employ their own care and support and the increase in our approved list of spot providers.

CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]		
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	46.3%	90%
November 2017	53.7%	90%
December 2017	49.1%	90%
January 2018	53.5%	90%
February 2018	56.8%	90%
March 2018	55.5%	90%
April 2018	83.3%	90%
May 2018	38.2%	90%
June 2018	54.9%	90%
July 2018	62.3%	90%
August 2018	67%	90%
September 2018	68.6%	90%
October 2018	69.6%	90%
November 2018	72.9%	90%

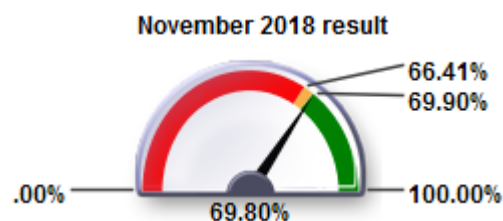


In Nov-18 90% of ICPC were held within timescale (nine out of 10). We are now more consistently meeting target in this area and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The percentage since Apr-18 is consistently rising month on month and the average length between Apr-18 and Nov-18 was 16.6 days.

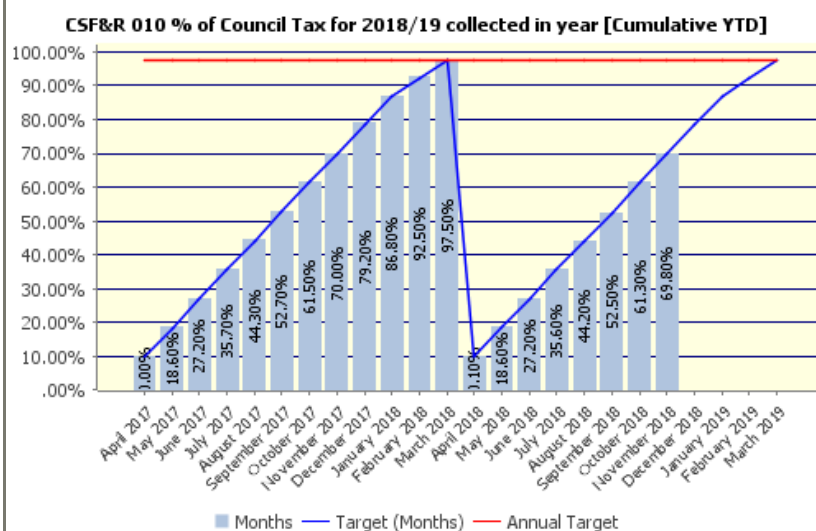
Aim: PROSPEROUS: Priorities • Maximise opportunities to enable the planning and development of quality, affordable housing. • Ensure residents have access to high quality education to enable them to be lifelong learners & have fulfilling employment. • Ensure the town is 'open for businesses' and that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

Expected Outcome: Some slippage against target 2


CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Joe Chesterton		
Year Introduced	2000		




Date Range 1		
	Value	Target
April 2017	10.00%	10.00%
May 2017	18.60%	18.40%
June 2017	27.20%	27.10%
July 2017	35.70%	35.50%
August 2017	44.30%	44.00%
September 2017	52.70%	52.60%
October 2017	61.50%	61.30%
November 2017	70.00%	69.80%
December 2017	79.20%	78.30%
January 2018	86.80%	86.70%
February 2018	92.50%	92.30%
March 2018	97.50%	97.30%
April 2018	10.10%	10.00%
May 2018	18.60%	18.50%
June 2018	27.20%	27.10%
July 2018	35.60%	35.60%
August 2018	44.20%	44.20%
September 2018	52.50%	52.50%
October 2018	61.30%	61.40%
November 2018	69.80%	69.90%



he collection rate for Council Tax as at the 30th November 2018 is 69.8%, which is 0.1% below the target for this financial year. In financial terms a total of £4m in additional tax has been collected in the year to date compared to 2017/2018. We continue to have a large number of cases for court proceedings as council tax payers have fallen behind with their payments. Both enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to support our most needy residents, working with these people to agree payment plans or support with applications for hardship relief or benefit claims. We also continue to work with our commercial partners using new initiatives to pursue persistent defaulters where other methods have failed through Bankruptcy and Committal court action.

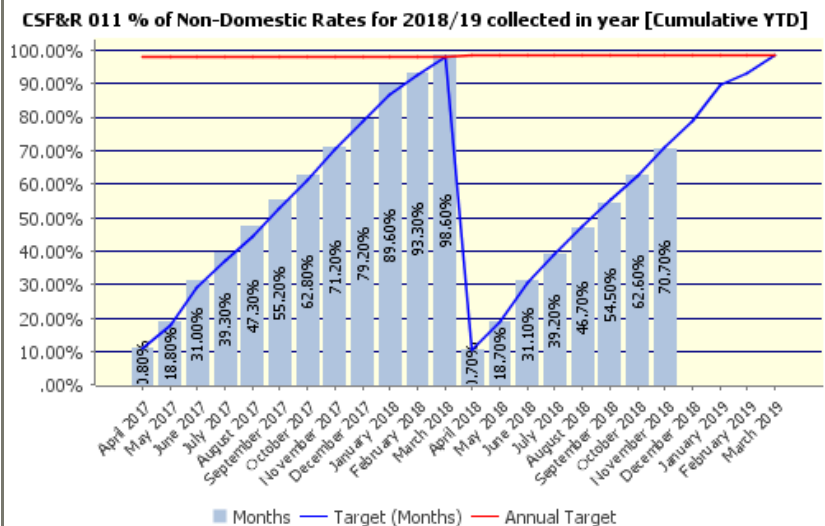
CP 4.4	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Joe Chesterton		
Year Introduced	2000		

November 2018 result



67.55%
71.10%
70.70%
100.00%
0.00%


Date Range 1		
	Value	Target
April 2017	10.80%	10.80%
May 2017	18.80%	17.80%
June 2017	31.00%	29.00%
July 2017	39.30%	37.10%
August 2017	47.30%	44.50%
September 2017	55.20%	53.00%
October 2017	62.80%	61.10%
November 2017	71.20%	70.60%
December 2017	79.20%	78.70%
January 2018	89.60%	86.60%
February 2018	93.30%	92.40%
March 2018	98.60%	97.90%
April 2018	10.70%	10.70%
May 2018	18.70%	18.70%
June 2018	31.10%	30.50%
July 2018	39.20%	39.20%
August 2018	46.70%	47.20%
September 2018	54.50%	55.00%
October 2018	62.60%	62.70%
November 2018	70.70%	71.10%

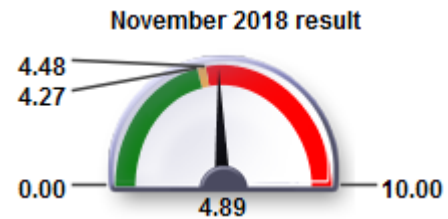


The collection rate for Business Rates for the period ending the 30th November is 70.7%, which is 0.4% down on the monthly target profile. We continue to review the small business rates relief awards, some of these awards have been reviewed and withdrawn as they are no longer appropriate. This in turn has slightly increased the figure to collect and created a slight slip in achieving the profile target for this month. The 0.4% shortfall in target equates to £208,000. We are still chasing several large outstanding accounts for both current year and previous year's arrears where we are seeking professional legal advice. Work is also continuing around the review of Charities and their status.

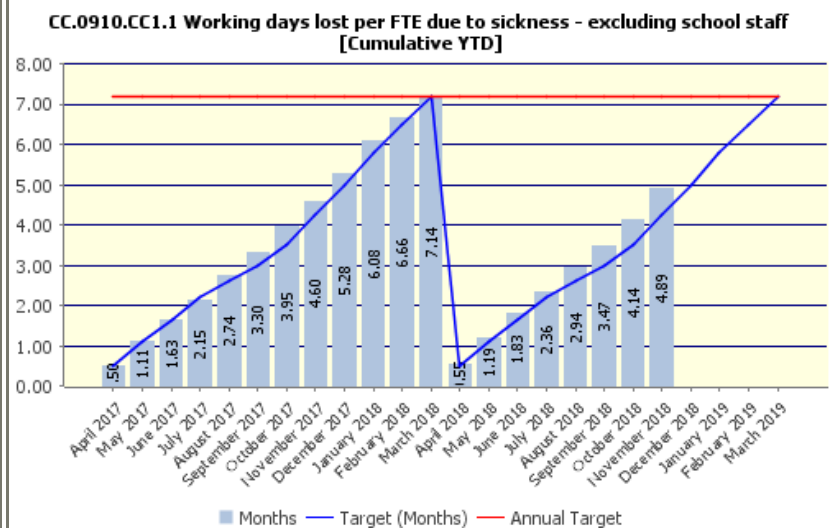
Aim: EXCELLENT: Priorities • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.

Expected Outcome: At risk of missing target 2


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



Date Range 1		
	Value	Target
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	3.95	3.51
November 2017	4.60	4.27
December 2017	5.28	4.99
January 2018	6.08	5.82
February 2018	6.66	6.49
March 2018	7.14	7.20
April 2018	0.55	0.51
May 2018	1.19	1.10
June 2018	1.83	1.65
July 2018	2.36	2.21
August 2018	2.94	2.61
September 2018	3.47	3.01
October 2018	4.14	3.51
November 2018	4.89	4.27

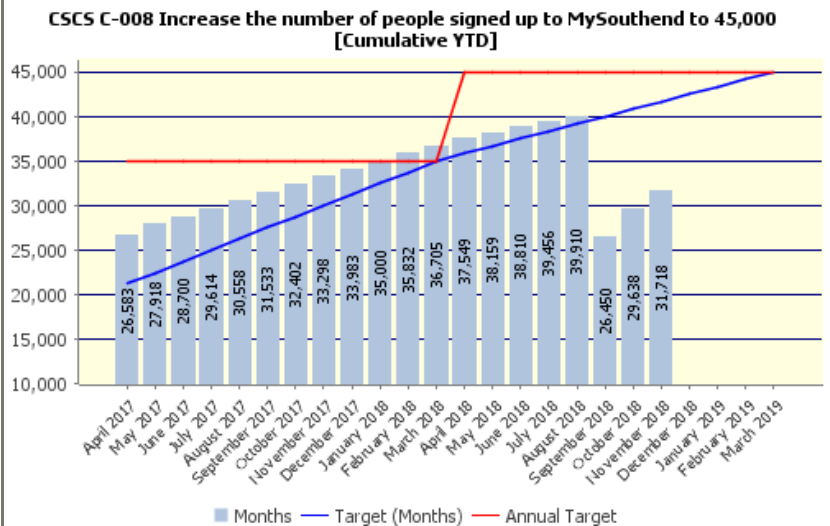


Absence levels year to date is running at 4.89 average days lost compared to a target of 4.27 days. Apart from one month the department's sickness absence levels are running higher every month than the actual targets. HR is currently out to tender for an Occupational health provider and are undertaking a review of the sickness absence policy. HR is also continuing to provide advice and training on managing sickness absence.

CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Joanna Ruffle		
Year Introduced	2016		



Date Range 1		
	Value	Target
April 2017	26,583	21,250
May 2017	27,918	22,500
June 2017	28,700	23,750
July 2017	29,614	25,000
August 2017	30,558	26,250
September 2017	31,533	27,500
October 2017	32,402	28,750
November 2017	33,298	30,000
December 2017	33,983	31,250
January 2018	35,000	32,500
February 2018	35,832	33,750
March 2018	36,705	35,000
April 2018	37,549	35,833
May 2018	38,159	36,666
June 2018	38,810	37,500
July 2018	39,456	38,333
August 2018	39,910	39,166
September 2018	26,450	40,000
October 2018	29,638	40,833
November 2018	31,718	41,666



Registrations show a 7% increase on last month. Registrations remain steady, a communications campaign is being launched before Christmas to encourage further take up.

SECTION 4 – Partnership Indicators

Health and Wellbeing Indicators

	Performance Measures	Rationale for inclusion	Latest Performance
1.	Referral for treatment - % of patients referred from GP to hospital treatment within 18 weeks (SCCG) (monthly snapshot) https://southendccg.nhs.uk/news-events/governing-body-papers/28-november-2018/2593-item-13-appendix-2-2018-19-performance-dashboard-281118/file	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.	86.31% (September 2018) Against national target of 92%
2.	Cancer treatment - % patients treated within 62 days of GP urgent suspected cancer referral (Southend University Hospital Foundation Trust) https://southendccg.nhs.uk/news-events/governing-body-papers/28-november-2018?limit=20&limitstart=20	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.	62 Day Operational Standard 64.32% (September 2018) YTD 69.50% Against 85% target
3.	A&E - % of patients attending Southend University Hospital A&E, seen and discharged in under 4 hours (monthly snapshot) https://southendccg.nhs.uk/news-events/governing-body-papers/26-september-2018	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	90.65% (September 2018) Against national target of 95%
4.	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 (monthly snapshot) https://southendccg.nhs.uk/news-events/governing-body-papers/26-september-2018/2505-item-15-appendix-2-2018-19-performance-dashboard-260918/file	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	1.45% (September 2018) Against target of 1.40%
5.	Dementia - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition) https://southendccg.nhs.uk/news-events/governing-body-papers/28-november-2018/2593-item-13-appendix-2-2018-19-performance-dashboard-281118/file	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	Southend achieved 76.88% in August 2018 against the 67% diagnosis ambition target.

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/Slidepacks2018</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 2018</p> <p>Very good – 41% Fairly good – 39% Neither good nor poor – 12% Fairly poor – 5% Very poor – 3%</p> <p>National Average of patients rating ‘Good’ is 84%</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: 89.4%</p> <p>The PPoD achievement for Southend in November 2018 is 42 out of 47</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><tr><td></td><td>July 2017</td><td>July 2018</td></tr><tr><td>Average Price</td><td>£271,612.00</td><td>£279,358.00</td></tr><tr><td>% Change</td><td>7.3% (July 17-18)</td><td>2.4% (July 18-19)</td></tr></table>				July 2017	July 2018	Average Price	£271,612.00	£279,358.00	% Change	7.3% (July 17-18)	2.4% (July 18-19)
	July 2017	July 2018											
Average Price	£271,612.00	£279,358.00											
% Change	7.3% (July 17-18)	2.4% (July 18-19)											
2.	Planning Applications	<table><tr><td>November 2018</td><td>192</td></tr><tr><td>November 2017</td><td>194</td></tr></table>			November 2018	192	November 2017	194					
November 2018	192												
November 2017	194												
3.	Out-of-Work Benefits Claimants (All People)	<table><tr><td></td><td>November 2017</td><td>November 2018</td></tr><tr><td>Out-of-Work Benefit Claimants (Number)</td><td>2,480</td><td>3,850</td></tr><tr><td>Out-of-Work Benefit Claimants (%)</td><td>2.2%</td><td>3.4%</td></tr></table> <p>Source: Office of National Statistics & Southend-on-Sea Borough Council</p>				November 2017	November 2018	Out-of-Work Benefit Claimants (Number)	2,480	3,850	Out-of-Work Benefit Claimants (%)	2.2%	3.4%
	November 2017	November 2018											
Out-of-Work Benefit Claimants (Number)	2,480	3,850											
Out-of-Work Benefit Claimants (%)	2.2%	3.4%											

Community Safety Indicators

Short name	Month's value (Oct 2018)	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]	5578	<p>November commentary: Community Safety Officers had a successful first month, namely reducing incidents of ASB in the Town Centre. The campaign 'Make A Change' continues to be promoted as does 'Spot the Signs' Campaign. The partnership hosted an activity day in November with 31 agencies and 73 personnel in attendance. Southend Community Policing Team continues with their coffee with copper and patrolling known areas. A decrease in 'Theft of Vehicle' was noted.</p> <p>October 2018 BCS Breakdown: Theft of a vehicle – 4%; Theft from a vehicle - 8% ; Vehicle interference – 2%; Burglary in a dwelling – 8%; Bicycle Theft – 4%; Theft from the person -2%; Criminal damage (exc 59) - 16%; HMIC Violence without injury – 39%; Wounding (Serious or Other) – 15%; 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>Individual Components of 10 BCS Comparator Crime</th><th>BCS Crimes (October 2018)</th><th>Essex Police Performance Summary Offences (Rolling 12 months to November 2018)</th></tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td><td>1159</td><td>*</td></tr> <tr> <td>Theft of a vehicle</td><td>49</td><td>453</td></tr> <tr> <td>Theft from Vehicle</td><td>98</td><td>901</td></tr> <tr> <td>Vehicle Interference</td><td>26</td><td>220</td></tr> <tr> <td>Burglary in a dwelling (Pre-April 17 definition)</td><td>110</td><td>738</td></tr> <tr> <td>Bicycle theft</td><td>49</td><td>461</td></tr> <tr> <td>Theft from the person</td><td>21</td><td>250</td></tr> <tr> <td>Criminal Damage (exc 59)</td><td>166</td><td>1989</td></tr> <tr> <td>HMIC Violence Without Injury</td><td>460</td><td>2591</td></tr> <tr> <td>Wounding (Serious or Other)</td><td>154</td><td>*</td></tr> <tr> <td>Robbery (Personal Property)</td><td>26</td><td>266</td></tr> </tbody> </table> <p>*Not recorded. **Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes;</p>	Individual Components of 10 BCS Comparator Crime	BCS Crimes (October 2018)	Essex Police Performance Summary Offences (Rolling 12 months to November 2018)	10 BCS Crimes - total	1159	*	Theft of a vehicle	49	453	Theft from Vehicle	98	901	Vehicle Interference	26	220	Burglary in a dwelling (Pre-April 17 definition)	110	738	Bicycle theft	49	461	Theft from the person	21	250	Criminal Damage (exc 59)	166	1989	HMIC Violence Without Injury	460	2591	Wounding (Serious or Other)	154	*	Robbery (Personal Property)	26	266
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		charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution.			
Potential Performance Measures		Rationale for inclusion	Latest Performance		
			Rolling 12 months to November 2018		Rolling 12 month 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	Total number of Crimes	Crimes – ↑21.2%
			3,388	18,372	Incidents - ↑11.2%
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	6,737		↑1.3%
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.	319		TBC
5	‘Positive disposals’ (outcomes of crimes ‘cleared up’ other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...	217		↑22%
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	TBC		TBC
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	121		↑30%

Southend-on-Sea Borough Council

Agenda
Item No.

14

Report of Deputy Chief Executive (People)

to

People Scrutiny

on

29th January 2019

Report prepared by: Report prepared by: Amanda Champ,
Head of School Performance & Improvement and Services to
Schools (interim)

Schools Progress Report

People Scrutiny Committee – Cabinet Member: Councillor Boyd
A Part 1 Public Agenda 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. Recommendations

For People Scrutiny to note and approve the information in this report

3. Background

Ofsted Inspections

We are pleased to report that the Eastwood Academy, which was inspected on 4th December 2018, was given an 'Outstanding' judgement by Ofsted. The inspection report was published on 14th January 2019.

In addition, and equally pleasing, the Porters Grange Primary School and Nursery was inspected on 21st November 2018 and found to be 'Good'. The report was published 11th December 2018. This was the first inspection that the school had received since becoming part of the Portico Academy trust in 2016. Prior to joining the Academy Trust, the school was judged by Ofsted to be Inadequate in 2015.

Cecil Jones Academy received a monitoring visit 4-5 December 2018. The inspection was carried out at the request of her Majesty's Chief Inspector in order to check the effectiveness of safeguarding arrangements at the school. The report, which was published 3rd January 2019 found that, having considered the evidence, safeguarding was effective.

Academy conversions

There have been no additional Academy conversions since September 1st 2018.

Following the judgement by OFSTED of 'Inadequate' for Cecil Jones in November 2017, the Regional Schools Commissioner has now rebrokered the school from LEGRA to Loxford Multi Academy Trust. The new Trust is currently undertaking due diligence and has had an informal presence at the school since the start of the new term. A formal move (which is to be confirmed) is suggested for March 2019.

Pupil premium strategy

December's work that was brokered to the primary teaching school alliance focused on scheduling the initial meetings for pupil premium reviews at targeted schools. These were booked for December and/or January and will be reported on in the next scrutiny report.

4. Other Options

N/A

5. Reasons for Recommendations

N/A

6. Corporate Implications

6.1 Contribution to the Southend 2050 Road Map

The Schools Progress report links directly to the following Southend 2050 ambition themes and outcomes:

Pride and Joy

There is a tangible sense of pride in the place and local people are actively, and knowledgeably, talking up Southend-on-Sea

Safe and Well

People in all parts of the Borough feel safe and secure

Southenders agree that people from different backgrounds are valued and get on well together

The benefits of community connection are evident as more people come together to help, support and spend time with each other

Opportunity and Prosperity

Our children are school and life ready and our workforce is skilled and job ready.

In addition, this report contributes to the Council's stated ambition that all schools will be good or outstanding.

- 6.2 Financial Implications
The work currently undertaken by school improvement is covered by the core staffing budget and the SLAs with the teaching schools namely the primary teaching school alliance and SETSA
- 6.3 Legal Implications
none
- 6.4 People Implications
none
- 6.5 Property Implications
none
- 6.6 Consultation
N/A
- 6.7 Equalities and Diversity Implications
Equality impact assessments have been completed for both major strategies that link to this progress report, namely the grammar school strategy and the pupil premium strategy.
- 6.8 Risk Assessment
N/A
- 6.9 Value for Money
N/A
- 6.10 Community Safety Implications
N/A
- 6.11 Environmental Impact
N/A

7. Background Papers

No additional back ground papers have been used to prepare this document. This report does take account of OFSTED inspection reports published by Ofsted which can be found at <https://www.gov.uk/government/organisations/ofsted>

8. Appendices

None

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Southend-on-Sea Borough Council

Report of Strategic Director
(Legal and Democratic Services)

To

People Scrutiny Committee

On

29th January 2019

Report prepared by: Fiona Abbott

Agenda
Item No.

15

Scrutiny Committee - updates

Part 1 (Public Agenda Item)

1. Purpose of Report

To update the Committee on a number of scrutiny matters.

2. Recommendations

- 2.1 That the report and any actions taken be noted.
- 2.2 That the updated protocols between the Scrutiny Committee and NHS Southend CCG, Healthwatch Southend and the Health & Wellbeing Board attached at **Appendices 1, 2 and 3** be noted.
- 2.3 To note the updated referral letter sent to the Secretary of State for Health & Social Care on 15th January 2019, attached at **Appendix 4**.

3. Protocols

- 3.1 At the People Scrutiny Committee meeting in January 2017, the Committee agreed updated working protocols between the Scrutiny Committee and the Southend Clinical Commissioning Group (CCG), the Scrutiny Committee and Healthwatch Southend and the Scrutiny Committee and the Health & Wellbeing Board.
- 3.2 The protocols have now been updated slightly and are attached at **Appendices 1, 2 and 3**. They are available on the website via the following link <https://democracy.southend.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13131&path=0>
- 3.3 The changes from previous versions are minor in content (formatting, correcting job title etc.) and have been shared with relevant partners.
- 3.4 There are also other documents of interest to the Committee on the website at the above link, including the Scrutiny Guide, health scrutiny briefing and monitoring of previous in depth scrutiny projects.

4. In depth scrutiny project - update

- 4.1 The Committee's in depth project for this year is – *'In the context of the vision for Southend 2050, what is the vision of young people which improves their lives, and what are the pathways to achieve this ambition'*.
- 4.2 The project team met on 8th November 2018, held 2 workshops on 21st and 22nd November 2018 and a witness session on 6th December 2018 with invited stakeholders, as outlined in the agreed project plan.
- 4.3 The next project team meeting will be on 6th February 2019 to consider the interim report.

5. Other Issues

- 5.1 Membership of committee – Parent Governor Representatives – at the last meeting of the Committee it was reported that nominations had been sought for the 2 vacant parent governor positions on the Committee. Parent Governor representatives are elected by Maintained School Parent Governors in Southend¹. The representatives have voting rights on education matters only and should limit speaking to education topics and topics which have a clear link to education.

Unfortunately, the 2 nominations which were received at the end of last year were not valid and a further letter has therefore been sent to all Parent Governors at maintained Schools in the Borough.

- 5.2 Referral of Mid and South Essex Sustainability and Transformation Partnership – Your Care in the Best Place Public Consultation by the Mid and South Essex Clinical Commissioning Group's Joint Committee - update

Just before the end of last year, the Department of Health and Social Care (DOHSC) wrote to the Chairman, Councillor Nevin, about the referral made re the Mid and South Essex STP. Officers subsequently spoke with the Department and discussed the process for the Secretary of State to review the referral Scrutiny had made. We were advised that the DOHSC are not planning to consider the referral until mid-January. The DOHSC are also conscious that they are due to receive a referral from Thurrock Council and may want to consider a joint review (depending on the content of that referral).

To assist the DOHSC we have also been asked to update the referral letter slightly with some additional information, adding supporting information where required, specifically around a link to all the Committees and meetings held; and evidence that conversations were held with the CCG Joint Committee re the referral. A copy of the updated referral sent to the Secretary of State is attached at **Appendix 4** for information - please note that there is no material difference to the original referral.

¹ The statutory basis for the role can be found in 'The Parent Governor Representatives (England) Regulations 2001'.

6. Corporate Implications

- 6.1 Contribution to the Southend 2050 Road Map - Becoming an excellent and high performing organisation; ensure residents have access to high quality education to enable them to be lifelong learners and have fulfilling employment, aligning to the following 2050 ambitions – active and involved, opportunity and prosperity.
- 6.2 Financial Implications - there are no financial implications arising from the contents of the report. The cost of any Joint Scrutiny Committee work can be met from existing resources.
- 6.3 Legal Implications - the Scrutiny Committee exercises the health scrutiny function as set out in relevant legislation. Where an NHS body consults more than one local authority on a proposal for substantial development of the health service or a substantial variation in the provision of such a service, those authorities are required to appoint a Joint Scrutiny Committee for the purposes of the consultation.
- 6.4 People Implications – none.
- 6.5 Property Implications – none.
- 6.6 Consultation – as described in report.
- 6.7 Equalities and Diversity Implications – none.
- 6.8 Risk Assessment – none.

7. Background Papers

- 7.1 Notes from project team meetings.
- 7.2 Letters sent to maintained Schools in borough.

8. Appendices

Appendix 1 – protocol Southend CCG

Appendix 2 – protocol Healthwatch Southend

Appendix 3 – protocol Health & Wellbeing Board

Appendix 4 – updated referral letter

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APPENDIX 1

Working protocol

**PEOPLE SCRUTINY COMMITTEE AND
NHS SOUTHEND CCG**

JANUARY 2019

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND NHS SOUTHEND CLINICAL COMMISSIONING GROUP

1. Background

- 1.1 The People Scrutiny Committee ('the Scrutiny Committee') is a Committee of Southend-on-Sea Borough Council and which acts as the Health Scrutiny Committee. The Scrutiny Committee fulfils the Council's responsibilities under 'The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013' to have a health scrutiny provision.
- 1.2 Guidance to support local authorities and their partners to deliver effective health scrutiny was published in June 2014¹.
- 1.3 The "primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services".
- 1.4 The Scrutiny Committee has the power to hold NHS bodies to account for the quality of their services, through powers to obtain information, ask questions in public and make recommendations for improvements that have to be considered. The Scrutiny Committee can refer matters via full Council to the Secretary of State. All commissioners and providers of publicly funded health and social care are covered, as well as policies arising from the Joint Strategic Needs Assessment (JSNA) and Health & Wellbeing Strategy (HWBS).

2. Introduction

- 2.1 Strong working relationships need to be developed and maintained between the Scrutiny Committee and the NHS Southend Clinical Commissioning Group (hereafter referred to as 'CCG'). The aim is to achieve this by maintaining an open, honest and respectful attitude towards each other and operating on the basis of 'no surprises'.
- 2.2 In practical terms this depends on ongoing communication, liaison around forward planning and programmes and agreement between the Scrutiny Committee and the CCG on processes for the scrutiny function. Regular informal discussions / meetings will also be held between the Scrutiny Committee Chairman (or nominee) and the CCG to enable issues to be discussed.
- 2.3 Health Scrutiny operates in two ways:-
 - Proactive – to maintain an overview of and to scrutinise local health care issues; and
 - Reactive – to respond to local health service commissioners and / or providers' consultations about proposed substantial changes to local services.

This Working Protocol applies in both circumstances.

¹

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324965/Local_authority_health_scrutiny.pdf

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND NHS SOUTHEND CLINICAL COMMISSIONING GROUP

- 2.4 Working protocols have also been developed between the Scrutiny Committee and Healthwatch Southend and between the Scrutiny Committee and the Southend Health & Wellbeing Board.

3. Communication

- 3.1 The named contact point for health scrutiny at Southend-on-Sea Borough Council is:-

Fiona Abbott, Health Scrutiny Lead officer

Tel: 01702 215104

Email: fionaabbott@southend.gov.uk

www.southend.gov.uk

The Health Scrutiny Lead officer acts as the first point of contact for any issue that a CCG may wish to raise with the Scrutiny Committee or its Chairman.

- 3.2 The named contact points for health scrutiny at the CCG is:-

Claire Routh, Head of Communications and Engagement

NHS Southend Clinical Commissioning Group

Tel: 01268 464522

Email: claire.routh@nhs.net

www.southendccg.nhs.uk

- 3.3 Routine communication from the Scrutiny Committee to the CCG will include:

- the updated work programme when available which will be sent to the named CCG contact, and anyone else at the CCG who requires it.
- the named CCG contact, and anyone else at the CCG who requires it, to receive email alerts when the Scrutiny Committee agenda papers and minutes are published on the website.

- 3.4 The CCG will:-

- At an early stage, seek the Scrutiny Committees' views on whether it considers proposed changes to health services to be 'substantial' and whether formal consultation with the Scrutiny Committee is required.
- Provide early notice if arranged appearances at the Scrutiny Committee need to be delayed and state the reasons for the delay.
- Respond positively to urgent requests from the Scrutiny Committee for information or attendance at a meeting if it is possible to do so.

4. Consultation on substantial changes to service²

- 4.1 In the case of substantial developments or variation to services which are the commissioning responsibility of CCGs or NHS England, consultation is to be done by NHS commissioners (rather than providers) i.e. by the relevant CCG(s) or NHS England.

² 'substantial' – to be taken in its ordinary & natural meaning

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND NHS SOUTHEND CLINICAL COMMISSIONING GROUP

- 4.2 Where the Scrutiny Committee has decided that local proposals for change to local NHS funded services are 'substantial', the proposer of the change will be required to consult the Scrutiny Committee. Consultation with the Scrutiny Committee should be treated as separate from consultation with the Council / Executive, or with the public / patients.
- 4.3 The Regulations require timescales to be provided to health scrutiny bodies and to be published by the proposer of substantial developments or variations. The scrutiny committee will respond in writing to the body undertaking the consultation.
- 4.4 Where a relevant NHS body or health service provider consults more than 1 Local Authority's health scrutiny function about substantial reconfiguration proposals, a Joint Committee should be appointed.

5. Notice period for information and attendance at meetings

- 5.1 The Scrutiny Committee will give 20 working days notice, except in very urgent circumstances, of its requirement for:-
- Written information (in line with the Freedom of Information Act)
 - A CCG representative to attend a meeting

Requests will be made in writing (email) and the reasons for the requests will be provided.

6. Scrutiny reports and recommendations

- 6.1 Local NHS commissioners and providers of NHS funded services have a duty to respond to reports and recommendations made by the Scrutiny Committee within 28 working days of receiving them. A longer timescale may be agreed between the Scrutiny Committee and the CCG to allow time for the CCG Governing Body or other relevant CCG body to consider the scrutiny report (see 6.3).
- 6.2 The CCGs' response should address each of the recommendations made, indicating whether the recommendation is agreed, partially agreed or not agreed. If any recommendation is not agreed or only partly agreed, then the reasons for this should be clearly stated.
- 6.3 Where the Scrutiny Committee makes substantial recommendations for action to a CCG it is expected that the scrutiny report will be included on the CCG Governing Body agenda for the next meeting to be held in public. The Chairman, or other representative of the Scrutiny Committee, will be invited to present the report briefly to the Governing Body and take part in the discussion.

7. Referrals to the Secretary of State for review

- 7.1 Proposed substantial changes may be referred to the Secretary of State in writing for review if the Council considers that:-

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND NHS SOUTHEND CLINICAL COMMISSIONING GROUP

- (a) It is not satisfied that consultation with the authority has been adequate in relation to content, method or time allowed;
- (b) That the proposal would not be in the interest of the health service in the area.

7.2 Referral to the Secretary of State will be treated as an action of last resort. The Scrutiny Committee will notify the CCG if they plan to send a referral to the Secretary of State. Efforts will always be made negotiate agreed actions that address concerns and are acceptable to the change proposer before a referral is considered. NHS England may be involved in this process.

*Councillor Cheryl Nevin
Chairman
People Scrutiny Committee*

*Dr Jose Garcia-Lobera
Chair NHS Southend CCG*

Dated: January 2019

Dated: January 2019

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APPENDIX 2

Working protocol

**PEOPLE SCRUTINY COMMITTEE AND
HEALTHWATCH SOUTHEND**

JANUARY 2019

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND HEALTHWATCH SOUTHEND

Background

The Health and Social Care Act 2012 introduced local Healthwatch for every area of the country. Each local Healthwatch is an organisation that is independent of the NHS and the local authority. Healthwatch Southend exists to give a voice to the people of Southend-on-Sea, both adults and children who:

- Need information about health or social care services
- Want to see services improve
- Need help to make a complaint or raise a concern about an NHS service or worker

In Southend-on-Sea, the People Scrutiny Committee ('the Scrutiny Committee') has been established. The Scrutiny Committee is a Committee of the Council and which acts as the Health Scrutiny Committee. This Committee fulfils the Council's responsibilities under 'The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013' to have health scrutiny provision.

Guidance to support local authorities and their partners to deliver effective health scrutiny was published in June 2014¹. The "primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services".

The Scrutiny Committee has the power to hold NHS bodies to account for the quality of their services, through powers to obtain information, ask questions in public and make recommendations for improvements that have to be considered. The Scrutiny Committee can refer matters via full Council to the Secretary of State. All commissioners and providers of publicly funded health and social care are covered, as well as policies arising from the Joint Strategic Needs Assessment (JSNA) and Health & Wellbeing Strategy (HWBS).

The Regulations set up formal relationships between local healthwatch and local health scrutiny, to ensure that the new system reflects the outcomes of involvement and engagement with patients and the public.

This document sets out a Protocol for how Healthwatch Southend and the Scrutiny Committee will work together in relation to:-

- Exchange of information
- Referrals of issues to the People Scrutiny Committee
- Co-ordination of activities

Exchange of information

1. In order to provide opportunities for regular exchange of information between the two organisations, informal discussions will be held between the Health Scrutiny lead officer (and if necessary the Scrutiny Committee Chairman) and the Healthwatch Senior Officer. The main objectives will be:-

¹

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324965/Local_authority_health_scrutiny.pdf

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND HEALTHWATCH SOUTHEND

- a) to enable any issues arising to be discussed at an early stage - this will not prevent Healthwatch Southend from contacting the Council with urgent concerns, either by telephone or email.
 - b) to discuss opportunities for co-ordination of Healthwatch Southend and Scrutiny Committee activities in relation to particular issues.
2. The named contact point for health scrutiny at Southend-on-Sea Borough Council is:-

Fiona Abbott, Health Scrutiny Lead officer
Tel: 01702 215104
Email: fionaabbott@southend.gov.uk
3. The named contact point at Healthwatch Southend is:-

Jean Broadbent
Tel: 01702 416320
Email: jean.broadbent@family-action.org.uk
Web: www.healthwatchsouthend.co.uk
4. At the beginning of each Municipal Year, Healthwatch Southend will be invited to appoint a representative to sit on the People Scrutiny Committee, as a non-voting member.

Referrals of issues to Scrutiny Committee

5. Under the Local Government and Public Involvement in Health Act 2007 and Health and Social Care Act 2012, Healthwatch Southend can refer a matter relating to health and social care services to the appropriate Scrutiny Committee of a local authority. At Southend, matters can be referred to the People Scrutiny Committee.
6. Referrals to the Scrutiny Committee should:
 - (a) Only come from the Healthwatch Senior Officer, or designated deputy;
 - (b) Be directed to the Health Scrutiny Lead officer;
 - (c) Be in writing but may be in electronic form;
 - (d) Raise matters of concern to Healthwatch Southend following unsuccessful attempts to achieve local resolution with the appropriate health and social care commissioners and providers;
 - (e) Raise matters which Healthwatch Southend wishes to raise as good practice.
7. The Scrutiny Committee must:
 - (a) acknowledge receipt of the referral within 20 working days;
 - (b) keep the referrer informed of the Scrutiny Committee's actions in relation to the matter referred;
 - (c) take into account any relevant information provided by Healthwatch Southend;
 - (d) decide whether or not the referral is within its terms of reference and it can add value through scrutiny.
8. The Scrutiny Committee could decide that:
 - (a) it does wish to scrutinise the issue and does so at the meeting; or

WORKING PROTOCOL BETWEEN THE PEOPLE SCRUTINY COMMITTEE AND HEALTHWATCH SOUTHEND

- (b) it does wish to scrutinise the issue, and adds it to the forward work programme and agrees a date for the scrutiny; or
 - (c) it does not wish to scrutinise the issue.
9. The Chairman of the Scrutiny Committee will provide a response to the Healthwatch Senior Officer regarding the Scrutiny Committee's consideration of the referral.

Co-ordination of activities

10. Healthwatch Southend is an independent organisation that will develop its own work programme. Similarly, the Scrutiny Committee is free to pursue the issues that Members consider to be of greatest concern. It is also acknowledged that there can be mutual benefit in co-ordination of activity between Healthwatch Southend and the Scrutiny Committee to achieve the best outcomes for health and social care service users.

*Councillor Cheryl Nevin
Chairman
People Scrutiny Committee*

*Freddie Dawkins
Healthwatch Advisory Board
Family Action*

Dated: January 2019

Dated: January 2019

APPENDIX 3

Working protocol

**PEOPLE SCRUTINY COMMITTEE AND
SOUTHEND HEALTH & WELLBEING BOARD**

JANUARY 2019

WORKING PROTOCOL BETWEEN PEOPLE SCRUTINY COMMITTEE AND SOUTHEND HEALTH & WELLBEING BOARD

Background

The People Scrutiny Committee ('the Scrutiny Committee') is a Committee of Southend-on-Sea Borough Council and which acts as the Health Scrutiny Committee. The Scrutiny Committee fulfils the Council's responsibilities under 'The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013' to have health scrutiny provision.

Guidance to support local authorities and their partners to deliver effective health scrutiny was published in June 2014¹. The "primary aim of health scrutiny is to act as a lever to improve the health of local people, ensuring their needs are considered as an integral part of the commissioning, delivery and development of health services".

The Scrutiny Committee has the power to hold NHS bodies to account for the quality of their services, through powers to obtain information, ask questions in public and make recommendations for improvements that have to be considered. The Scrutiny Committee can refer matters via full Council to the Secretary of State. All commissioners and providers of publicly funded health and social care are covered, as well as policies arising from the Joint Strategic Needs Assessment (JSNA) and Health & Wellbeing Strategy (HWBS).

This document has been drawn up to provide a framework for beginning to explore the complementary roles and responsibilities of health scrutiny and Southend's Health & Wellbeing Board (HWB), on a practical level.

Health & Wellbeing Board		People Scrutiny Committee	
Will do ²	Won't do	Will do	Won't do
1. Provide strategic leadership, strengthen the influence of LA's and elected representatives in shaping healthcare commissioning		Understanding of different, but complimentary role of scrutiny. The Chairman of People Scrutiny Cttee will attend Board meetings, as an observer.	Duplicate work of the Board.
2. Oversee the development and refresh		Could review them by reviewing how well the	Review the commissioning strategies of the NHS

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324965/Local_authority_health_scrutiny.pdf

² Taken from Terms of Reference of Board, set out in Constitution

Health & Wellbeing Board		People Scrutiny Committee	
Will do ²	Won't do	Will do	Won't do
of the JSNA so that future commissioning / policy decisions and priorities are evidence based		priorities in the strategy reflect the needs of the JSNA and the success of implementing the strategy.	Southend Clinical Commissioning Group (hereafter referred to as 'CCG'). Duplicate the role of the H&WB in reviewing and monitoring its HWB Strategy.
3. To determine the health improvements priorities for Southend			
4. To promote integration, collaboration and partnership working		Will share work plan with the Board.	
5. To oversee development of a HWB Strategy which sets out improvement for health and wellbeing outcomes, including reduction in health inequalities that provides a framework for commissioning plans related to health and wellbeing	'Veto' / make commissioning plans.	Challenge the H&WB on commissioning priorities in the HWB Strategy (if appropriate). Scrutinise specific health services and integrated health and social care services. During scrutiny of specific issues, check whether commissioners are acting in line with the agreed HWB Strategy priorities. During scrutiny review of specific subjects, check that commissioners and providers	Challenge the CCG on commissioning priorities if these are in line with the HWB Strategy agreed by the HWB. Undertake specific scrutiny reviews of wider wellbeing elements outside the remit of the Scrutiny Committee. Routinely scrutinise the CCG commissioning plans

Health & Wellbeing Board		People Scrutiny Committee	
Will do²	Won't do	Will do	Won't do
		take account of wellbeing in their operational activity.	
6. To promote and encourage integration and partnership working including joint commissioning, pooled budgets and joint delivery across the NHS, social care, public health and wellbeing issues	Manage commissioning activity Arbitrate contract disputes.		
7. To initiate and support stakeholder and community engagement and consultation work in relation to health and wellbeing issues	Consider 'anecdotal narratives' of experiences.	Work with Healthwatch Southend to take a patient resident view in relation to specific topics under scrutiny. Anecdotal evidence may be considered where validated research does not yet exist.	Duplicate the work of Healthwatch Southend.
8. To appoint task & finish groups / sub committees for specific pieces of work that support or inform health and wellbeing across Southend		Share the Scrutiny Committee work plan to try avoid any duplication in work.	
9. To sign-off key commissioning plans, strategy and policy related to health and wellbeing and health inequalities			
10. To oversee the development of the	Provide a formal 'expert view' on clinical issues.	Can comment on the statutory process used to develop the	

Health & Wellbeing Board		People Scrutiny Committee	
Will do ²	Won't do	Will do	Won't do
pharmaceutical needs assessment	Make decisions about prescribing issues.	pharmaceutical needs assessment	
11. To performance manage the achievement of and progress against key outcomes identified within the HWB Strategy		Could check the HWB Strategy takes account of wider determinants of health.	
12. To provide leadership on any other emerging health and wellbeing related issues that may have a significant impact on the delivery of the HWB Strategy			
Other issues:			
(a) Challenge national must-do actions if they don't make local sense			'Call in' national commissioners or commissioning decisions (no legal right to do this).
(b) Be a forum where significant changes in commissioning are considered, shaped & tested	Determine reconfiguration plans.	Receive consultation on substantial local reconfiguration plans. May choose to 'call in' local commissioners and / or providers. May seek to influence changes in plans and / or recommend full Council make referrals to	Determine reconfiguration plans.

Health & Wellbeing Board		People Scrutiny Committee	
Will do ²	Won't do	Will do	Won't do
		the Secretary of State for review.	
(c) Ask what commissioning has achieved for patients, residents		Could ask what commissioning has achieved for patients / residents in respect of specific topics and / or in respect of review of the HWB Strategy.	Duplicate the work of Healthwatch Southend.
(d) Give consideration to system-wide issues identified through Healthwatch Southend and Health Scrutiny		Could raise system-wide, strategic issues identified through health scrutiny with the HWB for consideration by all the relevant parties.	
(e) Use one-off 'crisis' or 'events' to learn, develop thinking etc about causes	Agree operational solutions. 'Emergency planning' responses to local events.	Could scrutinise one-off 'crisis' or 'events' to draw out learning points.	
(f) Quality issues – consider and reflect on CQC reports	Duplicate commissioner role (in quality assurance). Monitor performance against national targets.	Refer to the evidence in CQC reports in relation to scrutiny of specific subjects.	Duplicate commissioner role (in quality assurance)
(g) Provide a strategic focus around wellbeing to help inform operational activity		During scrutiny review of specific subjects, check that commissioners and providers take account of wellbeing in their operational activity.	
(h) Could ask Scrutiny Committee to scrutinise an area of concern e.g. any performance / delivery concerns		Decide whether or not the referral is within its terms of reference and it can add value through scrutiny.	

Health & Wellbeing Board		People Scrutiny Committee	
Will do ²	Won't do	Will do	Won't do
		<p>The Scrutiny Committee could decide that:</p> <ul style="list-style-type: none"> (a) it does wish to scrutinise the issue and does so at the meeting; or (b) it does wish to scrutinise the issue, and adds it to the forward work programme and agrees a date for the scrutiny; or (c) it does not wish to scrutinise the issue. 	

Councillor Cheryl Nevin
Chairman
People Scrutiny Committee

Councillor Lesley Salter
Chair
Southend Health & Wellbeing Board

Dated: January 2019

Dated: January 2019

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The Rt Hon Matt Hancock MP
Secretary of State for Health and Social Care
39 Victoria Street
London
SW1H 0EU

Our ref:
Your ref:
Date: 15th January 2019
Telephone: 01702 215000
Email: cllrnevin@southend.gov.uk

Dear Secretary of State,

Referral of Mid and South Essex Sustainability and Transformation Partnership – Your Care in the Best Place Public Consultation by the Mid and South Essex Clinical Commissioning Group’s Joint Committee

The Southend-on-Sea Borough Council’s People Scrutiny Committee (Scrutiny) writes to advise you that on 9 October 2018 Scrutiny unanimously took the decision to refer the Mid and South Essex Sustainability and Transformation Partnership’s (STP) ‘Your Care in the Best Place’ public consultation and resulting decisions taken by the Mid and South Essex Clinical Commissioning Group’s Joint Committee (the CCG Joint Committee) to your office.

In July 2018 the Full Council unanimously agreed a Motion which requested that Scrutiny give due consideration to a referral to the Secretary of State for Health and Social Care. On 18 October 2018 the Council noted Scrutiny’s decision to refer to the Secretary of State thereby endorsing the referral.

Scrutiny make this referral under Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. As outlined in Regulation 23 our referral meets the requirements as set out specifically in paras 10 and 11. This referral is made as it is considered by Scrutiny that under para 9 (of regulation 23) section (a) and (c) apply.

Under para 9 (of regulation 23) Southend-on-Sea Borough Council can refer decisions to the Secretary of State under certain prescribed criteria outlined in regulations. Based on these criteria the grounds for this referral are outlined in para 9(a) and 9(c) (regulation 23) as follows;

- i. Scrutiny is not satisfied with the adequacy of the content of the consultation with Southend-on-Sea Borough Council regarding the Mid and South Essex STP – ‘Your Care in the Best Place’; and
- ii. Scrutiny considers that the CCG Joint Committee decision regarding stroke services (decision #12) is not in the interests of the health service in our area.

In June 2014 The Department of Health published ‘Guidance to support Local Authorities and their partners to deliver effective health scrutiny’. This guidance stipulated that where scrutiny is required in relation to substantial reconfiguration proposals across local authority boundaries establishment of a Joint Scrutiny Committee (JHOSC) is mandatory. The guidance further allows that Local Authorities may choose to delegate their power of referral to the mandatory JHOSC but need not do so. If they choose to not delegate then the Local Authority may make such referrals.

I can confirm that, as an upper tier Local Authority, Southend-on-Sea Borough Council have formed a JHOSC with both Essex County Council and Thurrock Council. I can also confirm that the power of referral has been retained by each of the Local Authorities.

Prior to making this referral I can confirm that I have written to the CCG Joint Committee and informed the Committee of Scrutiny's decision to refer the STP to your office. The Committee was informed formally on 14th November 2018. The response from the CCG Joint Committee was considered but I did not feel that it changed the case for our referral. Both the letter and the Committee's response is enclosed with this referral.

Also enclosed to this letter is a detailed supporting document outlining Scrutiny's grounds for this referral, a summary of its reasons and evidence to support this referral.

As Chair of Scrutiny I would ask that you give your full consideration to the issues raised by the Council following its' extensive and thorough work over many years with the STP and previously, the Essex Success Regime.

The detail of our referral is attached to this letter. Should you require any further information, please do not hesitate to contact Fiona Abbott, Statutory Scrutiny Officer, Southend-on-Sea Borough Council, (fionaabbott@southend.gov.uk or 01702 215 104).

Scrutiny looks forward to your reply and we hope that your view on these issues will provide a way forward in support of better outcomes for the residents of Southend-on-Sea.

Yours sincerely,

Councillor Cheryl Nevin
Chair
People Scrutiny Committee
Southend-on-Sea Borough Council
Civic Centre
Victoria Avenue
Southend-on-Sea
Essex SS2 6ER

Referral to the Secretary of State for Health and Social Care

1 Grounds for the referral

- 1.1 Under Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 and in accordance with Paragraphs (10) and (11) Southend-on-Sea Borough Council (the Council) request that the Secretary of State for Health and Social Care considers our concerns regarding the Mid and South Essex STP (the STP) formal public consultation 'Your Care in the Best Place' and the subsequent decisions taken by the CCG Joint Committee.
- 1.2 The grounds for this referral are, and as stated under Paragraph 9(a) and 9(c) (of Regulation 23);
 - that we consider the content of the formal consultation with the Council to be inadequate; and
 - that we consider the proposed changes for stroke services will not be in the interests of health services in our area.
- 1.3 The reasons and evidence for the referral are laid out in detail below and the structure of this referral paper is as follows;
 - Context (section 2)
 - Summary of 'Your care in the best place' proposals (section 3)
 - CCG Joint Committee decisions (section 4)
 - Summary of our reasons for referral (section 5)
 - Our evidence (section 6)
 - Steps taken to reach agreement with CCG Joint Committee (section 7)

2 Context

- 2.1 With a population circa 180,000, Southend-on-Sea (Southend) is one of the largest conurbations in the East of England. Southend, however, is changing. The Borough is becoming more ethnically diverse and the number of older people is increasing. The proportion of 65+s is currently higher than the national average and is set to significantly increase by 2025.
- 2.2 The level of child poverty and deprivation in Southend is worse than the England and Regional averages. In 2015, over a quarter of Southend residents lived within areas classified as being in the 20% most deprived in England.
- 2.3 Working age adults in Southend are more likely to struggle to find employment and more likely to rely on 'out of work' benefits than an adult in an average family in England. The same Southend adult is slightly more likely to smoke and have a poorer diet than the average person of working age in England.
- 2.4 Adults, of a working age, in Southend are more likely to suffer from anxiety and depression than the England average. This anxiety and depression is more likely to have an impact on associated children, who will, in turn, be more vulnerable to facing mental health conditions.
- 2.5 The proportion of people of excess weight is higher in Southend when compared to the England average, whilst levels of physical activity are lower by comparison.
- 2.6 Older adults, in Southend, are more likely to smoke, have a poorer diet and to suffer from multiple long-term health conditions. As the average older adult ages, they are also more likely to suffer from dementia.
- 2.7 In Southend, the average life expectancy is close to the England average but the cumulative effect of lifestyle behaviours and socioeconomic background are apparent at

the end of life. The difference in longevity is marked between those living in the most and least deprived areas in Southend.

- 2.8 In the most deprived areas of Southend, life expectancy drops by 11 years for men and 10 years for women. For men and women, over 60% of the deaths which account for the difference in life expectancy between the most and the least deprived wards are lifestyle related death caused by cancers, and circulatory and chronic diseases.
- 2.9 While the outlook for most families in Southend is good, the health and wellbeing of families from relatively deprived parts of Southend lags behind those from more affluent areas. The gap emerges for those in their school years, widens for those dealing with the realities of adult life and is keenly felt by those in old age.
- 2.10 In addition to Southend's demographics, visitors to Southend continue to grow at a fast rate, Southend has an international airport and one of the busiest lifeboat stations in the country. The results from the 2017 Economic Impact Assessment have shown that tourism in Southend has rapidly grown. In 2017 more than 7.5million trips were undertaken to Southend. So at various times throughout the year the demands on Southend's health system increases dramatically depending on the mix of visitors and residents.

3 Summary of 'Your Care in the Best Place' proposals

- 3.1 The proposals led by Mid and South Essex STP, aim to build up GP and community services over the next 5 years and extend the range of professionals and services in local GP practices. At the same time, it is proposed to change and improve the way the three Mid and South Essex hospitals at Southend, Basildon and Broomfield work.
- 3.2 The flow through hospitals, the wait in A&Es and the wait for discharge from hospital are all at unacceptable levels in Mid and South Essex. The proposals aim to address these challenges.
- 3.3 Specialist care is also addressed in the proposals with the aim of continuing to provide and improve the levels of specialist care. The proposals aim to create larger specialist teams by bringing together the resource and expertise across the three hospital sites. Through doing this the challenge of workforce development, transport and investment is recognised by the proposals.
- 3.4 The public consultation took place between November 2017 and March 2018 and the following principles and proposals under each of them were consulted on;
 - **Principle 1.** The majority of hospital care will remain local and each hospital will continue to have 24 hour A&E department that receives ambulances;
 - **Principle 2.** Certain more specialist services which need a hospital stay should be concentrated in one place, where this would improve care and chances of a good recovery;
 - **Principle 3.** Access to specialist emergency services, such as stroke care, should be via the local A&E, where patients would be treated and, if needed, transferred to a specialist team which may be in a different hospital;
 - **Principle 4.** Planned operations should, where possible, be separate from patients who are coming into hospital in an emergency; and
 - **Principle 5.** Some hospital services should be provided closer to patients either at home or in a local health centre.
- 3.5 No alternative options were provided by the STP, nor did the STP invite those being consulted with to propose alternative options.
- 3.6 An independent report looking at responses to the public consultation was published on 22 May 2018. The report produced by specialist consultation analysts, The Campaign Company, provides a breakdown of both the process and responses to proposals aimed

at strengthening and improving health and care services in the community and in the three hospitals serving mid and south Essex.

- 3.7 The analysis indicates there is broad agreement with the overall principles described in the consultation and as per **para 3.4**.
- 3.8 The analysis identifies some local differences, particularly that there was less general agreement with the proposals from those living in the NHS Southend CCG area.
- 3.9 The analysis report has also shown key themes of concern particularly in the areas of;
 - Transport and accessibility of services;
 - Shortages in workforce to deliver a sustainable service; and
 - The need for more detailed and costed plans so that stakeholders can better understand how the STP vision will work in practice.
- 3.10 The 16-week consultation saw 16 large scale public meetings with circa 700 people attending in total, and 40 deliberative workshops and specific events for people who were most likely to be affected by the proposals.
- 3.11 750 people took part in an independently commissioned telephone survey conducted with a demographically-balanced section of the population across mid and south Essex to ensure that the consultation process accurately captured the views of the wider population. The independent report notes that 15 people (of the 750) had 'heard a lot about the STP' whilst 37 people had 'heard a little'. Of all those who had 'heard about' the STP only 15 people had read the consultation document.
- 3.12 This suggests that the STP had failed to communicate and consult effectively with the local residents across the STP footprint.
- 3.13 In total, it is estimated that circa 3,500 (of a total population of circa 1.2M) people took the opportunity to participate. This equates to circa 0.3% of the mid and south Essex population having engaged in the public consultation.
- 3.14 The independent report outlines the process conducted by the CCG Joint Committee and recognises that the overall response cannot be seen as representative of the population but is representative of interested parties who were made aware of the consultation and were motivated to respond.

4 CCG Joint Committee decision

- 4.1 On 6 July 2018 a CCG Joint Committee meeting was held resulting in the following decisions;
- 4.2 **Decision 1** - Consultation process. Decision taken that the Joint Committee and its constituent CCGs have met their statutory duties and ensured an effective and robust public consultation.
- 4.3 **Decision 2** - Consultation principles CCG Joint Committee noted the five principles for change, upon which the public consultation was based.
- 4.4 **Decision 3** - A&E departments. Decision taken that the three A&E departments will continue to operate 24 hours a day and receive blue light ambulances. Trained teams will meet the particular care needs of:
 - Older and frail people
 - Children
 - Patients in need of urgent medical treatment
 - Patients in need of urgent surgical treatment

- 4.5 **Decision 4** - Treat and Transfer (clinical transport). Decision taken to approved treat and transfer to specialist services, where appropriate. Changes in specialist services will not begin until a suitable clinical transfer service is in place.
- 4.6 **Decision 5** - Complex gynaecology (women's services). Decision taken that
- Gynaecological cancer surgery will be located at Southend Hospital
 - Complex gynaecological surgery (including uro-gynaecology) will be located at Southend and Broomfield Hospitals.
- 4.7 **Decision 6** - Complex respiratory services (for complex lung problems). Decision taken that inpatient care for patients with complex respiratory conditions will be located at Basildon Hospital.
- 4.8 **Decision 7** - Complex kidney disease. Decision taken that inpatient care for patients with complex kidney disease will be located at Basildon Hospital. Very complex care, such as kidney transplants, will continue to be provided in specialised centres in London and elsewhere.
- 4.9 **Decision 8** - Vascular services (for arteries and veins). Decision taken that a specialist vascular hub will be developed at Basildon Hospital. The abdominal aortic aneurysm (AAA) screening service will remain at Southend Hospital, which already serves the whole of Essex.
- 4.10 **Decision 9** - Cardiology services (for complex heart problems). Decision taken that quicker access to the range of treatments offered at the existing Essex Cardiothoracic Centre in Basildon.
- 4.11 **Decision 10** - Gastroenterology services (digestive system). The original proposal for complex gastroenterology was not put forward for a decision at this stage.
- 4.12 **Decision 11** - Complex general surgery. Decision that;
- Surgery for some complex emergency general surgical conditions, such as upper gastrointestinal procedures will be located at Broomfield Hospital.
 - Complex colorectal surgery will be located at Broomfield and Southend Hospitals.
- 4.13 **Decision 12** – Decision taken that stroke care for patients showing symptoms of a stroke will continue to be via the nearest A&E, where patients will be assessed, stabilised and treated, if clinically appropriate. Patients who have had a stroke will then transfer to Basildon Hospital for a short (approximately 72 hour) period of intensive nursing and therapy support. Should a patient be confirmed as suffering from a bleed on the brain, they will continue to be transferred to a specialised designated centre, as now. This would either be Queen's Hospital, Romford, or Cambridge University NHS Foundation Trust in Cambridge. The CCG Joint Committee strongly supported the ambition to develop a mechanical thrombectomy service. This is a technique that can physically remove a clot from a blood vessel.
- 4.14 **Decision 13** - Orthopaedic surgery (for bones and joints). Decision taken that;
- Planned orthopaedic surgery, such as hip and knee replacements, will be at Southend Hospital for people in south Essex and at Braintree Community Hospital for people in mid Essex.
 - Emergency orthopaedic surgery, such as a serious fracture requiring a hospital stay, will be at Basildon Hospital for south Essex and at Broomfield Hospital for mid Essex.
 - Planned complex wrist surgery will be at Southend Hospital and complex emergency wrist surgery will be at Basildon and Broomfield Hospitals.
 - Further work will test the viability of planned inpatient spinal surgery at Broomfield and Southend Hospitals.

- 4.15 **Decision 14** - Urology (e.g. for kidney, bladder and prostate problems). Decision taken that;
- Cancer surgery will be at Southend Hospital
 - Complex (non-cancer) emergency urological conditions will be treated at Broomfield Hospital
 - Complex uro-gynaecological treatment will be located at both Southend and Broomfield Hospitals.
- 4.16 **Decision 15** - Orsett Hospital Services currently provided at Orsett Hospital will be transferred to a range of locations within Thurrock, Basildon and Brentwood, enabling the closure of Orsett Hospital. Planning will be in partnership with the local community, including a "People's Panel" supported by Healthwatch organisations in Thurrock and Essex. The Orsett Hospital site will not close until the new services are in place at the agreed new locations.
- 4.17 **Decision 16** - Family and carer transport. Decision taken that the hospitals will take reasonable steps to support patients, their families and carers, to travel to a more distant hospital, if required. The priorities are to:
- Work with local authority transport planners to enhance existing public transport
 - Consider the development of a shuttle bus that could include some of the community hospitals as well as the main hospital sites
 - Expand existing community transport and voluntary car schemes
 - Provide better information for patients and families on all forms of transport
- 4.18 **Decision 17** - Capital funding. Decision that £118 million in capital funding is earmarked in central funds to support the hospital changes, plus an additional £12 million being raised locally through the disposal of local assets.
- 4.19 **Decision 18** - Implementation oversight. Decision that there will be an Implementation Oversight Group, which will include patient and public representatives.
- 4.20 **Decision 19** - Continued engagement Decision that communication and engagement will continue with patients, public, staff and stakeholder organisations.

5 Summary of reasons for the Referral

The Councils' position;

- 5.1 Prior to public consultation the Council had proactively engaged with the STP, ensuring that the STP was invited to a number of different meetings and committees. The Council have consistently supported areas of the STP that would improve outcomes for Southend residents and have consistently challenged proposals from the STP that would reduce outcomes, for example, the Council robustly challenged the STP proposals to reconfigure the A&E department at Southend Hospital set out in the original proposals prior to formal public consultation.
- 5.2 During the process of public consultation the Council formally responded with a report that acknowledged the need for transformation within health services across the STP footprint and offered support for the STP proposals once the proposals had been sufficiently developed. The Council highlighted six areas of concern to the CCG Joint Committee and specifically noted that insufficient information had been made available by that Committee for the Council to take an informed position regarding the STP proposals. Further, the Council welcomed the opportunity to work in partnership with the STP to ensure specific areas of concern were addressed.
- 5.3 The six areas of concern were;
- stroke services;

- investment in Localities;
 - transfers and transport;
 - consolidated discharge and repatriation;
 - capital investment; and
 - workforce.
- 5.4 On 6 July 2018 the CCG Joint Committee made decisions following recommendations made by the STP programme. These recommendations were made following consideration of the public consultation, clinical senate reports and developed proposals for each of the recommendations.
- 5.5 Following the CCG Joint Committee decision making process, at the Southend Council meeting on 19 July 2018 a 'motion' was unanimously supported by all Councillors present and carried reiterating the concerns outlined in the Council's response to the STP proposals and further expressing concern at the public consultation process and how it had reached only a small fraction of the population within the STP footprint.

Rationale for referral

- 5.6 The Council fully recognise that the challenge within mid and south Essex for the provision of health and care services is difficult and extremely complex. The Council further recognise that the current provision of health services within the STP footprint is unsustainable. Reports published by the Council evidence this recognition. Throughout the engagement with the STP, the Council has acknowledged that some of the STP proposals will deliver better outcomes for the residents of Southend. For example, the enhancement of centrally provided specialist services that are not currently provided in Southend Hospital and circa £40M capital investment will, undoubtedly, provide better outcomes.
- 5.7 Throughout the Councils' engagement with the STP and in the absence of a public consultation regarding a series of options, the Council have continually requested evidence that supports the proposals and evidence that supports the decisions from both a clinical and enabling perspective. The Council's challenge has been 'what are the detailed plans for workforce which will support the delivery of the proposals? What are the detailed plans for transport (patients, family, friends, carers etc.) which will support the delivery of the proposals?'
- 5.8 The Council believe that the CCG Joint Committee should reconsider their decisions on the following grounds;

Inadequacy of the content of the consultation with the Council

- 5.9 Insufficient detail to support the decisions made by the CCG Joint Committee regarding **transport** (patients, friends, family and carers), **discharge and repatriation procedure**; **workforce**, **investment** and **implementation** have been provided by the CCG Joint Committee. The Council require this information to reach an informed position on the proposals.
- 5.10 Despite numerous offers from the Council to support and develop, in partnership, alternative options for consideration the process of public consultation presented the proposals as the only option for consideration. There were **no other options** upon which the CCG Joint Committee consulted.
- 5.11 There has been a perceived lack of clarity regarding both the decision making process and evidence to support decisions led by the CCG Joint Committee, which has manifested itself through; **inconsistency in accountability**; **disagreement from clinicians** regarding the proposals; and **inconsistent communications** from both the CCG Joint Committee and the Mid, Southend & Basildon Group Hospitals.

Decision #12 (stroke not in the interests of health services in Southend)

- 5.12 The Borough of Southend has an undeniable challenge regarding strokes. The **demand for stroke services and occurrence of stroke** in Southend does not support the relocation of a specialist stroke rehabilitation service away from Southend Hospital. Further, evidence to support the co-location of specialist medical services has not been provided by the CCG Joint Committee despite numerous requests from the Council.
- 5.13 There is an **established stroke service infrastructure in Southend**. The Council is of the opinion that the established infrastructure has not been considered in the development of the STP proposals.
- 5.14 The plan for the workforce required to deliver decision #12 is not sufficiently developed to support the decision.
- 5.15 Due to the fact that no options were consulted upon during the public consultation there is **no evidence to suggest that Southend Hospital**, as an option to locate a specialist stroke service, **was considered**.

6 Evidence

Inadequacy of the content of the consultation with the Council;

Transport plans

- 6.1 The Council acknowledge that the process required to develop plans for transport is complex. Decisions #4 and #16 concern decisions taken by the CCG Joint Committee relating to transport for patients (treat and transfer); family / carer transport.

Treat & Transfer

- 6.2 The Council recognise that the transport plans for 'treat and transfer' are a continuation of current operational procedures. There are also new plans for reconfigured specialist treatments. The Council further recognise that any STP plans re 'treat and transfer' to accommodate increased volume need to be robust, evidenced, well-resourced and tested.
- 6.3 Whilst the CCG Joint Committee have provided a broad range of evidence and detailed operational procedures to develop the proposals for 'treat and transfer' the Council have continually requested information to support these plans: specifically, in respect of (1) resourcing plans; (2) finance plans; and (3) implementation plans for the treat and transfer of patients.
- 6.4 During the course of consultation with the Council the information outlined in **para 6.3** has been requested at a number of both meetings and formal public committees. For example, at the Southend Health and Wellbeing Board in January 2018 representatives of the STP presented the treat and transfer plans and the volume anticipated as a result of the reconfiguration of acute services. When challenged, the evidence to support the plans and the detailed information required to ensure the implementation was not available. In subsequent private and public meetings since January 2018 the required information has still not been made available.

Family / carer transport

- 6.5 Through the Councils' locally elected Councillors' engagement within local communities concern has been raised by Southend residents regarding the STP plans to transport family and carers to visit patients at either one of the three hospitals. The Council recognise that this would only be in the case of patients who have been subject to the 'treat and transfer' model. The Council anticipate that these proposals will have significant impact on the residents of Southend and have therefore sought detailed assurance from the CCG Joint Committee throughout the process of consultation and engagement. This assurance, despite numerous requests, has not been provided.
- 6.6 The assurance required focuses on the CCG Joint Committee supplying information and evidence that enables the Council to have a full and detailed understanding of the volume of residents that this will impact on and for the Council to fully understand the

STP detailed plan to deliver their proposals. To date and despite numerous requests, none of this information has been provided.

- 6.7 To help assure the Council a brief study and practical pilot was conducted during 2017; a member of staff was asked to make a number of journeys using public transport from both Southend Central bus station to Basildon Hospital (and return) and from Shoebury Town Centre to Basildon Hospital (and return). The journeys took place mid-morning and mid-afternoon. On both occasions each return journey took in excess of 4hrs.

Workforce proposals

- 6.8 From the outset of the STP (formerly the Essex Success Regime) the Council have underlined the need to have detailed proposals for workforce. The Council consider that these proposals underpin the entire STP. The proposals must be practical, deliverable and sustainable to ensure the reconfiguration of acute services, the transformation of primary care and the delivery of an out of hospital community model, can be realised.
- 6.9 Throughout the consultation with the Council workforce evidence has been requested to support the detailed implementation of the STP proposals. The information requested to support the consultation with the Council relates to;
- the plans to recruit and retain the workforce required;
 - the plans required to sustain and skill the workforce required; and
 - the plans required to operate and manage services.

to deliver the plans for acute reconfiguration; transformation of primary care; and the development of the out of hospital community model.

Investment plan

- 6.10 The Council have regularly requested information to support decision #17 of the CCG Joint Committee. Specifically, the allocation of the circa £40M of capital investment earmarked for Southend Hospital. The Council have also requested the information regarding the detail of the disposal of assets noted under decision #17. This information has not been provided or made available during the process of consultation with the Council.

Implementation plan

- 6.11 Throughout the process of consultation both the Council and the CCG Joint Committee have acknowledged the complexity and planning required to implement the STP proposals. Through a number of formal meetings and committees the Council has requested the implementation plan being developed by the CCG Joint Committee. A review of the plan would help the Council to support the CCG Joint Committee decisions. This information has not been provided nor made available during the process of consultation with the Council.

Discharge and repatriation

- 6.12 The Council has consistently highlighted the challenges for discharge and repatriation to the CCG Joint Committee. For patients to be discharged efficiently a consistent repatriation process needs to be in place. Throughout the consultation with the Council the CCG Joint Committee have not addressed these concerns nor has information addressing these concerns been made available.

Zero options for consideration during public consultation

- 6.13 Throughout consultation with the Council no options have ever been provided by the CCG Joint Committee upon which the Council could be engaged and consulted with. From the outset the Council have made an offer to work in partnership with the STP to develop alternative options. This has included the Council suggesting a Council investment in a new, modern and fit for purpose facility, providing acute services for Southend which meets the changing and developing needs and aligns with the STP

direction of travel. Whilst the Council acknowledges that it is not 'best placed' (nor is it our role) to develop alternative options we consider that we have embraced this opportunity in the interests of delivering better outcomes for our residents. This would have enabled the development of a strong partnership, detailed and robust proposals.

Lack of Clarity

- 6.14 There has been a perceived lack of clarity regarding both the decision making process and evidence to support decisions led by the CCG Joint Committee, which has manifested itself through; **inconsistency in accountability; disagreement from clinicians** regarding the proposals; and **inconsistent communications** from both the CCG Joint Committee and the Mid, Southend & Basildon Group Hospitals. For example;
- the public events planned in Southend appeared to be disorganised and were ticketed which led to the perception that the CCG Joint Committee were not being inclusive throughout the process of public consultation;
 - at a public event in Southend the Interim Accountable Officer for Southend CCG made the statement that 'public consultation was not a referendum' leading to the perception by the Council that decisions had already been taken;
 - during the process of consultation with the Council the three NHS provider Trusts announced a merger of the three hospital Trusts which led to the perception that the CCG Joint Committee and provider Trusts were aligning themselves to deliver 'already' made decisions;
 - since the original inception of the STP (the Essex Success Regime) there have been five Accountable Officers at NHS Southend CCG which has led to the impression that there was inconsistency in accountability and responses to the Council's concerns; and
 - prior to public consultation and at a public event in Rochford the Senior Consultant at Southend A&E stated that 'the further patients had to travel, the more likely they would be to die' in reference to the planned reconfiguration of A&E services. Shortly after this statement the STP reversed their proposals to reconfigure the three A&E services. This led to the perception by the Council that other plans for the reconfiguration of acute services were not supported by clinicians and that the CCG Joint Committee were suppressing clinical concerns.

Decision #12 (stroke not in the interests of health services in Southend)

- 6.15 The decision to locate a specialist stroke service at Basildon Hospital that will provide intensive nursing and therapy is not in the interests of local Southend health services.

Decision #12 - background

- 6.16 The five principles consulted on included the principle that certain, more specialist, services which require an inpatient stay should be concentrated in one place, where this would improve care and chances of a good recovery.
- 6.17 This model / principle is supported by the East of England Clinical Senate who confirmed that the proposals for service change would deliver improvements to patient care. The proposals / service model developments for stroke services were developed by leading front-line consultants and have been recognised as improving the quality, outcome and safety of care.
- 6.18 Whilst it is recognised that specialist services, which require an inpatient stay, would benefit from being concentrated in one place there is no evidence to support the location of a number of the CCG Joint Committee decisions in Basildon. Specifically, decision #12 which refers to ...
- ... 'the care for patients showing symptoms of a stroke continuing to be via the nearest A&E, where patients will be assessed, stabilised and treated, if clinically appropriate.

Patients who have had a stroke will then transfer to Basildon Hospital for a short period of intensive nursing and therapy support'...

The decision further recognises that where a patient is confirmed as suffering from a bleed on the brain, they will continue to be transferred to a designated neuro unit, as now. The CCG Joint Committee strongly supported the ambition to develop a mechanical thrombectomy service but makes no recognition that a thrombectomy service (on a best endeavour approach) is currently provided from Southend Hospital.

- 6.19 The Council has publicly stated support for the clinically developed stroke model but have continually sought evidence to support the location of this model at Basildon Hospital.
- 6.20 Despite repeated requests from the Council (via Southend Scrutiny, JHOSC and Southend Health and Wellbeing Board) for evidence to support the locating of stroke rehabilitation services at Basildon Hospital no evidence has ever been provided.
- 6.21 During the course of public consultation locally elected Councillors from all political groups from the Council visited the stroke unit at Southend Hospital to discuss the STP proposals.
- 6.22 The Councillors left the visit very clear that a model had been developed between the lead consultants for each acute site that places the patient at the centre. The immediate and timely hyperacute clinical intervention is paramount to the delivery of a successful model. The fast reaction of the model to identify patients with strokes (using hyperacute imaging), the ability to quickly identify the cause of the stroke and hyperacute clinical intervention delivered thereafter are all primary considerations of the model.
- 6.23 The resourcing of the hyperacute clinical intervention model was also a topic of conversation and Dr Guyler (Lead Consultant for Stroke Medicine) outlined the required resource at each site for the model to function effectively. This included a medical hyperacute assessment team 24/7 (incorporating 6 nurses and 6 doctors), a CT scanner 24/7 and an MRI scanner 24/7, all at each hospital site. Clare Panniker (Chief Executive Mid, Southend and Basildon Hospital Group) confirmed to the Councillors and assured the meeting that the STP proposals were committed to resourcing each site appropriately as defined by the model Dr Guyler outlined.
- 6.24 The decision for the reconfiguration of stroke services and development of a hyperacute clinical intervention model is supported with clinical evidence. However, the rationale to incorporate a specialist stroke unit at Basildon Hospital, where patients will receive a short period of intensive nursing and therapy is unclear and not documented in the CCG Joint Committee Decision Making Business Case.
- 6.25 The Council acknowledge that The Stroke Association supports the proposals for stroke services as agreed by the CCG Joint Committee. In summary, The Stroke Association specifically supports the development of the model outlined in the CCG Decision Making Business Case. The Stroke Association further supports the development of a specialised stroke service which will provide intensive nursing and therapy. Whilst the report supports the development of the specialist service at Basildon Hospital the Stroke Association were not asked to appraise any alternatives, nor is it clear that any alternatives were appraised by the CCG Joint Committee. For example, the Stroke Association were not requested to comment on whether or not the specialist stroke service should be based at Southend.

Strokes in Southend

- 6.26 Southend has the highest number of strokes (within the STP footprint) per 1,000 population over the age of 65. The data (17/18) shows that the Southend rate is 7.5 which is significantly higher than Basildon and Mid Essex. Not only does Southend have the highest rate of strokes within the STP, the rate has been steadily increasing (15/16, 16/17 & 17/18) as compared to Basildon and Mid Essex which have been steadily decreasing or remaining constant.

- 6.27 Stroke admissions for Southend Hospital have been steadily increasing year on year, growing from 694 (14/15) to 734 (16/17). This equates to Southend Hospital admitting circa 14 stroke cases per week as compared to circa 11 per week each for both Broomfield and Basildon Hospitals, taken from 16/17 data.

Established infrastructure

- 6.28 Southend Hospital is audited by the Sentinel Stroke National Audit Programme (SSNAP). The most recent audit demonstrates that all three acute hospitals in the Mid and South Essex STP are delivering similar patient outcomes. The evidence and rationale to support the locating of a Specialist Stroke service at Basildon Hospital is not available and raises questions as to why the locating of Specialist Stroke service at Southend Hospital has been overlooked.
- 6.29 Southend has an international airport and a Medical Technical campus which would allow Southend Hospital to attract research funding. It is unclear whether or not this issue has been considered in the CCG Joint Committee decision making process. In addition, Southend Hospital have consistently demonstrated leadership with regards to the development of stroke services, for example; a mobile stroke unit and a best endeavour thrombectomy service.

Workforce

- 6.30 Both the CCG Joint Committee and the Council have recognised the significant challenge associated with workforce which will need to be addressed to enable the successful implementation of the STP.
- 6.31 Despite numerous requests from both JHOSC and the Council the detailed workforce information which is required to provide assurance has not been provided by the CCG Joint Committee. As noted in **para 6.23**, the Chief Executive of Mid, Southend and Basildon Hospital Group confirmed to the Council's locally elected Councillors that resourcing for the clinical hyperacute intervention model (both at local sites and specialist stroke services) would be made available. To date, neither the JHOSC nor the Council have received any information to provide assurance that this commitment is robust.
- 6.32 By creating a specialist stroke service evidence suggests that lives will be saved and disabilities will be reduced. Access to and availability of a specialist stroke workforce continues to be a problem for delivering high quality evidence based stroke care. The British Association of Stroke Physicians has stated 'Clinical developments in UK stroke services have overtaken the specialist resource needed to support them'. The creation of a specialist stroke service (irrespective of location) will allow for the existing specialist workforce in Mid and South Essex STP to be used more effectively to provide evidence based interventions that save lives and reduce disabilities.
- 6.33 Additionally, there is no published evidence that addresses the workforce challenges that would be created as a result of the additional transport requirement (patient, friends, family, carer etc.) following the implementation of specialist stroke services at Basildon Hospital.

Southend as an option was not considered

- 6.34 Throughout the numerous engagement events held between Southend and the STP requests were made for the rationale and evidence base that supported the location of a specialist stroke service, providing intensive nursing and therapy support, at Basildon Hospital. The evidence base that supports the CCG Joint Committee decision has never been made available to either Officers or Councillors at Southend.
- 6.35 The limited evidence that has been published in the CCG Joint Committee Decision Making Business Case indicates that there are clinical connections between a cardio thoracic centre and stroke services. The clinical evidence to support this has not been made available.

6.36 The CCG Joint Committee Decision Making Business Case also makes reference to the fact that workforce issues will be resolved as a result of locating specialist stroke services at Basildon Hospital. Both the JHOSC and Southend Scrutiny Committee have requested the evidence to support this rationale. The evidence has not been made available.

7 Steps taken to reach agreement with Mid and South Essex CCG Joint Committee on the proposals

7.1 The Council, across a number of different formal committees and meetings have led a process to meet and engage with representatives from the STP on multiple occasions. From the outset our concerns have been consistent as has our approach to engaging with the STP. The Council has approached engagement with the STP openly and in a transparent manner. The concerns of the Council for workforce, transport, investment, implementation etc. have all been raised by the Council on the basis that evidence is required to support the CCG Joint Committee decision making.

7.2 The Council has invited representatives of the STP to over nineteen formal committee meetings since February 2016 with the objective of understanding the evidence that supports the STP proposals and CCG Joint Committee decisions. It is understandable, therefore, that the Council is frustrated in the lack of evidence and information to support the STP proposals.

7.3 Enclosed as a separate document to this letter is a complete set of agendas, minutes and papers to the meetings and Committees outlined below.

Joint Health and Overview Scrutiny Committee

7.4 A Joint Health and Overview Scrutiny Committee (JHOSC) was established in early 2018 to be the consultee for a formal public consultation launched by the Mid and South Essex STP. Southend Council is the lead Local Authority for the JHOSC.

7.5 The JHOSC has held four meetings in public and a number of private briefings with representatives from the STP. At each of the meetings, both formal and informal, detailed information relating to the development and implementation STP has been requested. The responses from representatives of the STP has been difficult to understand and in certain cases; repetitive. This has led the Southend representatives at the JHOSC unclear about the evidence to support the CCG Joint Committee decisions.

Southend People Scrutiny Committee

7.6 Representatives from the STP have attended nine Scrutiny Committees since the announcement of the Essex Success Regime (latterly Mid and South Essex STP). Each meeting has focused on different aspects of the STP proposals although Scrutiny have been consistent in terms of their challenge. Scrutiny, consistent with the Council position, **para 5.3**, have challenged the STP to provide detailed evidence regarding workforce, investment, transportation, discharge and repatriation and primary care investment to support the STP proposals (pre 6 July 2018) and decisions (post 6 July 2018).

7.7 As stated in various Scrutiny Committees the Committee has found the information provided by the STP to be repetitive, unclear and inconsistent with publicly available documents. Further, the committee has found the evidence to support the CCG Joint Committee decisions to be insufficient and not able to address the concerns of the Council.

Southend Health and Wellbeing Board

7.8 Southend Health and Wellbeing Board (HWB) has endeavoured to work in partnership with our health colleagues. Although they have attended many Board meetings both formal and informal, information relating to the STP proposals has been confusing and unclear, often changing from one meeting to the next.