

## People Scrutiny Committee

Date: Tuesday, 9th April, 2019 @ 18.30

Place: Committee Room 1 - Civic Suite

Contact: Fiona Abbott - Principal Democratic Services Officer

Email: [committeesection@southend.gov.uk](mailto: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, 29th January, 2019

\*\*\*\* **ITEMS CALLED IN / REFERRED DIRECT FROM CABINET**  
**- Tuesday, 12th March, 2019**

5 **Monthly Performance Report**

Called in by Councillors R Woodley and M Terry

Members are reminded to bring with them the most recent MPR for period end January 2019 circulated recently.

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

6 **Transport Procurement**

**Minute 770** (Report circulated separately, Cabinet Agenda Item No.5 refers)  
Called in by Councillors A Jones, M Dent, R Woodley and M Terry  
(Also called-in to the Policy & Resources Scrutiny Committee)

7 **Annual Report on Safeguarding Children and Adults - September 2017 to March 2019**

**Minute 775** (Cabinet Book 2, Agenda Item No.10 refers)  
Called in by Councillors C Nevin and M Borton

8 **Annual Education Report**

**Minute 776** (Cabinet Book 2, Agenda Item No.11 refers)  
Called in by Councillors L Burton and C Nevin

9 **Revenue and Capital Monitoring - 31st January 2019**

**Minute 780** (Cabinet Book 3, Agenda Item No.15 refers)  
Called in by Councillors C Nevin and L Burton

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

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

\*\*\*\* **OTHER SCRUTINY MATTERS**

**10 Schools Progress Report**

Report of Deputy Chief Executive (People)

**11 Scrutiny Committee - updates**

Report of Strategic Director (Legal & Democratic Services)

**12 Exclusion of the Public**

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

\*\*\*\* **Part 2**

\*\*\*\* **ITEM CALLED IN FROM CABINET**  
**- Tuesday, 12th March, 2019**

**13 Transport Procurement - Confidential Report**

**Minute 783** (Confidential Report circulated separately, Cabinet Agenda Item No.18 refers)

Called in by Councillors A Jones, M Dent, R Woodley and M Terry  
(Also called-in to the Policy & Resources Scrutiny Committee)

**TO: The Chairman & 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, K Robinson, M Stafford,  
C Walker, J Collis, K Jackson, J Broadbent and Mr T Watts

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 – T Watts (Non-Voting)

Observers

Youth Council -

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

This page is intentionally left blank

## **SOUTHEND-ON-SEA BOROUGH COUNCIL**

### **Meeting of People Scrutiny Committee**

**Date: Tuesday, 29th January, 2019**  
**Place: Committee Room 1 - Civic Suite**

**4**

**Present:** Councillor C Nevin (Chair)  
Councillors M Borton (Vice-Chair), B Arscott, L Burton, A Chalk,  
A Dear, D Garne, S Habermel, T Harp, A Holland, D Nelson\*,  
C Mulroney, G Phillips, M Stafford and C Walker  
K Jackson, J Broadbent, T Watts and Rev'd Canon J Collis (co-opted members)  
\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors J Lamb, H Boyd, T Cox and L Salter (Cabinet Members)  
Councillor A Jones  
J K Williams, F Abbott, S Leftley, J Chesterton, K Ramkhelawon,  
B Martin, J O'Loughlin, S Baker and M Sargood

**Start/End Time:** 6.30 - 7.40 pm

#### **646 Councillor Julian Ware-Lane**

The Committee stood in silent tribute in memory of Councillor Julian Ware-Lane, who very sadly passed away the previous week following illness.

#### **647 Apologies for Absence**

Apologies for absence were received from Councillor S Buckley (substitute Cllr Nelson), Councillor J McMahon (no substitute) and from M Mann and A Burdett (Youth Council observers).

#### **648 Declarations of Interest**

The following interests were declared at the meeting:-

- (a) Councillors Lamb, Cox, Boyd, Salter (Cabinet Members) – interest in the referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor Boyd – 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 Salter – agenda item relating to Scrutiny Committee - updates – non-pecuniary - husband is consultant Surgeon at Southend Hospital; son-in-law is GP in the Borough; daughter is a doctor at Basildon Hospital (was not present for agenda item however);
- (d) Councillor Walker – agenda items relating to St Mary's School – non-pecuniary – Southend Boys & Girls Training Choirs rehearse at St Mary's School;

- (e) 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;
- (f) Councillor Nevin - agenda item relating to Scrutiny Committee updates – mid and south Essex STP - non-pecuniary – Previous association at Southend & MEHT Hospitals; sons work at MEHT; sister works Basildon Hospital; work at NHS Trust outside this area;
- (g) Councillor Nelson - agenda item relating to Scrutiny Committee updates - non-pecuniary – wife is a nurse at Southend Hospital;
- (h) Councillor Harp - agenda item relating to Scrutiny Committee updates - non-pecuniary – Chair of St Lukes PPG and member of PPG Forum;
- (i) Councillor Phillips – agenda items relating to – Draft General Fund Revenue Budget; Corporate Risk Register – non-pecuniary – son works in Brexit team in Westminster civic service;
- (j) Councillor Borton – agenda items relating to - Draft General Fund Revenue Budget; Revenue & Capital Monitoring – non-pecuniary – work for DWP, dealing with Universal Credit claimants;
- (k) Councillor Burton – agenda item relating to Schools Progress report – non-pecuniary – Director of English and Maths at USP (formally SEEVIC) College and Southend schools are feeder schools;
- (l) Councillor Arscott – agenda item relating to Schools Progress report – non-pecuniary – Governor at Our Lady of Lourdes Catholic Primary School (Assisi Trust);
- (m) Councillor Jones – agenda item relating to SEND Inspection – non-pecuniary – member of organisation referred to in report.

Councillor Holland advised that she had interests in the following agenda items - Draft Capital Investment Programme; Draft General Fund Revenue Budget; Revenue & Capital Monitoring; MPR – as her son works for the Council and would withdraw if any relevant projects were discussed.

#### **649 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.

#### **650 Minutes of the Meeting held on Tuesday, 27th November, 2018**

Resolved:-

That the Minutes of the Meeting held on Tuesday, 27<sup>th</sup> November, 2018 be confirmed as a correct record and signed.

#### **651 Southend 2050 - Strategic Delivery Plans**

The Committee considered Minute 604 of Cabinet held on 17<sup>th</sup> January 2019, which has been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Chief Executive providing the Southend 2050 Strategic Delivery Plans (SDPs).

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the Strategic Delivery Plans supporting the delivery of the Southend 2050 Ambition and the Southend 2050 Five Year Road Map, be adopted.

2. That the Transforming Together work be noted and the new Council values, be endorsed.”

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

## **652 Draft Capital Investment Programme 2019/20 to 2023/24**

The Committee considered Minute 610 of Cabinet on 17<sup>th</sup> January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Strategic Director (Finance and Resources) outlining a draft programme of capital investment for the period 2019/20 to 2023/24.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the current approved programme for 2019/20 to 2021/22 of £153.1m as set out in Appendix 1 to the submitted report, be noted.

2. That the Capital Investment Strategy for 2019/20 to 2023/24, as set out in Appendix 2 to the report, be approved.

3. That the following be approved:

(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 to the submitted report);

(ii) Schemes subject to external funding approval for the period 2019/20 to 2020/21 totalling £3.0m (Appendix 6 to the report);

(iii) Schemes subject to viable business cases for the period 2019/20 to 2021/22 totalling £48.6m (Appendices 6 and 7 to the report).

4. That it be noted that the changes to the approved Programme will result in a proposed Capital Investment Programme of £177.0m for 2019/20 to 2023/24, as set out in Appendix 7 to the report, of which £70.7m is supported by external funding.

5. That it be noted that a final review is being undertaken on the 2018/19 projected outturn and the results will be included in the report to Cabinet on 12 February 2019.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 12 February 2019 is a Council Function.

Cabinet Member: Cllr Lamb

**653 Draft General Fund Revenue Budget 2019/20**

The Committee considered Minute 611 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees, together with a report of the Corporate Management Team presenting the draft revenue budget for 2019/20.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the 2019/20 draft revenue budget and any required commencement of consultation, statutory or otherwise, be endorsed.

2. That it be noted 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.

3. That it be noted 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.

4. That the 2019/20 revenue budget, as endorsed, be referred to all three Scrutiny Committees, Business sector and Voluntary sector to inform the Budget Cabinet, which will then recommend the Budget and Council Tax to Budget Council.

5. That 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) to the submitted report, be noted and referred to the People Scrutiny Committee and then to Budget Cabinet and Budget Council.

6. That the direction of travel for 2020/21 and beyond, noting the need for the organisation to move to a longer term and outcome based budgeting approach as set out in Section 15 of the report, be endorsed.”

Note: This is an Executive Function save that approval of the final budget following Cabinet on 12th February 2019 is a Council Function.

Cabinet Member: Cllr Lamb

**654 Special Educational Needs and Disabilities Inspection**

The Committee considered Minute 613 of Cabinet held 17<sup>th</sup> January 2019, which had been referred to the People Committee together with the report of the Deputy Chief Executive (People). This presented the outcomes of the SEND Area Inspection conducted in October 2018.

With regard to the comment in the inspection report about assessments for autistic spectrum disorder and attention deficit hyperactivity disorder, the Healthwatch Southend member mentioned that they had contacted the CCG for a formal guidance sheet they could publish to assist parents about the process and this is in progress at the moment.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the findings from the inspection report, including both those areas that were indicated as strengths alongside those areas that show significant concern, be noted.

2. That the requirement for the Local Authority and the Clinical Commissioning Group to joint produce a Written Statement of Action (WSOA), be noted.

3. That the proposed actions contained within the submitted report that will ensure the necessary improvements are made, be approved.”

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

#### **655 St Mary's Primary School Consultation**

The Committee considered Minute 614 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to the People Scrutiny Committee together with a report of the Deputy Chief Executive (People). This presented the results of the consultation to permanently set the pupil admission number (PAN) at St Mary's Prittlewell Church of England (CofE) Primary School at 90 pupils per year group, starting from admission into the reception year in September 2019.

Resolved:-

That the following decision of Cabinet be noted:-

“That the pupil admission numbers (PAN) at St Mary's Prittlewell CofE Primary school be set 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.”

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

#### **656 School Term Dates 2020/21**

The Committee considered Minute 615 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to the People Scrutiny Committee together with a report of the Deputy Chief Executive (People). This proposed the guideline school term and holiday dates for the academic year 2020/21.

Resolved:-

That the following decision of Cabinet be noted:-

“That the school term and holiday dates for 2020/21, as set out in Appendix 1 to the submitted report, for community schools and as a guide to academy schools in the borough, be approved.”

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

#### **657 Corporate Risk Register**

The Committee considered Minute 617 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Chief Executive presenting the corporate risk register Quarter 3 update.

Resolved:-

That the following decision of Cabinet be noted:-

“That the 2018/19 Corporate Risk Register and the Quarter 3 updates outlined in Appendix 1 to the submitted report, be noted.”

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

#### **658 Revenue and Capital Monitoring to 30 November 2018**

The Committee considered Minute 620 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with a report of the Strategic Director (Finance and Resources) presenting the Revenue and Capital budget report for the period ending 30<sup>th</sup> November 2018.

Resolved:-

That the following decisions of Cabinet be noted:-

“That, in respect of the 2018/19 Revenue Budget Monitoring as set out in appendix 1 to this report:

1. That the forecast outturn for the General Fund and Housing Revenue Account, as at November 2018, be noted.
2. That the planned management actions of £3,230,000 to achieve that forecast outturn, be noted.
3. That the planned budget transfers (virements) of £949,000, be approved.
4. That the transfer of £413,000 from the Children Social Care reserve to support additional secured placements, be approved.

5. That the transfer of £472,000 from the Dedicated School Grant reserve to support 2018/19 in year funding pressures, be approved.

6. That the potential transfer of £1,505,000 to the Business Transformation Reserve in respect of the forecast General Fund underspend, be noted.

7. That the potential transfer of £24,000 to the HRA Capital Investment Reserve in respect of the forecast HRA underspend, be noted.

That, in respect of the 2018/19 Capital Budget Monitoring as set out in appendix 2 of this report:

8. That the expenditure to date and the forecast outturn as at November 2018 and its financing, be noted.

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

Note: This is an Executive Function

Cabinet Member: Cllr Lamb

#### **659 Monthly Performance Report (November 2018)**

The Committee considered Minute 621 of Cabinet held on 17th January 2019, which had been referred direct by Cabinet to all three Scrutiny Committees together with the Monthly Performance Report covering the period to end November 2018.

In response to comments regarding 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), the Cabinet Member for Adults and Housing confirmed that the indicator was under review, with potential to re scope / re focus the indicator.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

#### **660 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 recent Ofsted Inspections and the Pupil Premium Strategy. There have been no additional Academy conversions since September 1<sup>st</sup> 2018.

The Committee asked that their congratulations be forwarded to staff, parents, carers, pupils and officers at The Eastwood Academy and to Porters Grange Primary School and Nursery on their recent inspection results.

Resolved:-

That the report be noted.

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

**661 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.

Resolved:-

1. That the report and any actions taken be noted.
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.
3. To note the updated referral letter sent on 15<sup>th</sup> January 2019 to the Secretary of State for Health & Social Care re the Mid and South Essex STP, as attached at Appendix 4.

Note:- This is a Scrutiny Function.

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

# MONTHLY PERFORMANCE REPORT

## January 2019

### Contents







<b>Section 1</b> Page 1 - 7	<b>2018-19 Exceptions – Current Month’s Performance</b> Current Month’s performance information for indicators rated Red or Amber and highlighted Green indicators with commentary.
<b>Section 2</b> Page 8 - 11	<b>2018-19 Corporate Performance Indicators</b> Performance Information for all Corporate Priority Indicators
<b>Section 3</b> Page 12 - 23	<b>Detail of Indicators Rated Red or Amber</b> Performance detail for indicators rated Red or Amber
<b>Section 4</b> Page 24 - 28	<b>Partnership Indicators</b> Health Wellbeing Indicators Local Economy Indictors Community Safety Indicators

Version: **V1.0**

Published by the Corporate Strategy Group

Further information: [LouisaThomas@southend.gov.uk](mailto:LouisaThomas@southend.gov.uk) (01702) 212039 or [KellyRobertson@southend.gov.uk](mailto:KellyRobertson@southend.gov.uk) (01702) 212229

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

Version: **V1.0**

Published by the Corporate Strategy Group

Further information: [LouisaThomas@southend.gov.uk](mailto:LouisaThomas@southend.gov.uk) (01702) 212039 or [KellyRobertson@southend.gov.uk](mailto:KellyRobertson@southend.gov.uk) (01702) 212229





# Section 1: 2018-2019 Exceptions - Current Month Performance





Comments on Indicators rated Red or Amber

Generated on: 29 February 2019 10:31



**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	January 2019	79	57-67	57-67			CLA rate remains above target and increasing - demand measurement and key question is whether the right children are brought into care. Head of Service has reviewed all children that became CLA since Apr-18 and identified decision making as appropriate. There is an increase in two groups - older adolescents (including unaccompanied asylum seekers - UASC) and under 5's. This is linked to an increased focus on working with adolescents and being part of the National Transfer Scheme for UASC. There is increasing work with pre-school, including pre-birth children. Other than children who need to become CLA in an emergency, the decision for a child to become CLA is made by the Placement Panel to ensure that all options are considered before care is agreed. This has prevented numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure children do not remain in care for longer than necessary. This increase is in line with the national picture and is reviewed to ensure the right children become CLA at the right time. Social Worker caseloads kept under weekly review to ensure they can effectively deliver good practice.	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	January 2019	67.5%	88.7%	88.7%			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	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
									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. In view of this, Adult Social care and the Performance team are reviewing the detail of this cohort to look at how we can continue to adopt a fully inclusive Home First approach as well as ensure those individuals receiving pure reablement services can be identified and reported for this indicator.	
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	January 2019	73.5%	90%	90%			Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and Jan- 19 was 16.2 days.	People Scrutiny
12 CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	January 2019	1.95%	1.77%	1.77%			The frontline teams continue to work 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 % of recoverable debt 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

**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
CP 5.4	Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]	Aim to Minimise	January 2019	6.18	5.82	7.20			The council's absence levels have been below the target for the last 2 months. For year to date the Council is still above its target by 0.36 average days lost per FTE. HR have just	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
									completed the procurement process for a new Occupational Health service and will be running a series of workshops with the new provider to ensure managers make effective use of the service to support the management of absence.	
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	January 2019	35,852	43,333	45,000			Continued increase in registrations, supported by ongoing program of social media communications to encourage sign 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 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	January 2019	33.49	38-48	38-48			We are below target and relates to 131 children (although this number has subsequently risen). 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).	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	January 2019	92.1%	95%	95%			This month has shown improvement but this is missing target. This is still an area of focussed work with staff and managers. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.	People Scrutiny

**Expected Outcome** Some slippage against 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 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	January 2019	4,544	4,580	5,740			To date, Health Checks are at 79.2% against the cumulative annual target of 83%. This is due to below monthly target performance in Dec-18 and Jan-19. However, we do not at this point, (04/02/2019), have all the figures for the outreach service which will bring us closer to target.	People Scrutiny
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	January 2019	616	653	771			Newly commissioned vape shops delivering quits. Continuing to support Primary Care & community support to deliver stop smoking support. Level 2 advisor training undertaken. Planning E-cigarette event for local provider.	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	January 2019	86.60%	86.70%	97.50%			The collection rate for Council Tax as at the 31st January 2019 is 86.6%, which is 0.1% below the profiled target to the end of January. We have now successfully recruited the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases as well as visiting properties within the borough to verify information and will ensure we have the specialisms to achieve our collection targets. Our two contracted enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to assist our residents in need, setting up a joint approach with our Citizens Advice team, working with people to agree payment plans or support with applications for hardship relief or benefit claims. A wider group of our support sector is being created to assist and encourage residents to discuss and plan their finances. We also continue to work with	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
									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]	Aim to Maximise	January 2019	85.40%	89.50%	98.30%			The collection rate for Business Rates for the period ending the 31st January 2019 is 85.4% and upon reviewing the historical data the end of January collection rate of 85.4% is consistent with previous years. The difference arises due to Discretionary Discounts awarded in January 2018, which means the profiles target to date needs amending. The overall target rate for the year end is still anticipated to be achieved. We are still pursuing 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 and the various reliefs we grant.	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	January 2019	98.4%	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. Activity continues to ensure that the visits are consistently of a high quality.	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	January 2019	33%	33%	33%			The figures continue to be above the national benchmark and the teams have achieved the target this month. The social work teams continue to promote direct payments as a real choice for adults to take control of how their	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 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 3.13	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	January 2019	0.47	1.81	1.81			Delayed transfers of care from the acute and non-acute settings for social care continues to be a high priority and continues to improve. Sustained performance is achieved from a strong system leadership 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 plans. Nationally released DTOC data for Jan-19 by LG Inform continues to place Southend Borough Council within the top quartile of all English single-tier and county councils.	People Scrutiny
16 CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	January 2019	1.95	3.19	3.19			The data is currently only available quarterly, in line with the national statistics and monthly updates will continue. There remains pressure in this area with 154 households at the end of the month in TA which is up from 141 in Mar-18. Whilst current performance is better than the set target, it should be noted that at the end of Dec-17 local performance stood at 1.54 households per 1,000 households, compared to the England rate of 3.36. Both the local and national rates are increasing. This ranks Southend 99/294 reporting authorities, an improvement from 109 at the end of Sep-17 (292 reporting authorities), and the best position since Jun-16 where we ranked 106. It should be noted that this relatively strong position is based on the work of the proactive approach of the team, but that considerable pressures remain. Work is underway to improve the availability of private sector properties to discharge our homelessness duty into, relieving some of the pressure on the limited social housing stocks and reducing TA occupation levels.	Policy and Resources 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 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	January 2019	6,313	6,660	8,000			The month value of 553 missed collections represents a 0.04% 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 monitored 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: 22 February 2019 10:31

**Performance Data Expected Outcome: At risk of missing target 6 On course to achieve target 16 Some slippage against target 6 No Value 1**

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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	January 2019	33.49	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	January 2019	79	57-67	57-67			John O'Loughlin	People Scrutiny
18 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	January 2019	92.1%	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	January 2019	98.4%	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	January 2019	94%	94%	94%			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 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]	Aim to Maximise	September 2018	48.50%	-	46.38%	✓	-	Carl Robinson	Place Scrutiny
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	January 2019	6,313	6,660	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	January 2019	TBC	74%	74%	-	-	Sarah Baker	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	January 2019	67.5%	88.7%	88.7%	●	↓	Sarah Baker	People Scrutiny
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	January 2019	33%	33%	33%	✓	↑	Sarah Baker	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	January 2019	10.2%	10%	10%	✓	↓	Sarah Baker	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	January 2019	4,969,171	3,666,667	4,400,000	✓	↓	Scott Dolling	Place Scrutiny
CP 3.7	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	January 2019	40	33	40	✓	↑	Krishna Ramkhelawon	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	January 2019	4,544	4,580	5,740	⚠	↑	Krishna Ramkhelawon	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 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	January 2019	73.5%	90%	90%			John O'Loughlin	People Scrutiny
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	January 2019	616	653	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	January 2019	0.47	1.81	1.81			Sarah Baker	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	January 2019	86.60%	86.70%	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	January 2019	85.40%	89.50%	98.30%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative YTD]	Aim to Maximise	January 2019	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	January 2019	98.92%	84.00%	84.00%			Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	January 2019	98.42%	90.00%	90.00%			Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	January 2019	1.95%	1.77%	1.77%			Glyn Halksworth	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	January 2019	85.8%	82.5%	82.5%			Brin Martin	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 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	January 2019	1.95	3.19	3.19			Glyn Halksworth	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.

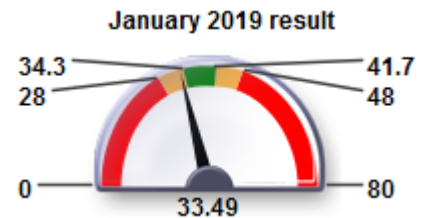
MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD]	Aim to Maximise	January 2019	16,398	16,250	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	January 2019	6.18	5.82	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	January 2019	35,852	43,333	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	January 2019	96.2%	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.

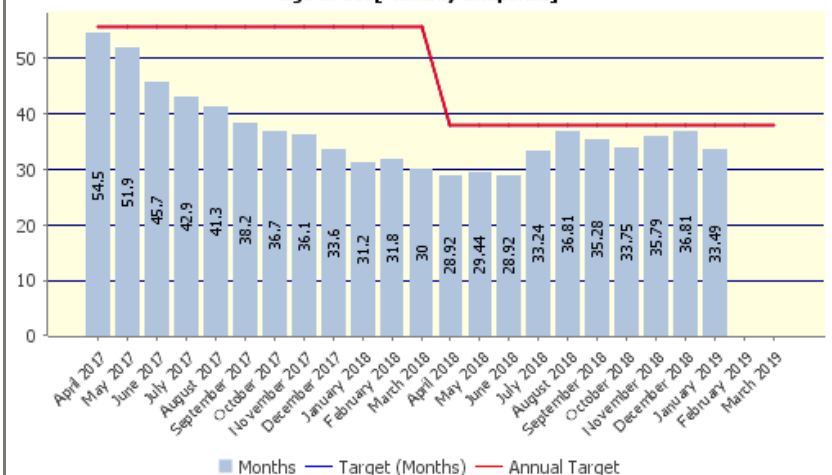
Expected Outcome: At risk of missing target 1 Some slippage against target 2

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




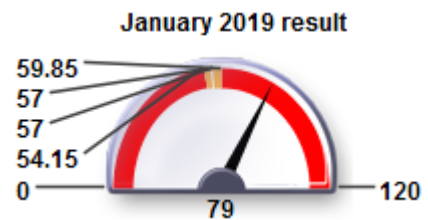
Date Range 1		
	Value	Target
April 2017	54.5	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017	38.2	50.4 - 55.7
October 2017	36.7	50.4 - 55.7
November 2017	36.1	50.4 - 55.7
December 2017	33.6	50.4 - 55.7
January 2018	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
December 2018	36.81	38 - 48
January 2019	33.49	38 - 48

C001 Rate of children subject to a Child Protection Plan per 10,000 population under the age of 18. [Monthly Snapshot]



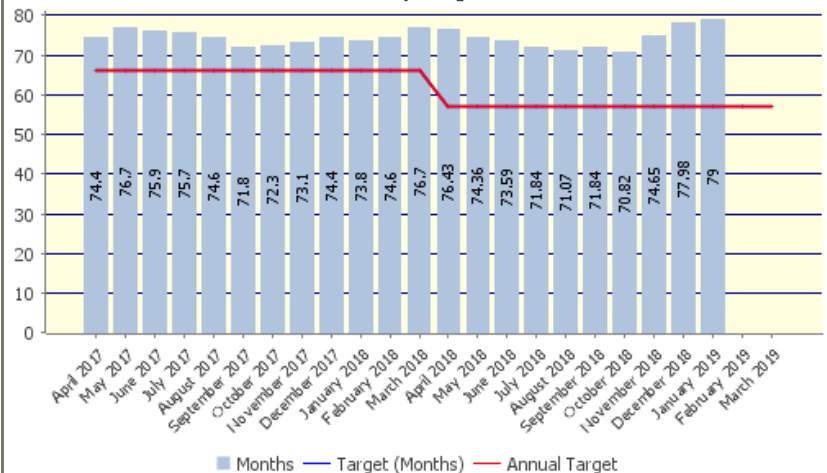
We are below target and relates to 131 children (although this number has subsequently risen). However this is only a measure of demand in the system and the key question is whether the correct children are made subject to child protection plans. We assure ourselves through a number of quality assurance mechanisms, including audit and senior management oversight (eg. 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		




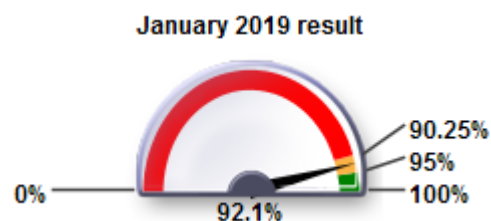
Date Range 1		
	Value	Target
April 2017	74.4	66
May 2017	76.7	66
June 2017	75.9	66
July 2017	75.7	66
August 2017	74.6	66
September 2017	71.8	66
October 2017	72.3	66
November 2017	73.1	66
December 2017	74.4	66
January 2018	73.8	66
February 2018	74.6	66
March 2018	76.7	66
April 2018	76.43	57 - 67
May 2018	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
December 2018	77.98	57 - 67
January 2019	79	57 - 67

C002 Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]



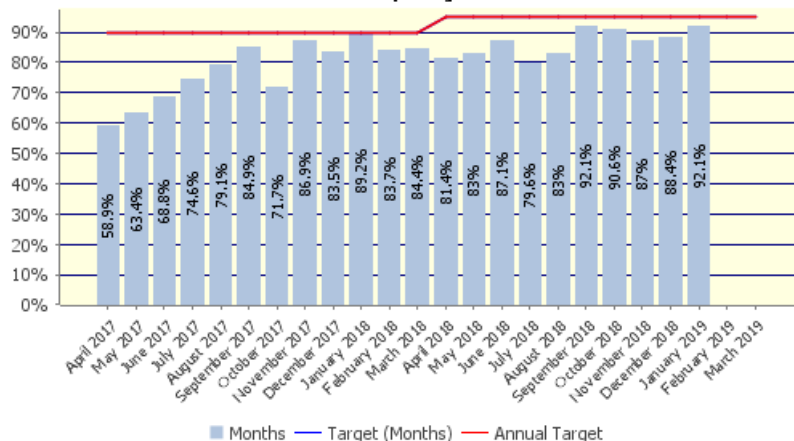
CLA rate remains above target and increasing - demand measurement and key question is whether the right children are brought into care. Head of Service has reviewed all children that became CLA since Apr-18 and identified decision making as appropriate. There is an increase in two groups - older adolescents (including unaccompanied asylum seekers - UASC) and under 5's. This is linked to an increased focus on working with adolescents and being part of the National Transfer Scheme for UASC. There is increasing work with pre-school, including pre-birth children. Other than children who need to become CLA in an emergency, the decision for a child to become CLA is made by the Placement Panel to ensure that all options are considered before care is agreed. This has prevented numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure children do not remain in care for longer than necessary. This increase is in line with the national picture and is reviewed to ensure the right children become CLA at the right time. Social Worker caseloads kept under weekly review to ensure they can effectively deliver good practice.

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%
December 2018	88.4%	95%
January 2019	92.1%	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]



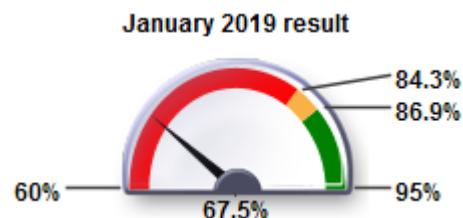
This month has shown improvement but this is missing target. This is still an area of focussed work with staff and managers. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.

**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 2

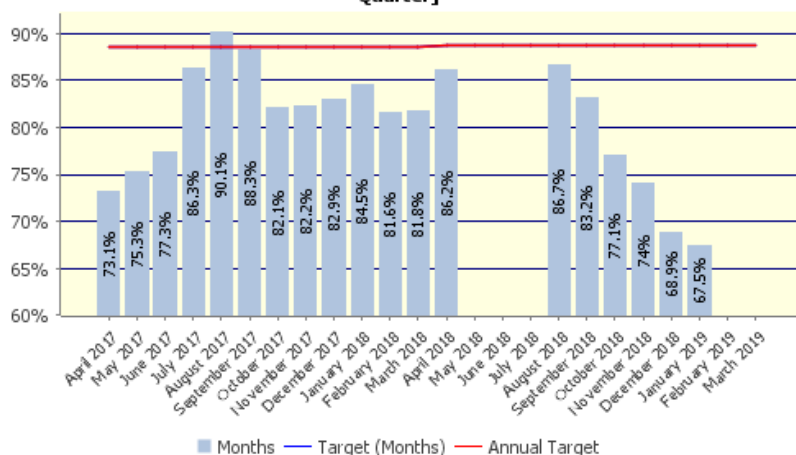
CP 3.2	<b>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2B(1)) [Rolling Quarter]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise

<b>Managed By</b>	<b>Sarah Baker</b>
<b>Year Introduced</b>	<b>2012</b>




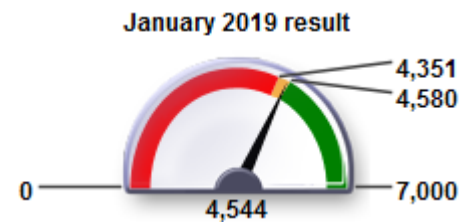
Date Range 1		
	Value	Target
April 2017	73.1%	88.6%
May 2017	75.3%	88.6%
June 2017	77.3%	88.6%
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
October 2017	82.1%	88.6%
November 2017	82.2%	88.6%
December 2017	82.9%	88.6%
January 2018	84.5%	88.6%
February 2018	81.6%	88.6%
March 2018	81.8%	88.6%
April 2018	86.2%	88.7%
May 2018		88.7%
June 2018		88.7%
July 2018		88.7%
August 2018	86.7%	88.7%
September 2018	83.2%	88.7%
October 2018	77.1%	88.7%
November 2018	74%	88.7%
December 2018	68.9%	88.7%
January 2019	67.5%	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]**

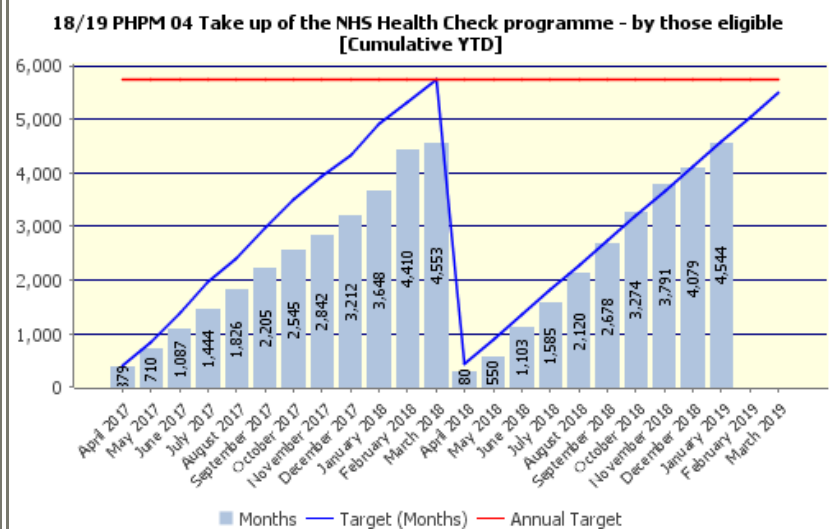


The adoption of the fully inclusive "Home First" approach across the whole of the social care system means that our reablement services are offered to as wide a cohort of clients as possible. Inherently, this will impact on the number of clients who are deemed to be successful in their reablement as 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. In view of this, Adult Social care and the Performance team are reviewing the detail of this cohort to look at how we can continue to adopt a fully inclusive Home First approach as well as ensure those individuals receiving pure reablement services can be identified and reported for this indicator.

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



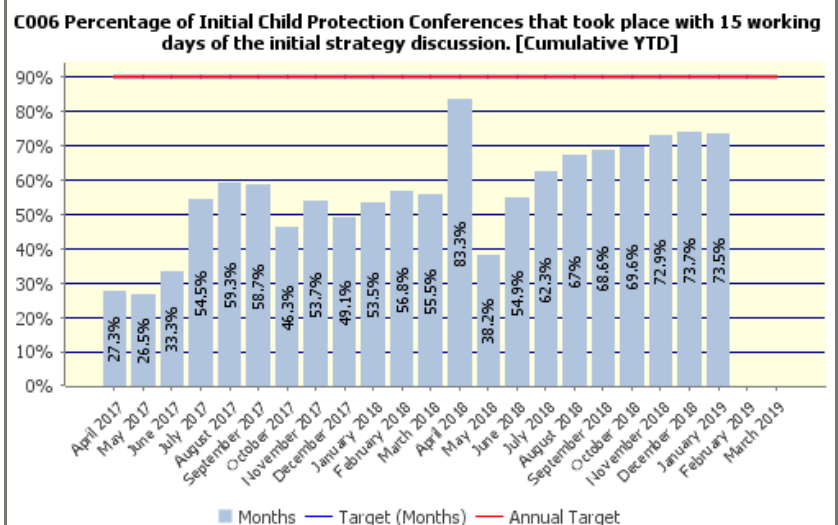
Date Range 1		
	Value	Target
April 2017	379	414
May 2017	710	828
June 2017	1,087	1,406
July 2017	1,444	1,984
August 2017	1,826	2,398
September 2017	2,205	2,976
October 2017	2,545	3,506
November 2017	2,842	3,920
December 2017	3,212	4,334
January 2018	3,648	4,912
February 2018	4,410	5,326
March 2018	4,553	5,740
April 2018	280	458
May 2018	550	916
June 2018	1,103	1,374
July 2018	1,585	1,832
August 2018	2,120	2,290
September 2018	2,678	2,748
October 2018	3,274	3,206
November 2018	3,791	3,664
December 2018	4,079	4,122
January 2019	4,544	4,580



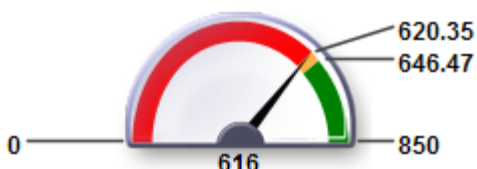

To date, Health Checks are at 79.2% against the cumulative annual target of 83%. This is due to below monthly target performance in Dec-18 and Jan-19. However, we do not at this point, (04/02/2019), have all the figures for the outreach service which will bring us closer to target.

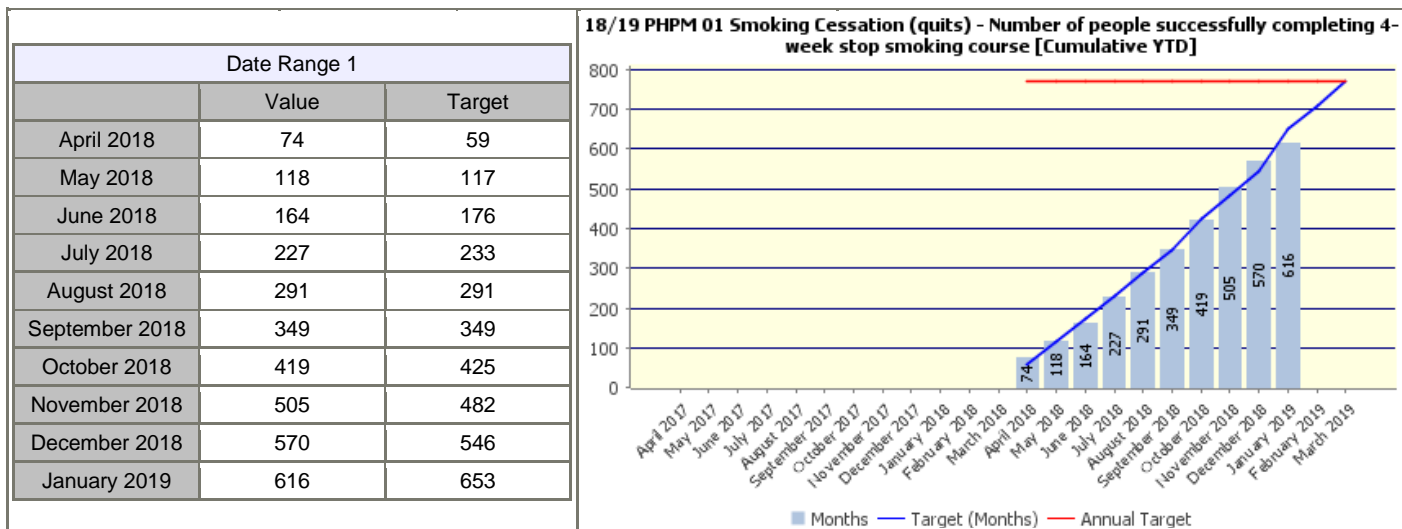
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]			<div>January 2019 result</div> <table><tr><td>0%</td><td>73.5%</td><td>85.5%</td><td>90%</td><td>100%</td></tr></table>	0%	73.5%	85.5%	90%	100%
0%	73.5%	85.5%	90%		100%				
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%
December 2018	73.7%	90%
January 2019	73.5%	90%



Recent months have seen a more consistent performance moving towards the 90.0% target and where conferences are delayed we are clear as to the reason to ensure that the delay is a child focused decision. The average length between Apr-18 and Jan- 19 was 16.2 days.


CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]			<p>January 2019 result</p> 
Expected Outcome		Format	Aim to Maximise	
Managed By	Ian Diley			
Year Introduced				



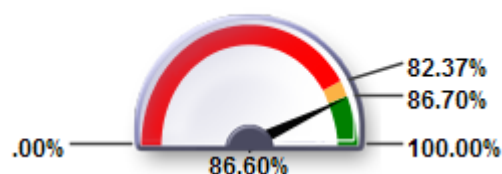
Newly commissioned vape shops delivering quits. Continuing to support Primary Care & community support to deliver stop smoking support.  
 Level 2 advisor training undertaken. Planning E-cigarette event for local provider.

**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: At risk of missing target 1 Some slippage against target 2

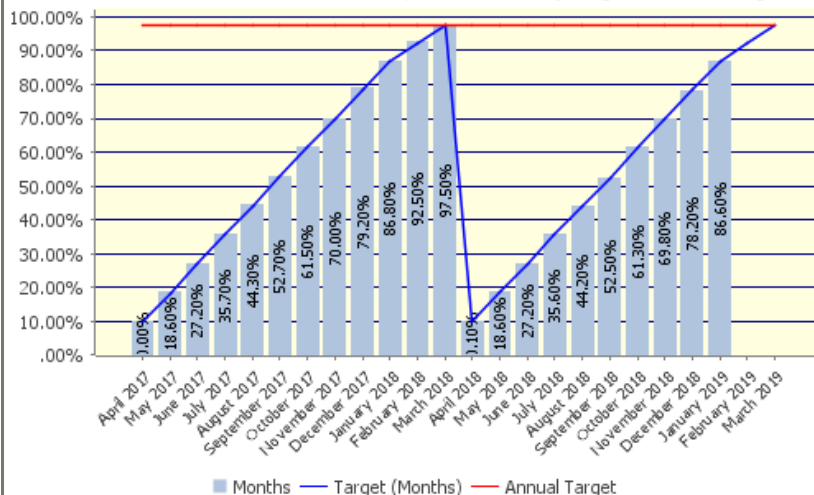
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Joe Chesterton</b>		
<b>Year Introduced</b>	2000		

January 2019 result




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%
December 2018	78.20%	78.30%
January 2019	86.60%	86.70%

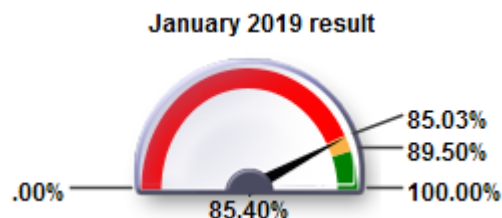
CSF&R 010 % of Council Tax for 2018/19 collected in year [Cumulative YTD]



The collection rate for Council Tax as at the 31st January 2019 is 86.6%, which is 0.1% below the profiled target to the end of January. We have now successfully recruited the specialist roles of a Retention Officer and a Bankruptcy/ Liquidation Officer who will work on the more complex recovery cases as well as visiting properties within the borough to verify information and will ensure we have the specialisms to achieve our collection targets.

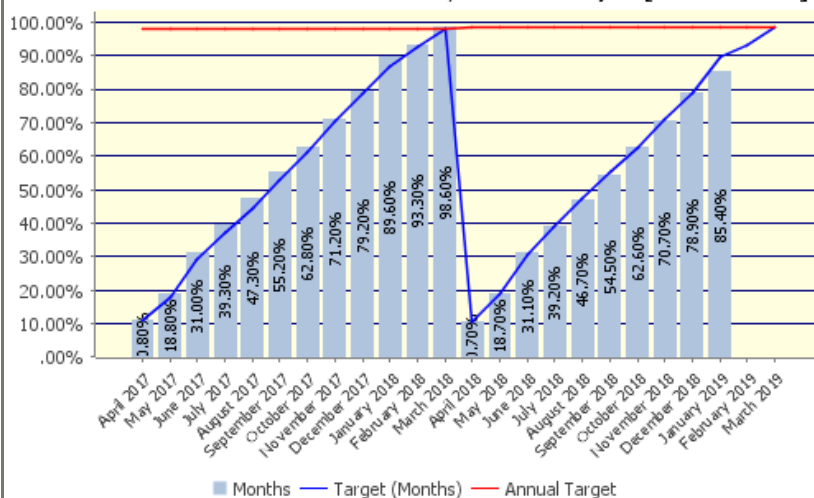
Our two contracted enforcement agents continue with very similar acceptable levels of collection. We continue to work with the support sector to assist our residents in need, setting up a joint approach with our Citizens Advice team, working with people to agree payment plans or support with applications for hardship relief or benefit claims. A wider group of our support sector is being created to assist and encourage residents to discuss and plan their finances. 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		



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%
December 2018	78.90%	79.00%
January 2019	85.40%	89.50%

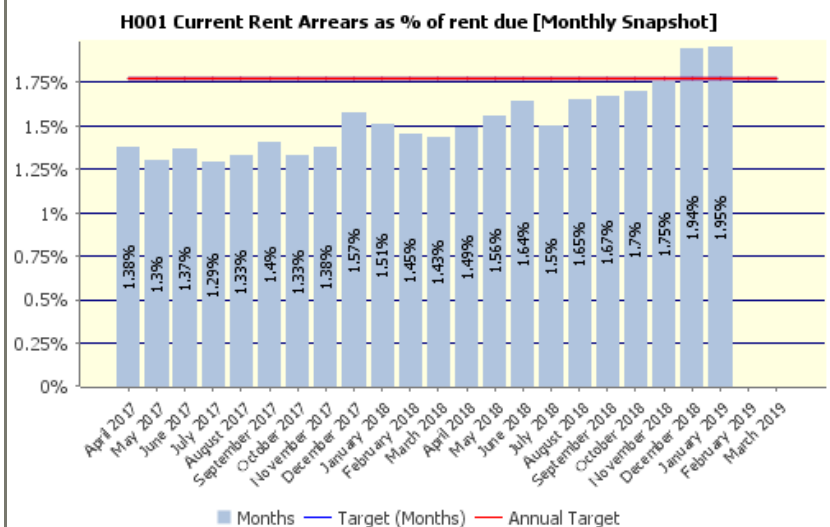
CSF&R 011 % of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]



The collection rate for Business Rates for the period ending the 31st January 2019 is 85.4% and upon reviewing the historical data the end of January collection rate of 85.4% is consistent with previous years. The difference arises due to Discretionary Discounts awarded in January 2018, which means the profiles target to date needs amending. The overall target rate for the year end is still anticipated to be achieved. We are still pursuing 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 and the various reliefs we grant.

CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]			<p>January 2019 result</p> <p>1.86% 1.77% 0% 1.95% 4%</p>
Expected Outcome		Format	Aim to Minimise	
Managed By	Glyn Halksworth			
Year Introduced	200809			


Date Range 1		
	Value	Target
April 2017	1.38%	1.77%
May 2017	1.3%	1.77%
June 2017	1.37%	1.77%
July 2017	1.29%	1.77%
August 2017	1.33%	1.77%
September 2017	1.4%	1.77%
October 2017	1.33%	1.77%
November 2017	1.38%	1.77%
December 2017	1.57%	1.77%
January 2018	1.51%	1.77%
February 2018	1.45%	1.77%
March 2018	1.43%	1.77%
April 2018	1.49%	1.77%
May 2018	1.56%	1.77%
June 2018	1.64%	1.77%
July 2018	1.5%	1.77%
August 2018	1.65%	1.77%
September 2018	1.67%	1.77%
October 2018	1.7%	1.77%
November 2018	1.75%	1.77%
December 2018	1.94%	1.77%
January 2019	1.95%	1.77%

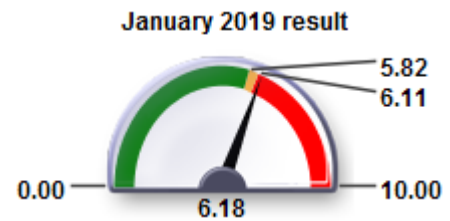


The frontline teams continue to work together to tackle rent arrears at an early stage, and to support tenants in sustaining their tenancies. However as mentioned last month we are continuing to see an increase in both the numbers of Universal credit ( UC) claims, together with an increase in the level 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 % of recoverable debt 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.

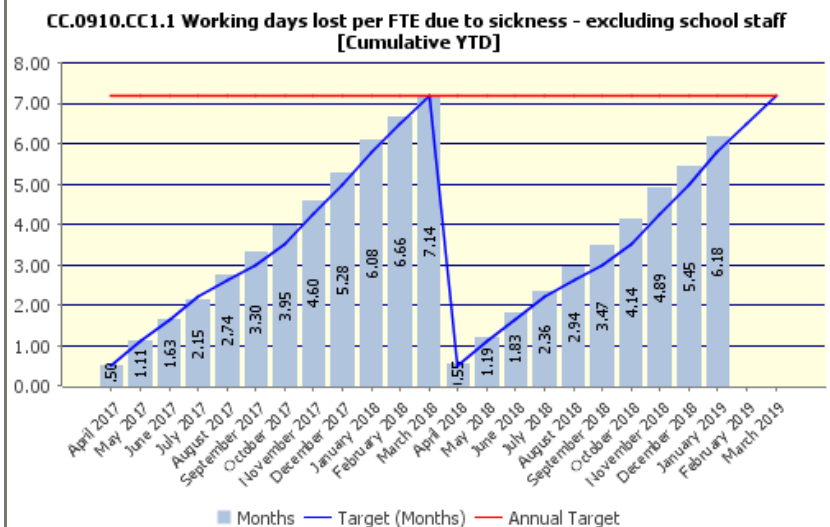
**Aim: EXCELLENT: Priorities** • Work with & listen to our communities & partners to achieve better outcomes for all • Enable communities to be self-sufficient & foster pride in the town • Promote & lead an entrepreneurial, creative & innovative approach to the development of our town.

Expected Outcome: At risk of missing target 2



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



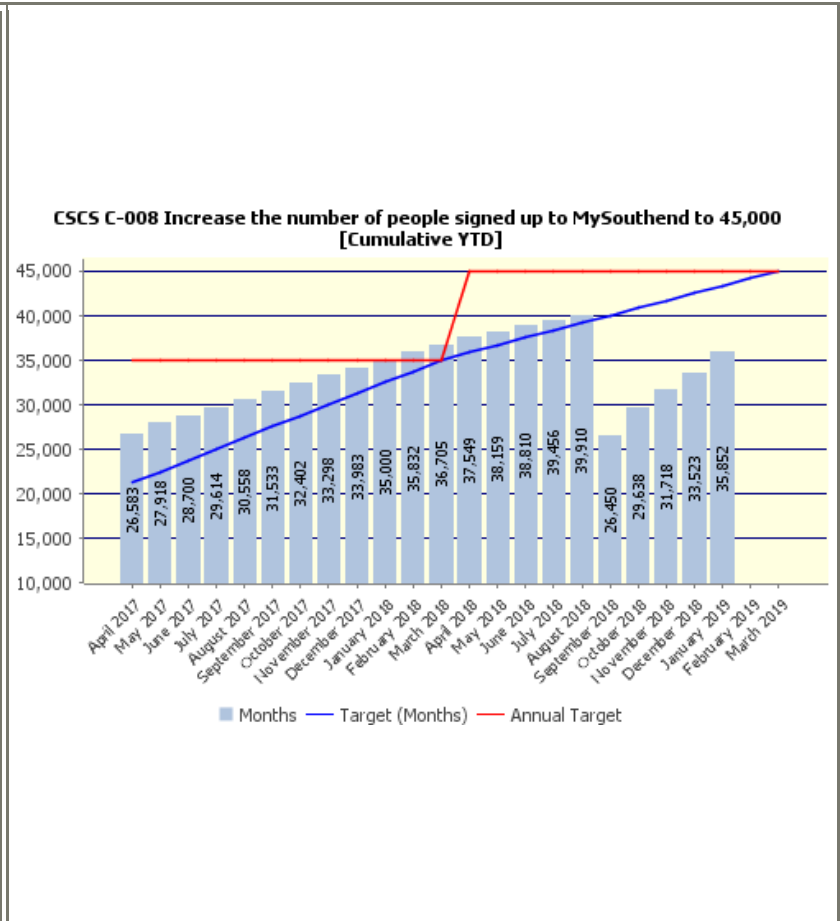
Date Range 1		
	Value	Target
April 2017	0.50	0.51
May 2017	1.11	1.10
June 2017	1.63	1.65
July 2017	2.15	2.21
August 2017	2.74	2.61
September 2017	3.30	3.01
October 2017	3.95	3.51
November 2017	4.60	4.27
December 2017	5.28	4.99
January 2018	6.08	5.82
February 2018	6.66	6.49
March 2018	7.14	7.20
April 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
December 2018	5.45	4.99
January 2019	6.18	5.82



The council's absence levels have been below the target for the last 2 months. For year to date the Council is still above its target by 0.36 average days lost per FTE. HR have just completed the procurement process for a new Occupational Health service and will be running a series of workshops with the new provider to ensure managers make effective use of the service to support the management of absence.

CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]			<p>January 2019 result</p> 
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
December 2018	33,523	42,500
January 2019	35,852	43,333



Continued increase in registrations, supported by ongoing program of social media communications to encourage sign up.

## **SECTION 4 – Partnership Indicators**

### **Health and Wellbeing Indicators**

	<b>Performance Measures</b>	<b>Rationale for inclusion</b>	<b>Latest Performance</b>
1.	<b>Referral for treatment</b> - % of patients referred from GP to hospital treatment within 18 weeks (SCCG) (monthly snapshot)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file">https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</a>	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.	<b>85.12%</b> (November 2018)  <b>Against national target of 92%</b>
2.	<b>Cancer treatment</b> - % patients treated within 62 days of GP urgent suspected cancer referral (Southend University Hospital Foundation Trust)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file">https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</a>	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 <b>55.23%</b> (November 2018) <b>YTD 67.64%</b>  <b>Against 85% target</b>
3.	<b>A&amp;E</b> - % of patients attending Southend University Hospital A&E, seen and discharged in under 4 hours (monthly snapshot)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file">https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</a>	National standard. Provides information relating to the effectiveness of the urgent care system. Can be produced monthly and is easy to benchmark.	<b>78.41%</b> (December 2018)  <b>Against national target of 95%</b>
4.	<b>Mental health</b> - Improving Access to Psychological Therapy (IAPT) - % of people with common mental health problems accessing the service and entering treatment in the current year (monthly snapshot)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file">https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</a>	Provides an indicator for a priority area for councillors and one of the HWB Strategy ambitions. Can be produced monthly and is easily benchmarked.	<b>1.82%</b> (November 2018)  <b>Against target of 1.40%</b>
5.	<b>Dementia</b> - % of people diagnosed with dementia against the estimated prevalence. (66.7% national ambition)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file">https://southendccg.nhs.uk/news-events/governing-body-papers/january-2019/2665-item-09-appendix-3-2018-19-performance-dashboard-300119/file</a>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	Southend achieved <b>78.54%</b> in November 2018 against the <b>67%</b> diagnosis ambition target.

6.	<b>Primary Care – GP Patient Survey:</b> - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)  <a href="https://gp-patient.co.uk/Slidepacks2018">https://gp-patient.co.uk/Slidepacks2018</a>	Provides residents views on the quality of GP service in the borough. Survey is now produced annually.	<b>Overall experience of GP surgery – July 2018</b>  Very good – <b>41%</b> Fairly good – <b>39%</b> Neither good nor poor – <b>12%</b> Fairly poor – <b>5%</b> Very poor – <b>3%</b>  <b>National Average of patients rating ‘Good’ is 84%</b>
7.	<b>End of life care - Preferred Place of Death (PPoD) –</b> Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *	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.	<b>Southend: 71.0%</b>  The PPoD achievement for Southend in January 2019 is 22 out of 31  <b>(no national target at present)</b>

\*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>December 2017</td><td>December 2018</td></tr><tr><td>Average Price</td><td>£268,776.00</td><td>£282,019.00</td></tr><tr><td>% Change</td><td>2% (December 17-18)</td><td>2.6% (December 18-19)</td></tr></table>				December 2017	December 2018	Average Price	£268,776.00	£282,019.00	% Change	2% (December 17-18)	2.6% (December 18-19)
	December 2017	December 2018											
Average Price	£268,776.00	£282,019.00											
% Change	2% (December 17-18)	2.6% (December 18-19)											
2.	Planning Applications	<table><tr><td>December 2017</td><td>133</td></tr><tr><td>December 2018</td><td>112</td></tr></table>			December 2017	133	December 2018	112					
December 2017	133												
December 2018	112												
3.	Out-of-Work Benefits Claimants (All People)	<table><tr><td></td><td>January 2018</td><td>January 2019</td></tr><tr><td>Out-of-Work Benefit Claimants (Number)</td><td>2,770</td><td>3,860</td></tr><tr><td>Out-of-Work Benefit Claimants (%)</td><td>2.5%</td><td>3.4%</td></tr></table> <p>Source: Office of National Statistics &amp; Southend-on-Sea Borough Council</p>				January 2018	January 2019	Out-of-Work Benefit Claimants (Number)	2,770	3,860	Out-of-Work Benefit Claimants (%)	2.5%	3.4%
	January 2018	January 2019											
Out-of-Work Benefit Claimants (Number)	2,770	3,860											
Out-of-Work Benefit Claimants (%)	2.5%	3.4%											

## Community Safety Indicators

Short name	Month's value (Dec 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]	7258	<p><b>January commentary:</b> Following Decembers spike in car crime, arrests have been made. Partnership action day was hosted in Leigh. Engaging with the community and residents to understand their needs, concerns and showcase the varied and multiple agencies under the partnership umbrella.</p> <p><b>December 2018 BCS Breakdown:</b> Theft of a vehicle – <b>4%</b>; Theft from a vehicle - <b>8%</b> ; Vehicle interference – <b>2%</b>; Burglary in a dwelling – <b>8%</b>; Bicycle Theft – <b>4%</b>; Theft from the person -<b>2%</b>; Criminal damage (exc 59) - <b>16%</b>; HMIC Violence without injury – <b>40%</b>; Wounding (Serious or Other) – <b>15%</b>; Personal Robbery – <b>2%</b>.</p>																																				
Performance Measures	Rationale for inclusion	Latest Performance Available																																				
10 BCS crimes	Provides a broad indication of the level of crime in the borough, is a familiar performance measure and is easy to benchmark.	<table border="1"> <thead> <tr> <th>Individual Components of 10 BCS Comparator Crime</th><th>BCS Crimes (November 2018)</th><th>Essex Police Performance Summary Offences (Rolling 12 months to January 2019)</th></tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td><td>1300</td><td>6,622</td></tr> <tr> <td>Theft of a vehicle</td><td>49</td><td>496</td></tr> <tr> <td>Theft from Vehicle</td><td>139</td><td>1,043</td></tr> <tr> <td>Vehicle Interference</td><td>34</td><td>250</td></tr> <tr> <td>Burglary in a dwelling (Pre-April 17 definition)</td><td>108</td><td>764</td></tr> <tr> <td>Bicycle theft</td><td>11</td><td>429</td></tr> <tr> <td>Theft from the person</td><td>16</td><td>224</td></tr> <tr> <td>Criminal Damage (exc 59)</td><td>236</td><td>2,065</td></tr> <tr> <td>HMIC Violence Without Injury</td><td>502</td><td>2,742</td></tr> <tr> <td>Wounding (Serious or Other)</td><td>184</td><td>*</td></tr> <tr> <td>Robbery (Personal Property)</td><td>21</td><td>269</td></tr> </tbody> </table> <p>*Not recorded.</p>	Individual Components of 10 BCS Comparator Crime	BCS Crimes (November 2018)	Essex Police Performance Summary Offences (Rolling 12 months to January 2019)	10 BCS Crimes - total	1300	6,622	Theft of a vehicle	49	496	Theft from Vehicle	139	1,043	Vehicle Interference	34	250	Burglary in a dwelling (Pre-April 17 definition)	108	764	Bicycle theft	11	429	Theft from the person	16	224	Criminal Damage (exc 59)	236	2,065	HMIC Violence Without Injury	502	2,742	Wounding (Serious or Other)	184	*	Robbery (Personal Property)	21	269
Individual Components of 10 BCS Comparator Crime	BCS Crimes (November 2018)	Essex Police Performance Summary Offences (Rolling 12 months to January 2019)																																				
10 BCS Crimes - total	1300	6,622																																				
Theft of a vehicle	49	496																																				
Theft from Vehicle	139	1,043																																				
Vehicle Interference	34	250																																				
Burglary in a dwelling (Pre-April 17 definition)	108	764																																				
Bicycle theft	11	429																																				
Theft from the person	16	224																																				
Criminal Damage (exc 59)	236	2,065																																				
HMIC Violence Without Injury	502	2,742																																				
Wounding (Serious or Other)	184	*																																				
Robbery (Personal Property)	21	269																																				

		**Solved rates show the ratio between the number of police-recorded crimes where the offender has received a formal sanction (includes; charges, cautions, penalty notices and cannabis warnings), and the total number of crimes recorded in the time period covered. (Solved rates do not include restorative justice or a community resolution).			
Potential Performance Measures		Rationale for inclusion	Latest Performance		
			Rolling 12 months to January 2019		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 3,388	Total number of Crimes 19,222	Crimes – ↑24.2% Incidents – 0.0%
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	6,622		↓0.7%
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.	TBC		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...	197		↑5.6%
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	1,861		↓5.7%
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	87		↓27.5%

---

**Southend-on-Sea Borough Council**

**Report of the Deputy Chief Executive (People)**

**To**

**Cabinet**

**On**

**12<sup>th</sup> March 2019**

Report prepared by: Gillian Shine, Senior Procurement  
Advisor and Mark Atkins, Lead Procurement Advisor

---

**Passenger Transport - Operating Model and Procurement Process**

**Scrutiny Committee(s): People (including Health), Place and  
Policy and Resources**

**Cabinet Member(s): Cllr Helen Boyd, Cllr Tony Cox and  
Cllr Andrew Moring**

**A Part 1 Public Agenda item** save for Appendix 2  
which is not for publication by virtue of paragraph 3  
of Part 1 of Schedule 12 A to the Local Government Act 1972

---

**1. Purpose of Report**

- 1.1 The purpose of this report is to update Members on the procurement for the preferred bidder to create a Joint Venture Partnership (JV) to deliver the Council's Passenger Transport Service.
- 1.2 Part 2 of this report details the procurement process that was undertaken through a Public Contracts Regulations 2015 compliant competitive dialogue procedure and the outcome of this procurement which has resulted in identifying the preferred bidder.
- 1.3 Part 2 of this report also seeks Members approval on other provisions required as part of the partnership proposal.

**2. Recommendations**

- 2.1 That Cabinet confirms the selection of the preferred bidder as detailed in the Part 2 report attached and that a Joint Venture Partnership (JV) is established with the preferred bidder for a period of 10 years with an option to extend for a further 5 years.
- 2.2 That Cabinet approves the Council's annual contribution to the JV of £1.8M.

- 2.3 That Cabinet approves the proposed additional community benefits as detailed within the Part 2 report.
- 2.4 That Cabinet agrees the additional financial arrangements as set out in the Part 2 report.
- 2.5 That the Strategic Director, Transformation (in consultation with the Deputy Chief Executive of People and the Strategic Director of Finance and Resources) shall be authorised, to:
- 2.5.1 Negotiate and settle the final details of the contractual obligations and responsibilities of each party which will be formalised and documented within a Partnership Agreement and further legal documents that are ancillary to this;
- 2.5.2 Take decisions associated with the creation of the JV (including organisational structure, Council representation and the appointment of directors) to ensure agile and timely decision making keeping the implementation of the JV to timetable and protecting the Council's position;
- 2.5.3 Finalise and complete any ancillary agreements or documents necessary to give effect to the constitution, implementation and functioning of the JV company in accordance with this Report and its appendices;
- 2.5.4 That the terms of reference of the Council's Shareholder Board be amended to include this JV.

### 3 Background

- 3.1 The Council currently provides passenger transport to adults and children across various service areas (as outlined in Appendix A). This is currently provided through a mixture of in house and contracted services.
- 3.2 The total cost for this provision is now in the region of £2.2M per annum (although the actual budget provision is circa £1.8M) which is split between nine external contractors and the services/resources provided in-house as follows:

Transport Service Routes	Contract/ In-house	2018/19 Budget £*	2018/19 Forecast Spend £*
Home to School (SEND)	Contract	1,180,000	1,400,000
Children's (Supervised Contact)	Contract	130,000	180,000
Respite Care for Disabled Children	Contract	10,000	20,000
Dial-a-Ride	In-house	100,000	100,000
Adults with Learning Disabilities	Contract and In-House Provision	340,000	520,000
<b>TOTAL</b>		<b>1,760,000</b>	<b>2,220,000</b>

\*rounded to the nearest £10,000

- 3.3 Contracts with the Council's current Passenger Transport providers across the service areas will now expire in July 2019 and there is no option to extend within the current contracts. However, all external contracts and the in-house provision will now be extended in the interim period for a maximum period of 9 months to allow the creation of the JV and provide adequate mobilisation time to confirming licencing, staff DBS and licencing checks, setting up premises and stakeholder and

incumbent provider engagement as outlined in 8.1 below. As the Council will have completed the procurement process and agreed the extension before the current contract period has expired - this is permissible within the procurement regulations to allow the Council to continue its statutory services.

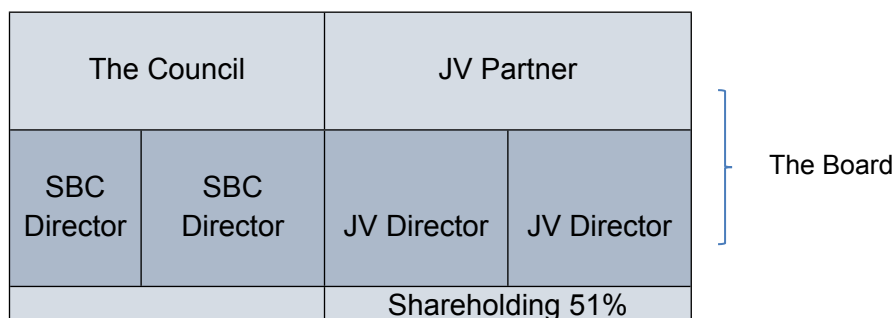
### 3.4 Procurement

- 3.4.1 The procurement was undertaken via the Competitive Dialogue procedure as previously agreed by Cabinet in January 2018 (see Appendix B).
- 3.4.2 Details of the procurement process is outlined in the Part 2 report.

### 3.5 The Joint Venture Partnership Proposal

- 3.5.1 As previously reported in Appendix C of the January 2018 Cabinet report, the proposals from market engagement indicated that the JV partner is likely to be the majority shareholder if the JV partner was committing substantial investment as this places the JV partner at a much higher commercial risk than the Council. The details of the JV proposal is outlined in the Part 2 report.
- 3.5.2 The JV will be governed by a Board comprising of two directors appointed by each organisation in a company limited by shares . The JV is proposed to be owned 49% by the Council and 51% by the JV partner. The JV partner needs to be the majority shareholder in order to be able to:
- Establish and incorporate the new JV under the JV partnership on behalf of the shareholders;
  - Manage all of the back office financial, Human Resources and commercial functions for the JV;
  - Establish and publish the monthly Financial (operational) Accounts and the Annual Accounts;
  - Provide a set of independently audited accounts to the Board and shareholders annually.
- 3.5.3 However, the accepted proposal from the preferred JV partner is that the profit realised through the new working model would be split equally 50:50 for core services (as outlined in Appendix A) and 15:85 Council:JV Partner for additional business/non-core services. Details of the approach are shown in Diagram 1 below.

*Diagram 1. The diagram below illustrates the structure of the JV*



Shareholding 49%	
Profit Share 50% (Core Services)	Profit Share 50% (Core Services)
Profit Share 15% (Additional Business/ Non Core Services)	Profit Share 85% (Additional Business/ Non Core Services)

- 3.5.4 As referred in the Cabinet report of 9<sup>th</sup> January 2018, inevitably there will be a small degree of financial risk to the Council in setting up a JV with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage. There will be no transfer or joint ownership of assets planned and costs for the service will be invoiced to the Council through the JV whereby the JV Partner will be leasing (or will own) the purchased vehicles including other overheads/supporting costs to deliver the passenger transport services.

#### 4. Next Steps

- 4.1 To confirm the two directors that will be representing the Council in the JV, as outlined in 3.5.2 above. It should also be noted that the nominated directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.
- 4.2 To proceed with the creation and setting up of the JV as a limited company with the preferred bidder as identified in the Part 2 report.
- 4.3 In addition to 4.1 and 4.2 above, to also proceed with the following:
- Formalising services/partnering agreements including the shareholders agreement and articles of association
  - Application for a full operating licence
  - Appointment and mobilise a project team for a 9 month implementation as outlined in 8.1 below.

#### 5. Other Options

- 5.1 Do Nothing. This option has been rejected because there is an ongoing, statutory need for this service. To allow existing arrangements to continue without an agreed contract established would place the Council in a non-compliant position, and the continuation of an 'in house' service would require significant capital investment in our fleet.
- 5.2 It should also be noted that there are no options to extend current contracts as the options to extend have already been utilised and are being extended again prior to the award of this proposal.

- 5.3 In November 2017, a report on Passenger Transport – ‘Operating Model and Procurement Process’ was presented to Cabinet which had outlined the various options that were explored as part of the Transport Review and that the Joint Venture approach was identified as the recommended operating model for the provision of passenger transport (see Appendix C).

## 6. Not used

## 7. Reasons for Recommendations

- 7.1 Cabinet (*Minute 448*) of the November 2017 report approved the recommendation that a JV approach is the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have joint control in the delivery of the service.

- 7.2 The proposed partnership provides the platform to deliver the Council’s aims and objectives as follows:

- To deliver and operate the whole of its passenger transport services while delivering efficiencies and savings in the delivery of such core services; and
- To act as a joint venture strategic partner in relation to the delivery and future development of the core services and to offer a platform to develop and deliver income-generating opportunities for the Council;
- Promoting independence and life skills through more independent travel training;
- The ability to encourage and promote the use of the Dial-a-Ride service to make it more accessible (enhanced service) for new and existing members to enable more Southend residents to be independent and get out and about within the borough of Southend.

- 7.3 More details on the benefits of the preferred JV partner’s proposal are outlined in the Part 2 report.

- 7.4 The Council has a statutory duty to provide the passenger transport services (with the exception of the dial-a-ride) so there is an ongoing requirement for the provision of an integrated passenger transport service and to allow existing arrangements to continue without an agreed contract established would place the Council in a non-compliant position. There is also the added risk by not proceeding with this proposal is that the Council will end up paying much more for these services and it would undermine its decision to resolve the current issues in regards service improvement or efficiency as also reported in the November 2017 Cabinet report.

## 8. Timescales – Implementation and Mobilisation of Services

- 8.1 Below is the revised indicative timescale to conclude the procurement and implement the services:

Date	Activity
19 February 2019	EB update

12 March 2019	Cabinet – Members update and approval to proceed with the procurement
8 April 2019	Place Scrutiny
9 April 2019	People Scrutiny
10 April 2019	Policy Scrutiny
18 April 2019	Full Council
28 April 2019	Award Contract
April-December 2019	<ul style="list-style-type: none"> <li>▪ Implementation and mobilisation</li> <li>▪ Licencing confirmed</li> <li>▪ Staff licencing and DBS checks completed</li> <li>▪ Setting up JV incl premises</li> <li>▪ Stakeholder and incumbent provider engagement</li> </ul>
1 August 2019	Non-home to school services including meet and greet introductions for Adults with Learning Disabilities commence via extended contracts
1 August 2019	Meet and Greet Introductions for Home to School Provision commence via extended contracts
1 September 2019	Home to School Services commence via extended contracts
1 January 2020	<p>JV go Live:</p> <ul style="list-style-type: none"> <li>▪ Management of the sub-contracted Home to School (SEND) transfers to the JV</li> <li>▪ Delivery of the Kingsdown School commences with the JV</li> <li>▪ Delivery of the Adults with Learning Disabilities provision commences with the JV</li> <li>▪ Delivery of the Dial-a-Ride provision commences with the JV</li> <li>▪ Management of the sub-contracted Children Social Care Transport transfers to the JV</li> </ul>

8.2 As per 3.3 above, all existing arrangements will continue in the interim period for a maximum of 9 months to minimise the risks to the service provision during the transitional period. This approach also allows existing services (such as the home to school transport) to continue without causing any disruption to the transport services or its users.

8.3 The above revised timetable also allows the transfer and delivery of the services via the partnership in a planned implementation that includes adequate time to undertake stakeholder engagement.

8.4 As reported in the November 2017 Cabinet report, it is best practice to implement changes to the home to school transport during a school closure period, to ensure adequate implementation timescales, and reduce the risk of any disruptions in service and negative impact on service users. Therefore, the Council is proposing to transition the Kingsdown School Provision in December 2019 as part of the following two-phased implementation approach:

- Phase 1 - all home to school services (including Kingsdown School) will continue under the extended current provision but work will take place over

this period in terms of engagement with service users, their parents/carers and other key stakeholders.

- Phase 2 - Kingsdown School will transfer to the new service that will be delivered by the preferred bidder in January 2020

8.5 The above phased implementation approach allows continuity of service and a planned timetable to undertake the necessary stakeholder communications well in advance of December 2019 to introduce the new Kingsdown Home to School service that will be delivered on larger buses as from January 2020. The other passenger transport service will then be delivered as per the time table in 8.1. above and this phased approach will minimise disruption to all services as this is a continuation of existing arrangements.

8.6 The rationale as to why the preferred bidder has chosen Kingsdown School as the school which they will deliver in the first year is outlined as part of their commercial bid and detailed in the part 2 report.

## **9. Corporate Implications**

### **9.1 Contribution to the Southend 2050 Road Map**

This project will contribute towards the Council Ambitions for its 2050 Vision as outlined in the Part 2 report as it is part of the preferred bidder innovation around their proposed operating model and commercial element of their bid.

### **9.2 Financial Implications**

The full financial implications of this proposal are detailed in the Part 2 report, but it should be noted, that the core annual commitment of the Council's contribution to this partnership is £1.8M as referenced in previous cabinet reports.

### **9.3 Legal Implications**

9.3.1 Section 1 of the Localism Act 2011 is a broad based power which allows local authorities to do anything that an individual may do subject to certain statutory restrictions.

9.3.2 Section 4 of the Localism Act 2011 provides that if an authority is exercising the general power for a commercial purpose then the local authority must do it through a company. The Council has a power to create joint venture companies under the Localism Act 2011 Section 3.

9.3.3 The JV will need to supervise and monitor drivers in accordance with the Driver and Vehicle Standards Agency (DVSA) and the Driver and Vehicle Licensing Agency (DVLA) licensing and permit requirements and also the holding of insurance.

9.3.4 Details of the arrangements between the two parties forming the JV will be documented within 'Articles of Association' that contain the purpose of the company as well as the duties and responsibilities of its shareholders and directors. Contractual obligations and responsibilities of each party will be formalised and

documented within a 'Partnership Agreement' and any further legal documents that are ancillary to this.

- 9.3.5 The JV board will consist of 4 directors; two appointed by the preferred bidder and two appointed by the Council. Their duty will be to the JV and to act in the best interests of the JV. The Council representatives must declare their interest as a director and consider any potential conflict that arises in their position as part of the JV board.

## **9.4 People Implications**

- 9.4.1 As per the 9<sup>th</sup> January 2018 Cabinet report, a full consultation will be required with staff that will be transferred to the JV as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 9.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 9.4.3 The JV partner would be expected to provide their expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.

## **9.5 Property Implications**

The preferred bidder has identified potential premises and the cost is included in the £1.8M per annum.

## **9.6 Consultation**

- 9.6.1 As per the 9<sup>th</sup> January 2018 Cabinet report, consultations will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts.
- 9.6.2 The preferred bidder will in liaison with the Council also undertake the necessary communications to introduce the new contract. The preferred bidder will conduct the 'meet and greet' introductory meetings with the new service users and parent/carers in relation to the home to school (SEND) Kingdown School and adults with learning disabilities passenger transport provision.
- 9.6.3 See also the Part 2 report.

## **9.7 Equalities and Diversity Implications**

As per the 9<sup>th</sup> January 2018 Cabinet report, the JV proposal involves a re-modelling of service delivery therefore there will be a requirement for the procurement and service area leads to conduct an Equality Analysis. An Equality Analysis has already been completed in respect of rolling out the policies for travel assistance and is available on request. In respect of the remodelled service an Equality Analysis will need to be undertaken by the JV prior to commencement of delivery of the new service.

## **9.8 Risk Assessment**

- 9.8.1 As per the 9th January 2018 Cabinet report, inevitably there will be a small degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the Council other than the loss of one-off set up/investment costs (as outlined in the Part 2 report) should the company fail at an early stage.
- 9.8.2 As also noted in the 9th January 2018 Cabinet report, there is the potential for risk to reputation through negative media campaigns and adverse criticism from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements. A stakeholder engagement plan has been developed by the preferred bidder and in liaison with the Council a communications plan in relation to communicating details of the new contract and the 'meet and greet' introductory sessions should mitigate this risk.
- 9.8.3 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with the Council.
- 9.8.4 It should be noted any other potential risks identified during the procurement process are outlined in the Part 2 report.

## **9.9 Value for Money**

- 9.9.1 As previously reported in the January 2018 Cabinet report, this proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.
- 9.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

## **9.10 Community Safety Implications**

Details are outlined in the Part 2 report.

## **9.11 Environmental Impact**

As per the January 2018 Cabinet report, improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

## **10. Background Papers**

None.

## **11. Appendices**

- 11.1 Appendix A – Passenger Transport (Core Service)
- 11.2 Appendix B - January Cabinet Report (9<sup>th</sup> January 2018) - Passenger Transport - Operating Model and Procurement Process (including Appendices)
- 11.3 November Cabinet Report (7<sup>th</sup> November 2017) - Operating Model Options and Procurement Process (including Appendices) appended to 11.2.

## Passenger Transport (Core Services)

### 1. ***Home to School Passenger Transport Provision for Special Educational Needs and Disabilities (SEND):***

- 1.1 The Council has a statutory duty to provide travel assistance to enable children to attend education. Applications for travel assistance are assessed by the Council's Education Entitlement Team and are provided as per the eligibility criteria set out in the Council's Special Educational Needs Travel Assistance Policy:

<http://www.southend.gov.uk/transportconsultationfeedback>.

- 1.2 This service is required to provide appropriate transportation for the safe conveyance of 385 Service Users with special educational needs and disabilities (where applicable), to their respective educational establishment, the majority of which are within the Borough of Southend-on-Sea, although there may be a requirement in the future to provide transport for service users to schools outside of the Borough of Southend-on-Sea. It should be noted that the number of service users is as stated at the time of publishing the tender and is now currently 367 service users but subject to change at the beginning of each academic year or if a service user needs changes.
- 1.3 The Council's Transport and Contracts team currently books the Service Users' transport requirements received from the Education Entitlement Team.
- 1.4 This service includes the requirement of wheelchair accessible mini-buses that will operate with pick-ups and drop-offs either at bus stops or door to door service.
- 1.5 This service is also required to provide special equipment, which ranges from car seats to harnesses, where required.

### 2. ***Children's Social Care – Passenger Transport Provision for Disabled Children's Respite Care and Supervised Contact Visits for Families***

- 2.1 The Council has a statutory duty to provide children's social care and provide supervised contact for families which are determined by decisions made by the family court of law. Part of this statutory duty includes providing travel assistance to respite care for disabled children and supervised contact visits for families. Applications for travel assistance are assessed by the Council's Children's Social Care Team and are provided as per the eligibility criteria set out in the Council's Travel Assistance Policy for Looked After Children and Young People:

<http://www.southend.gov.uk/transportconsultationfeedback>.

- 2.2 The Council's Transport and Contracts Team currently books the Service Users' transport requirements received from the Children Social Care Team and the team based at the Allan Cole Contact Centre as well as staff at the Allan Cole Contact Centre also booking transport needs. Whilst both the Council's Transport and Contracts Team and staff at the Allan Cole Centre currently book transport for the Supervised Contact visits, the partnership will be looking at how such bookings will be done in the integrated service.

- 2.3 As outlined above, the Children's Social Care passenger transport is divided into 'Respite Care' and 'Supervised Contact'.
- 2.4 This service is required to provide appropriate transportation for the safe conveyance of Service Users to their respective destination. Between 65-85 Service Users are being transported across the two services.
- 2.5 It must be noted that the number of Service Users being transported changes on a frequent basis. Transport to 'Respite Care' can occur on a regular or on an ad-hoc basis. The Council's policy specifies a minimum notice period of three working days for transport provision wherever possible. However there may be occasions where the notice for booking this service is less than the three working days. The majority of transport to respite is provided by taxis, unless the person requires a wheelchair accessible vehicle.
- 2.6 The service is required to provide 'Respite Care' passenger transport with pick-ups either after school or during school holidays and this service can vary from a return to and from the child's home or a one-way trip. These return trips could also be spread over a weekend or a couple of days.
- 2.7 The service is also required to provide passenger transport for 'Supervised Contact' with pick-up either after school or from the foster care home and sometimes at weekends. This service is to be provided by taxis, unless a wheelchair accessible vehicle is required. Trips may be a return or one-way trip. It must be noted that whilst this service is usually provided by a taxi, there may be occasions where this involves a number of siblings and the requirement of multiple car seats, so a minibus may be used on these occasions and these must be provided as part of the service.
- 2.8 The service for 'Supervised Contact' visits may be booked at short notice, but the Council's policy states that a minimum of three working days' notice should be provided wherever possible. The majority of contact visits take place at the Allan Cole Centre in Shoeburyness.
- 2.9 There may be occasions where this service is also required to provide a Passenger Assistant when this is requested by the Council.
3. ***Adults Social Care - Adults with Learning Disabilities and Older Adults Passenger Transport***
- 3.1 The Council has a statutory duty to provide adult social care which includes travel assistance to enable adults to access day care facilities. Applications for travel assistance are assessed by the Council's Adult's Social Care Team and are provided as per the eligibility criteria set out in the Council's Adult Social Care Travel Assistance Policy:
- <http://www.southend.gov.uk/transportconsultationfeedback>.
- 3.2 The Council's Transport and Contracts Team currently books the Service Users' transport requirements received from the Adult Social Care Team. This service is required to provide appropriate transportation for the safe conveyance of 127 Service Users with learning disabilities to their respective establishment. It should be noted that the number of service users is as stated at the time of publishing the tender and is subject to change.

- 3.3 This service includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service (Monday to Friday between 7.30am and 5.30pm all year round except during bank holidays and Christmas Day through to the New Year bank holiday period. In addition to the morning and afternoon trips to and from Project 49 and Viking (adult with learning disabilities day facilities), the service is required to provide a service during the day for passenger transport for day trips to activities and educational establishments.
- 3.3 This service also includes passenger transport to adult education sites – SEEVIC; Westcliff Centre; South Essex College; and Southend Adult Community College.

#### **4. *Dial a Ride Passenger Transport***

- 4.1 The Council currently provides a community transport service for its residents who are unable to access conventional public transport services. Whilst other local authorities have made the decision to withdraw this service, the Council made the decision to keep this essential service for its residents. However, to ensure this service is financially viable it has reduced the hours of operation from 1st April 2018 but introduced a policy to enable other residents to have better access to it.
- 4.2 Applications for travel assistance are currently assessed by the Council's Transport and Contracts Team and are provided as per the eligibility criteria set out in the Council's Dial-a-Ride Policy:

<http://www.southend.gov.uk/transportconsultationfeedback>.

The Council's Transport and Contracts Team currently books the transport requirements based on the assessments carried out by this team.

- 4.3 This service is required to provide appropriate transportation for the safe conveyance of 61 Service Users to their respective destination. This service is aimed to provide passenger transport for essential facilities and services for Southend residents who are unable to access conventional public transport services and includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service. It should be noted that the number of Service Users has since increased to 71 Service Users since the publication of the tender.
- 4.4 This service may also require driver assistance to carry the Service Users shopping to their front door (where applicable).
- 4.5 All destinations are within the Borough of Southend-on-Sea although trips to hospital appointments are not permissible. The hours of operation for this service have recently been amended to operate Mondays-Fridays between 10:00 and 14:30 providing two types of service as follows:
- i) a scheduled 'shopper' service – taking clients into central Southend or to a local supermarket and returning users home
  - ii) an on demand service – a bookable service taking clients from home to any destination within the Borough of Southend-on-Sea (excluding day centres and hospital appointments) and returning them home

- 4.6 Service Users currently pay an annual membership fee of £12.00 which is reviewed annually on the 1<sup>st</sup> April. The preferred bidder will be responsible for all bookings for this service. The booking facility provided by the preferred must allow Service Users to make a booking by telephone call, although other booking methods could be considered if accessible for the user. Each user currently pays a mileage-based fare for each trip, with mileage organised into fare bands, and are also charged a £1.50 booking fee for each booking made.

Miles	Single Journey	Return Journey
0-1 miles	£3.40	£6.80
1-4 miles	£4.00	£7.90
4-6 miles	£5.10	£10.10
6+ miles	£6.10	£12.20
Additional escort to travel	£3.00	£6.00

**Southend-on-Sea Borough Council**  
**Report of the Deputy Chief Executive (People)**  
**to**  
**Cabinet**  
**on**  
**9<sup>th</sup> January 2018**

**Agenda  
Item No.**

Report prepared by: Gillian Shine, Senior Procurement  
Advisor and Mark Atkins, Lead Procurement Advisor

---

**Passenger Transport - Operating Model and Procurement Process**  
**Policy & Resources Scrutiny Committee**  
**Executive Councillor: Councillor Moring**  
**A Part 1 Public Agenda item**

---

**1. Purpose of Report**

- 1.1 The purpose of this report is to seek approval to progress the passenger transport review to procurement stage to identify a preferred partner through a competitive dialogue process.
- 1.2 The report details a series of processes that need to be undertaken in order to meet the proposed procurement timetable. To enable a number of approvals delegated authority is required and the report seeks Members' agreement to this.

**2. Recommendations**

- 2.1 That the following key elements are agreed for inclusion in the procurement documentation to set out the Council's ambitions, parameters and expectations for its Passenger Transport Service and to enable the procurement process (refer to Appendices A and C).
- 2.2 That Competitive Dialogue is agreed as the procurement approach to securing a preferred partner.
- 2.3 That commencement of the competitive dialogue process, based on the timetable set out in 4.4 is approved.
- 2.4 That the term "Partnership Approach" via a Corporate Structure be used in defining the approach to be developed by tenderers in response to the Council's objectives and that this be used throughout the procurement documentation.
- 2.5 That the proposed Passenger Transport objectives/requirements are agreed as an appropriate and comprehensive set of underpinning statements to be included in procurement documentation and to form the basis for evaluation questions.

- 2.6 That the Director of Strategy Commissioning and Procurement (in consultation with the Directors of Transformation, Learning, Adults Services, Finance and Resources) shall be authorised, to take decisions during the procurement process to ensure agile and timely decision making keeping the procurement to timetable and protecting the Council's position.

### 3. Background

- 3.1 The Council currently provides transport to adults and children across various service areas. The cost for this provision is estimated to be circa £2.1m per annum which is split between nine external contractors and the services/resources provided in-house. Contracts across the service areas will now expire in July 2019. New procurement arrangements are therefore required in the near future to continue the provision of passenger transport.
- 3.2 In November 2017, a report on Passenger Transport – 'Operating Model and Procurement Process' was presented to Cabinet which had outlined the various options that were explored as part of the Transport Review and that the Joint Venture approach was identified as the recommended operating model for the provision of passenger transport (see Appendix B).

### 4. Procurement

- 4.1 Cabinet agreed *that further work be undertaken on the Joint Venture operation as well as identifying the procurement route for the preferred partner*. Extensive work has been undertaken by the Council and its transport advisors to fully scope the necessary information to pursue competitive dialogue as the procurement route.
- 4.2 Competitive dialogue seeks to drive innovation from the market through an iterative process. It will put the provision of Passenger Transport to the market for response which, through dialogue, should result in significant added value while addressing the Council's requirements and objectives.
- 4.3 Below is an indicative timescale to undertake the procurement and implement the services:

Date	Activity
9 January 2018	Cabinet approval to proceed with the procurement
22 February 2018	Full Council
March 2018	Publication of Procurement
March – May 2018	Selection Stage
May-October 2018	Dialogue, Detailed Solution and Final Tender stages
November 2018	Award Contract
November 2018 - July 2019	1) Set up JV 2) Contract mobilisation for JV partner
July - August 2019	Implementation period for home to school transport
1 August 2019	All passenger transport services go live

4.4 Procurement will be undertaken in accordance with the requirements for the **Selection Stage** (formerly known as Pre-Qualification Stage), which will assess applicants' past experience of delivering similar services and their capacity/capability to deliver a fully integrated passenger transport service.

4.5 It should be noted that the procurement route will be seeking a preferred partner to provide a transport solution with its main purpose to deliver a passenger transport service. However, by procuring a transport solution means the JV model could consider additional services as listed under section 6 of Appendix A (if a commercial partner could provide this).

## **5. Governance and Shareholding Structure of JVC**

5.1 The potential governance and shareholding structure of the JVC is detailed in Appendix C.

## **6. Other Considerations**

6.1 Should the requirements, and processes outlined in this report not be approved this could further delay work that needs to be undertaken in order to be proceed with the recommended procurement approach. This would also impact on the procurement timescale and progress on shaping a robust tender specification as well as ensuring the implementation of the home to school service being ready for the start of the school summer holiday period and going live for the start of the academic school year in 2019.

## **7. Reasons for Recommendation**

7.1 It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in this report in order to shape the procurement documents and to ensure that the Council's ambitions for its Passenger Transport Service is delivered through the partnership.

7.2 On 7<sup>th</sup> November 2017, Cabinet endorsed the recommendation that a JV approach is the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have some control in the delivery of the service. This approach, assuming a partner with appropriate experience, existing infrastructure and resources can be found, reduces risk to the Council.

7.3 This report is now asking for approval to commence the competitive dialogue process and agree the indicative timetable.

## **8. Corporate Implications**

8.1 Contribution to Council's Vision & Corporate Priorities

This project will contribute towards the following Council Priorities:

<b>Safe</b>	To: <ul style="list-style-type: none"> <li>• Look after and safeguard our children and vulnerable adults.</li> </ul>
<b>Clean</b>	To: <ul style="list-style-type: none"> <li>• Continue to promote the use of green technology and initiatives to benefit the local economy and environment.</li> <li>• Encourage and enforce high standards of environmental stewardship.</li> </ul>
<b>Healthy</b>	To: <ul style="list-style-type: none"> <li>• Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.</li> </ul>
<b>Prosperous</b>	To: <ul style="list-style-type: none"> <li>• Ensure the town is 'open for businesses' and that new, developing and existing enterprise is nurtured and supported.</li> <li>•</li> </ul>
<b>Excellent</b>	To: <ul style="list-style-type: none"> <li>• Work with and listen to our communities and partners to achieve better outcomes for all.</li> <li>• Enable communities to be self-sufficient and foster pride in the town.</li> <li>• Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.</li> </ul>

## 8.2 Financial Implications

8.2.1 The expectation is that efficiencies will be delivered through the proposed new operating model and thus there will be a contribution to the Council's savings targets in future years. It is anticipated that the integration of services will demonstrate savings across the duration of the contract and business growth will in turn demonstrate some income generation opportunities.

8.2.2 Further savings could be achieved through the implementation and adoption of the revised/new travel assistance policies which will need to be enforced prior to the implementation of the JVC so the Council benefits in advance and these savings are then not shared with the JVC. The Council will also need to ensure that there is a mechanism in place whereby the Council policies shape the service being delivered by the JVC.

## 8.3 Legal Implications

8.3.1 Any new operator will need to supervise and monitor drivers in connection with DVSA and DVLA licensing and permit requirements and holding of insurance.

## 8.4 People Implications

- 8.4.1 A full consultation will be required with staff that will be transferred to the JV partnership as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 8.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 8.4.3 The JV partner would be expected to provide their own expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.
- 8.4.4 The Council needs to consider the contract management arrangements with the JV partner. This would form part of the dialogue process.
- 8.4.5 Policies would need to be developed to confirm the duties of a Company Director for the JVC. The primary obligation and legal duty of care of directors of the JVC constituted as the JVC is to itself and not to the person of whom they are representative or by whom they are nominated. They have an obligation to exercise independent judgement and act in good faith as to promote the success of the JVC.
- 8.4.6 Further to 8.4.5, it should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.

## 8.5 Property Implications

- 8.5.1 Whilst some space in the Tickfield yard could be released, the JV will still need to source premises to store the fleet and sites presented by the Council's asset team may need to be explored as part of the implementation.

## 8.6 Consultation

- 8.6.1 Consultation will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts. Further consultation with service users as and when necessary.

## 8.7 Equalities and Diversity Implications

- 8.7.1 As the JV proposals involve a re-modelling of service delivery there will be a requirement for the procurement and service area leads to conduct an Equality Analysis.
- 8.7.2 Equality analyses have been initiated on the basis of the proposed policies.

## **8.8 Risk Assessment**

8.8.1 Inevitably there will be a degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage.

8.8.2 There is the potential for risk to reputation through negative media campaigns and dissent from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements.

8.8.3 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with the Council.

## **8.9 Value for Money**

8.9.1 This proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.

8.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

## **8.10 Community Safety Implications**

8.10.1 The proposed JV partnership will aim to provide a more comprehensive service that ensures access to suitable transport as required by clients.

## **8.11 Environmental Impact**

8.11.1 Improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

## **9. Background Papers**

9.1 None

## **10. Appendices**

10.1 Appendix A - Service Requirements

10.2 Appendix B – November 2017 Cabinet Report

10.3 Appendix C – The Joint Venture Partnership

## Service Requirements

Below is an outline of the minimum requirements:

Service Requirements	
The Council is seeking a partner to form a Joint Venture Company (JVC) to deliver a compliant fully integrated passenger transport service.	
<b>1.</b>	<b>Home to School Transport for Children with Special Educational Needs and Disabilities and Looked After Children</b>
1.1	The service is required to provide appropriate transportation for the safe conveyance of service users with special educational needs and disabilities (where applicable), to their respective educational establishment.
1.2	The Council requires service users (currently 386) to be transported into and out of specific establishments, the majority of which are within the borough of Southend on Sea
1.3	As well as transporting service users with special educational needs and disabilities, this transport provision also includes home to school transport for children's social care (looked after children). The requirement of this transport can vary i.e. two weeks to allow the child to settle in with a new foster carer, or in some cases could run for the whole of the academic year
1.4	This service includes the requirement of wheelchair accessible mini-buses that will operate with pick-ups and drop-offs either at bus stops or a door to door service
1.5	The service will be required to provide one Passenger Assistant (PA) per vehicle and it is also expected that the PA will need to be epileptic and diabetic trained. There will also be occasions when an additional PA is required as a one-to-one requirement and in this instance; there will be two PAs on the vehicle. (Please note: for eight seater mini-buses one PA is the standard requirement and for 16 seater mini-buses or larger vehicles two PAs is the standard requirement).
1.6	The service must ensure the maximum "on the vehicle" time for a service user, does not exceed 1 hour for children under the age of 11 and 1 hour and 15 minutes for children over the age of 11 years.
<b>2.</b>	<b>Adults with Learning Disabilities and Older Adults Passenger Transport</b>
2.1	The service is required to provide appropriate transportation for the safe conveyance of service users with learning disabilities to their respective establishment.
2.2	The Council currently requires adults (currently 123) to be transported across various Passenger Transport routes to and from the Council's own adult social care day centres – 'Project 49' and 'Viking'.
2.3	A maximum of 14 users are being transported per mini-bus on the inbound (morning) and outbound (afternoon) trips for Project 49 which are wheelchair accessible and currently three wheelchairs are being transported per minibus on the round trips for Viking.
2.4	In addition to the morning and afternoon trips to and from Project 49 and Viking, trips are provided during the course of the day to various destinations in the

	borough. Transport to these destinations is provided by six in-house 16-seater mini-buses, along with an extra two eight-seater vehicles (non-wheelchair accessible) and one mini-bus (for three wheelchair users).
2.5	This service also includes passenger transport to adult education sites – SEEVIC, Westcliff Centre, South Essex College, Southend Adult Community College – which is provided by a range of external contractors. Certain people are provided with transport to adult education sites on a ‘fully funded’ basis, others are required to make a contribution to the Council for their transport.
2.6	The service must ensure the maximum “on the vehicle” time for a service user, does not exceed 1 hour and should aim for normal operation of the service within a window of 45 minutes where travelling is within the borough of Southend.
2.7	The service will be required to provide one Passenger Assistant (PA) per vehicle where applicable. It is also expected that the PA will need to be epileptic and diabetic trained. There will also be occasions when an additional PA is required as a one-to-one requirement and in this instance; there will be two PAs on the vehicle. (Please note: for eight seater mini-buses one PA is the standard requirement and for 16 seater or larger mini-buses two PAs is the standard requirement).
<b>3.</b>	<b>Children’s Social Care Passenger Transport</b>
3.1	The service is required to provide appropriate transportation for the safe conveyance of service users to their respective destination.
3.2	There are currently 65-85 children being transported across this service area which is divided into ‘Respite Care’ for Disabled Children and ‘Supervised Contact’.
3.3	It should be noted that the number of children being transported changes on a frequent basis. Transport to respite care can occur on a regular or ad hoc basis. The Council’s policy specifies a minimum notice period of three working days for transport provision wherever possible, however there may be occasions where the notice for booking this service is less than the three working days.
3.4	The majority of transport to respite is provided by taxis, unless the person requires a wheelchair accessible vehicle.
3.5	The service must ensure the maximum “on the vehicle” time for a service user, does not exceed 1 hour and should aim for normal operation of the service within a window of 45 minutes where travelling is within the borough of Southend on Sea.
3.6	The service will be required to provide respite care passenger transport with pick-ups either after school or during school holidays and this service can vary from a return to the child’s home or one-way trip. These return trips could also be spread over a weekend or a couple of days.
3.7	The service for supervised contact visits may be booked at short notice, but the Council’s policy states that a minimum of three working days’ notice should be provided wherever possible. The majority of contact visits take place at the Allan Cole Centre in Shoeburyness.
3.8	The Service will be required to provide passenger transport for supervised contact with pick-up either after school or from the foster care home visits and sometimes on weekends. This service is to be provided by taxis, unless a wheelchair accessible vehicle is required. Trips may also be a return or one way trip. It should be noted that whilst this service is usually provided by a taxi, there may be occasions where this involves a number of siblings and the requirement of multiple car seats, so a minibus may be used on these occasions and these must be provided as part of the service.

3.9	The service may on occasions also need to provide a passenger assistant where this is requested by the Council. For respite care and supervised contact visits, the policy states that the Council will determine whether or not a passenger assistant is required on a case by case basis, following a risk assessment.																				
4.	<b>Dial a Ride Passenger Transport</b>																				
4.1	The dial-a-ride service provides transport to essential facilities and services for Southend on Sea residents who are unable to access conventional public transport services.																				
4.2	<p>All destinations are within the borough of Southend on Sea. Trips to hospital appointments are not permissible on the service. The hours of operation will reduce to 10:00 until 14:30 Monday to Friday from 1st April 2018, providing two types of service as follows:</p> <ul style="list-style-type: none"><li>i) a scheduled 'shopper' service – taking clients into central Southend or to a local supermarket and returning users home</li><li>ii) an on demand service – a bookable service taking clients from home to any destination within the Borough of Southend On Sea (excluding day centres and hospital appointments) and returning them home</li></ul>																				
4.3	This service currently has 61 members, two-thirds of whom travel on a regular basis. Users pay an annual membership fee of £12.50 which is reviewed annually and users currently call the Council to book a trip. Each user pays a mileage based fare for each trip, with mileage organised into fare bands and are charged a £2.50 booking fee for each booking made. It should be noted that the number of service users and routes stated were current at the time of publication and are subject to change.																				
4.4	It is expected that the operator will consider ways in which to promote this service to make it more accessible for new members to join. Where possible the operator may also consider extending the hours of operation if it is feasible, does not affect other transport services operated for the Council and does not have a cost implication.																				
4.5	This service includes the requirement of wheelchair accessible mini-buses that operate with pick-ups and drop-offs via a door-to-door service.																				
4.6	The service must ensure the maximum “on the vehicle” time for a Service User for the on-demand service only, does not exceed the necessary time taken for the journey and should aim for normal operation of the service within a window of 30 minutes where travelling is within the borough of Southend on Sea. However, this time can be extended to 45 minutes to account for the loading and unloading of wheelchairs/mobility scooters.																				
4.7	Service users pay an annual membership fee of £12.50 which is reviewed annually. The operator will be responsible for all bookings for this service. The booking facility must allow service users to make a booking by telephone call however other methods could be considered if appropriate for the user.																				
4.8	<p>Each user pays a mileage based fare for each trip, with mileage organised into fare bands and are charged a £2.50 booking fee for each booking made. Fares are currently based on the charging structure below (It should be noted that the structure below will have a 2% increase applied on an annual basis):</p> <table><tr><th>Miles</th><th>Single Journey</th><th>Return Journey</th></tr><tr><td>0-1 miles</td><td>£3.35</td><td>£6.70</td></tr><tr><td>1-4 miles</td><td>£3.90</td><td>£7.75</td></tr><tr><td>4-6 miles</td><td>£4.95</td><td>£9.90</td></tr><tr><td>6+ miles</td><td>£6.00</td><td>£11.95</td></tr><tr><td>Additional escort to travel</td><td>£2.75</td><td>£5.45</td></tr></table>			Miles	Single Journey	Return Journey	0-1 miles	£3.35	£6.70	1-4 miles	£3.90	£7.75	4-6 miles	£4.95	£9.90	6+ miles	£6.00	£11.95	Additional escort to travel	£2.75	£5.45
Miles	Single Journey	Return Journey																			
0-1 miles	£3.35	£6.70																			
1-4 miles	£3.90	£7.75																			
4-6 miles	£4.95	£9.90																			
6+ miles	£6.00	£11.95																			
Additional escort to travel	£2.75	£5.45																			

4.9	The service must ensure that the fare charging structure does not exceed the current fare structure although an annual 2% uplift on the above is permissible. The service user is also able to travel with their care dogs which travel free of charge.
<b>5.</b>	<b>Income Generation</b>
5.1	The JVC will provide the opportunity for additional income generation via the ability to bid for contracts via the JVC to delivering passenger transport services for academies, schools, other local authorities and local businesses for example. This mechanism will also allow the potential for profits to be shared between both parties.
<b>6.</b>	<b>Optional</b>
6.1	<p>Whilst the service will be to provide passenger transport services, the new model will be a transport solution which could also include but would not be limited to the following aspects once a JV is set up:</p> <ul style="list-style-type: none"> <li>▪ Fleet including Electric Vehicles, Mowers and other Grounds Maintenance vehicles</li> <li>▪ Courier/Library Services</li> <li>▪ Bus Passes</li> <li>▪ Other transport provisions as required across the Council</li> </ul>

**Southend-on-Sea Borough Council**  
**Report of the Deputy Chief Executive (People)**  
**to**  
**Cabinet**  
**on**  
**7<sup>th</sup> November 2017**

Report prepared by: Gillian Shine, Senior Procurement  
Advisor and Mark Atkins, Lead Procurement Advisor

---

**Passenger Transport - Operating Model and Procurement Process**  
**Policy & Resources Scrutiny Committee**  
**Executive Councillor: Councillor Moring**

**A Part 1 Public Agenda item**

---

**1. Purpose of Report**

- 1.1 The purpose of this report is to seek approval to progress this review to procurement stage to identify a preferred partner
- 1.2 In order to commence procurement it is critical that the Council has an agreed position on the type of operating model it wants passenger transport to operate under in the future. The report sets out the options that were considered and seeks Members' agreement to the preferred operating model
- 1.3 The report also details an indicative procurement timescale associated with procuring a partner for the preferred operating model and implementation date of the new service. To achieve these dates a number of approvals are sought, specifically around the extension of existing contracts and the report seeks Members' agreement to these
- 1.4 As part of this review, a consultation on the recommended policy changes was also undertaken with stakeholders, parents/carers and service users which will be presented for approval in a separate Cabinet report. In regards the transport operating model there will be two parts:
  - a) Part 1 – The purpose of this report is:
    - (i) to update members on the transport review and seek members' approval on the preferred operating model.
  - b) Part 2 – Subject to approval with the recommendations above, a further report is to be presented to Cabinet in January 2018 that will provide details of:
    - (i) how the agreed Joint Venture (JV) will operate on a day to day basis
    - (ii) confirmed procurement procedure to procure the JV partnership – competitive dialogue or open procedure

## 2. Recommendations

- 2.1 That the following key elements are agreed to enable procurement activities to commence around this passenger transport review, in parallel with completing the policy consultation with users. Approval is requested for the Council to:
- 2.1.1 Procure a partner to develop a 'For Profit' JV partnership as the recommended operating model for providing all its passenger transport services
  - 2.1.2 Use a full procurement procedure (either competitive dialogue or open procedure) to procure a partner to develop a 'For Profit' JV partnership as opposed to contracting directly with a local authority owned company under Regulation 12 (the old teckal arrangements)
  - 2.1.3 Implement the new service from 1<sup>st</sup> August 2019 based on the time table set out in 6.2 below
  - 2.1.4 Grant a tender exemption to extend existing contracts, based on the understanding that market conditions and potential legislative changes have hindered the Council's ability to procure a partner to develop other types of JV partnership

### Next Steps

- 2.1.5 Subject to approval with the recommendations above, a further report to be presented to Cabinet in January 2018 that will provide details of the confirmed procurement procedure to procure a partner to develop the JV partnership

## 3. Background

- 3.1 The Council currently provides transport to adults and childrens across various service areas. The cost for this provision is estimated to be circa £2.1m per annum which is split between nine external contractors and the services provided in-house (this cost also includes the internal transport team). Contracts across the service areas are close to their expiry dates, having been extended as far as possible to enable the transport review to be undertaken. New procurement arrangements are therefore required in the near future to replace the existing contracts.

	Provision		Contract end date	Comments
1.	<b>Home to School Transport</b>	One School One Operator Contractor (SEN)	July 2019	There is an option in the contract to extend the existing contract to July 2019
		Individual and New Routes (SEN) Framework of 9 suppliers	July 2018	There are no options in the existing contract to extend beyond July 2018

	Provision		Contract end date	Comments
2.	<b>Adults and Children's Social Care</b>	Children's Respite care	July 2018	There are no options in the existing contract to extend beyond July 2018
		Supervised Contact	July 2018	There are no options in the existing contract to extend beyond July 2018– any extension should be done as part of the Home to School (individual and new routes framework)
		Adults with Learning Disabilities (External)	July 2018	There are no options in the existing contract to extend beyond July 2018. Awarded as part of the Home to School individual and new routes framework (Currently extended to end March 2018)
		Adults with Learning Disabilities (Internal – Project 49)	No Contract (in-house)	Current vehicle leases will need to be extended until July 2019.
3.	<b>Community Services</b>	Dial-a-Ride	No Contract (in-house)	Current vehicle leases will need to be extended until July 2019.

3.2 The initial review of the existing passenger transport service was undertaken to identify any areas of service improvement or efficiency that needed addressing prior to considering a recommended procurement route. The issues identified were:

- a) key components of the service such as planning, scheduling, eligibility criteria using inconsistent existing policies meant the transport services were not being utilised effectively or to full capacity
- b) whether a more effective service can be achieved through better route optimisation, service integration and streamlined contract management
- c) the annual costs of running the transport service are perceived as high in comparison to other local authorities where similar services are being provided.

3.3 Following the initial passenger transport review, the Council procured independent transport advice to assist with undertaking an in-depth analysis of the initial transport review which included reviewing the services, existing policies and identifying potential cost and efficiency savings.

3.4 The in-depth analysis of the transport review as highlighted in 3.3 above made the following recommendations:

*(i) Policies*

That a consultation is undertaken with service users and stakeholders regarding the following draft policies:

- Home to School for Students with Special Educational Needs (SEN) pre and post-16 students
- Adults with Learning Disabilities and Older Adults attending Day Centres and Activities
- Supervised Contact for children and families
- Dial-a-Ride

*(ii) Procurement route and operating model*

That the use of a JV partnership is the most sustainable and best value option for the Council.

*(iii) Timescales*

That the Council ensures that the transfer of all home to school transport to the new operating model is during the school summer holiday to ensure readiness for the start of the academic school year.

*(iv) Leased Vehicles*

That the Council procures new leases in order to be able to continue to provide the in-house adults with learning disabilities service until these services are transferred to the new operating model.

## **4. Operating Model**

4.1 Initial investigation by the Passenger Transport Review showed that there were five potential operating models for delivering passenger transport services (see Appendix A).

4.2 As detailed below further analysis eliminated a number of options considered in Appendix A, leaving use of a JV as the most sustainable and viable option.

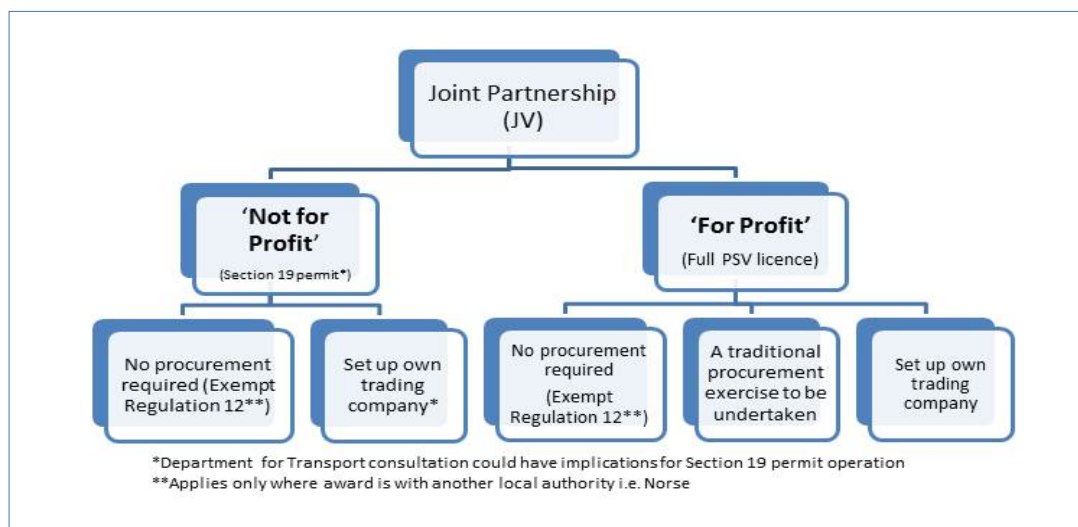
### **4.2 Use of a traditional 3rd Party supplier/outsourcing provider**

4.2.1 The nature of the 3rd-party market, including traditional private sector transport/outsourcing companies has been shown not to offer the Council the benefits it requires. In particular, the drive to provide benefits and savings directly to the Council is absent. There is no transparency of actual operating costs or visibility of profits unless contract clauses are provided for and which are difficult to enforce. The Council does not have the ability to have an ongoing say or influence on the method of service delivery under this type of model. It has also been found that this market's experience of delivering the types of transport required is limited. Our experience of the 3<sup>rd</sup> party outsourcing model is that the provider makes efficiencies within the service which are difficult to contract manage with a resultant loss of quality in the service or excess profits to the 3<sup>rd</sup> Party supplier.

### **4.3      *Use of a Joint Venture (JV)***

- 4.3.1      A JV approach has been identified as being the best delivery model to achieve sustainable transport provision for the Council. This model offers transparency of costs, visibility of profits and the ability for the Council to have some control in the delivery of the service. It also offers the opportunity for income generation via ability to enter into contracts with academies, schools, other local authorities and local businesses for example. This approach, assuming that a partner with appropriate experience, existing infrastructure and resources can be found, takes risk away from the Council.
- 4.3.2      A JV partnership is usually governed by a Board comprising of Directors from each party in a shareholding structure. A shareholding structure determines the profit share that is to be distributed between both partners. This structure allows the Council to have far greater control of the way the services are being delivered. Alongside this a JV offers flexibility that is not available in rigid contracts, which often end up costing more and where contract variations are required.
- 4.3.3      A JV partnership also offers the Council the ability to draw upon the partner's expertise and experience in running a passenger transport service. This model also has the ability to integrate the transport services to maximise the efficient use of its fleet, drivers and staff so that the transport service is used to its fullest capacity and can potentially provide for future pressures or increased demand thus providing a financial safeguard. It is also anticipated that the JV would be able to open up the opportunity for the creation of new jobs for Southend residents (subject to TUPE from existing contracts and inhouse staff), the opportunity to create numerous apprenticeships (drivers, Passenger Assistants and Administration) and make improvements to the local environment/air quality through route optimisation.
- 4.3.4      The majority of the current transport services will be delivered via the JV through mainly a mini-bus transport service with some taxi provision. It is therefore anticipated that the JV partner will provide the bulk of the service via mini bus provision, this will be supplemented with taxi provision, which will be sub-contracted via an approved contractor framework (this could include a stipulation to use local businesses).
- 4.3.5      There are two types of JV partnerships that could be established as follows:
- (i)      A partnership with a company that is wholly owned by a local authority which is exempt of the regulation 12 of the Public Contract Regulations 2015 and offers a relatively straightforward and quick set up process or a Joint Venture. This option could be either a 'not for profit' or a 'for profit' partnership depending on the permit or licence this partnership would operate under.
  - (ii)     A partnership with a privately owned company via a JV partnership would require a traditional procurement to be undertaken and would widen the competition in the market and does not exclude local authority owned companies or incumbent suppliers and other local business to put in a bid. However, this option requires a traditional procurement exercise to be undertaken and is a lengthy process due to the contract mobilisation required following contract award. This option could only operate on a 'for profit' partnership that would need to operate under a full PSV operating licence.

- 4.3.6 The diagram below confirms the structure for a procurement process for either a 'not for profit' and a 'for profit' JV partnership model:



#### ***'Not for Profit' JV***

- 4.3.7 Organisations that provide transport on a 'not-for-profit' basis can apply for permits under Section 19 or Section 22 of the Transport Act 1985. This means a 'not for profit' JV partnership could operate under a Section 19 permit required for the mini-bus provision of passenger transport. To be eligible for a Section 19 permit the organisation has to meet criteria set by the Driving Vehicle Standards Agency (DVSA). This operating model is less costly in terms of DVSA licencing requirements (i.e. £9 per vehicle) and there is no requirement to have a qualified transport manager that attracts the higher cost of a licence for a full PSV operating licence (£4,000 required for first vehicle and £3,200 for each vehicle thereafter). As well as this money needs to be held in a bank account and evidence of this available to the traffic commissioner.
- 4.3.8 In order to meet the timescales to ensure the home to school transport would be implemented during the school holidays and be live at the start of the schools' academic year in September 2018, the Council decided to further explore the establishment of a JV partnership with a local authority owned company under a 'not for profit' model operating under Section 19 permits. However, the recent announcement from the Department for Transport (DfT) advised it will be undertaking a consultation on the use of Section 19 and 22 permits. In view of this, the local authority owned company that was approached alongside others, are now being extra cautious around delivering any new transport provisions under a Section 19 permit with the Council. They have since withdrawn their proposal to enter into a 'not for profit' partnership with Southend at this time, although they would be happy to consider a partnership under a 'for profit' model. The local authority owned company that we had approached is currently the only local authority owned company that would have been able at this time to offer a partnership under a 'not for profit' model.

### ***'For Profit' JV***

- 4.3.9 As outlined above, a Section 19 permit is only applicable for transport services operated by 'not for profit' organisations. Therefore a 'for profit' model would have to operate under a full PSV operating licence. As outlined in 4.3.7 above, the licencing requirements around this operation attracts higher costs to operating under a Section 19 permit and requires money to be held in a bank account. The full PSV operating licence also requires a transport manager who is held accountable for transport operation. As per 4.3.8, the local authority owned company that had been identified confirmed that they cannot consider a 'not for profit' JV partnership at this time. They would be interested in a 'for profit' JV partnership that would operate under a full operating licence via the local authority's's trading arm.
- 4.3.10 It is still possible to enter into a partnership with the local authority owned company as it does not require a traditional procurement exercise which is a lengthy process. However, the reduced timescale now means that it would not be possible to have this partnership set up and implemented in time for the start of the schools' academic year in September 2018 and then the implementation would have to be delayed to September 2019. Bearing in mind that a partnership with another local authority owned company would be delayed to meet the start of the academic year in September 2019, a 'for profit' model should now be opened up via a competitive procurement exercise to widen the competition to ensure best value to the Council.
- 4.3.11 As outlined in 2.1.2 and 4.3.10 above, the proposal is to undertake an open procurement exercise that allows for local businesses and incumbent contractors to bid in the tendering exercise as the main JV partner or as a sub-contractor with the main JV partner. This procurement exercise widens the competition and other local authority owned companies can also bid with the aim of getting best value for the Council.
- 4.3.12 Market research with 13 potential JV partners has been undertaken. This list was initially shortlisted to seven; and then only two confirmed at this time that they were interested and able to put in the time to develop a proposal within the current timescale for the Council's transport review:
- (i) A company that is wholly owned by a local authority
  - (ii) A private owned company (being a national bus operating company).
- 4.3.13 The table below outlines the benefits and issues regarding a 'Not for profit' and a 'For profit' arrangement:

Issues	'Not for Profit' JV	'For Profit' JV
Procurement Path	No procurement requirement – relatively quick process to set up. However, as there was only one local authority owned company identified as a potential partner who have since withdrawn their interest in this model.	A traditional procurement is required – a lengthy process which requires at least a nine month mobilisation period (fleet acquisition, TUPE etc) following contract award

Issues	'Not for Profit' JV	'For Profit' JV
Commercial Risk	JV Partner will assume the majority of the risks due to the Commercial investment and the Council risk is low as this only applies to the initial start up and set up costs.	JV Partner will assume the majority of the risks due to the Commercial investment and the Council risk is low as this only applies to the initial start up and set up costs.
Initial set up and investment	Shared - leverage partner structure and resources	Shared - leverage partner structure and resources
Variations to service	Flexible	Flexible
Financial Benefits through efficiencies	Shared with JV Partner	Shared with JV Partner
Potential for wider trading	No	Yes
Operational resilience	Takes advantage of partner resources	Takes advantage of partner resources
Experience	Experienced partners in market	Experienced partners in market
Service and eligibility efficiency	Yes	Yes
Flexibility across services	Yes through greater depth of resources	Yes through greater depth of resources
Council Management of Service	Direct as partner	Direct as partner
Permit or Operational Licencing	Section 19 permit or Full PSV Operating Licence	Full PSV Operating Licence
Licencing Costs	£9 per vehicle (valid for 5 years)	£4,000 required for first vehicle and £3,200 for each vehicle thereafter. (This money must remain in a bank account to prove to the traffic commissioner that the provider is able to replace vehicles when required)
Other licencing requirements		A qualified transport manager is required for the full operating licence
Challenges from incumbent providers	This model excludes incumbent providers from bidding to be the JV partner, but they could bid to act as a sub-contractor	This option allows incumbent providers to either bid as the main JV partner or a sub-contractor to the main JV partner
Potential JV Partners	There is only one JV partner under this option (local authority owned company)	The procurement exercise would generate interest from other parties including incumbent suppliers

#### **4.4 Recommended Approach:**

- 4.4.1 Further to 2.1.5, this report proposes to explore the procurement route of a partner to develop a JV partnership. The proposed JV partnership will be set up as a 'for profit' transport organisation under a full public service vehicle (PSV) licence. The use of a full PSV operating licence will ensure the Council is fully compliant in providing passenger transport and allows the JV partnership to operate under a 'for profit' model. The aim of the JV partnership will be to maximise quality, transparency, reduce costs where possible and achieve longer- term benefits (i.e. Income/Profit generation).
- 4.4.2 Therefore, it is recommended that a traditional procurement exercise is undertaken to seek a JV partner under a 'for profit' model operating under a full operating licence. This option would ensure the Council is fully compliant and not at risk of any implications arising from of the DfT consultation on Section 19 permits and would allow the Council to widen the competition for incumbent and local contractors to participate in the tender exercise as well as other local authority owned companies. It is anticipated during the course of the tender exercise, DfT's decision on Section 19 permits may be clearer and the risk on the local authority owned company's full operating licence should be clarified. However, by having to undertake a procurement exercise , it will only be possible to commence operation in September 2019. The lengthy procurement process is due to the requirement to incorporate a nine month mobilisation period following the award of the contract, to ensure competitive fairness where lead times are required for contractors to purchase vehicles.
- 4.4.3 This recommended approach also eliminates the risk of challenge from contractors who would have been excluded from being able to participate in a tender exercise due to their current licenced operation.
- 4.4.4 If the decision is taken to enter into a competitive tender process with a longer timeframe, it is highly likely that some of those companies already approached initially in the market research exercise would now enter into that procurement process. Due to the additional costs associated with the requirement of a full operating licence this option would widen the competition with the aim of achieving best value for the Council.

#### **5. Other Options**

- 5.1 Should the requirements, and processes outlined in this report not coalesce with Cabinet expectations this could further delay work that needs to be undertaken in order to be able to develop the recommended procurement approach. This would also impact on the procurement timescale and progress on shaping a robust tender specification.
- 5.2 Other procurement options have already been rejected as per 4.1 above.

#### **6. Timescales – full procurement process to procure a 'for profit' partner**

- 6.1 As outlined in 3.4(iii), the majority of transport provided is home to school transport – any changes to such services should be made during the summer for implementation in early September. Changes to the home to school transport services at schools have been made over the Christmas and Easter periods in the past, but the result has always been both a degree of chaos in the implementation and a greater negative

impact on service users and their families. The requirement to undertake a procurement exercise means that the home to school transport will not be able to go live until September 2019. The lengthy procurement process is due to the requirement to incorporate a nine month mobilisation period following the award of the contract, to ensure competitive fairness where lead times are required for contractors to purchase vehicles.

- 6.2 Below is an indicative timescale to undertake the procurement and implement the services:

Date	Activity
9 January 2018	Cabinet approval to proceed with the procurement
30 January 2018	People Scrutiny approval of Cabinet's decision
22 February 2018	Full Council's approval of Scrutiny's approval
March-April 2018	Invitation to Tender
April-May 2018	Tender Evaluation
June 2018	Cabinet approval of contract award
July 2018	People Scrutiny approval of Cabinet's approval of contract award
July 2018	Full Council approval of Scrutiny's approval of contract award
August 2018	Award Contract
September 2018-June 2019	1) Set up JV 2) Contract mobilisation for JV partner
July - August 2019	Implementation period for home to school transport
1 <sup>st</sup> August 2019	All passenger transport services go live

## 7. Tender exemption is granted to extend existing contracts

- 7.1 As per 2.1.4 and 3.1 above, the following contracts will need to roll on until July 2019 via an extension to the existing contracts as the Council has a statutory duty to provide these services which will be out of contract if the Council does not extend:

- a) Home to School and Respite Care (Individual and new routes)
- b) Supervised Contact (via the Individual and new routes framework)
- c) Adults with Learning Disabilities (via the Individual and new routes framework)

### 7.2 **Recommended Approach:**

- 7.2.1 Further to 2.1.4 in accordance with the Section 8.10 of the Council's Contract Procedure Rules, the Council is seeking Cabinet's approval for an exception to extend the existing following contracts for a period of 12 months via rolling on existing terms and conditions with the current contractors:

- a) Home to School and Respite Care (Individual and new routes)
- b) Supervised Contact (via the Individual and new routes framework)
- c) Adults with Learning Disabilities (via the Individual and new routes framework)

- 7.2.2 This exception request is due to the contracts expiring in July 2018 and the need to roll on existing contracts via an agreed contract extension and this is due to

regulatory forces that have hindered the timescales and have also created a risk to operating a transport service with compliant licencing. To mitigate this risk a procurement process will need to be undertaken which also allows competitive fairness. The Council has a statutory duty to provide the services in 7.1 and there is a need to have contractual arrangements in place. Therefore to confirm, the Council needs Cabinet's approval to roll on existing contracts via an agreed extension while the procurement process can be progressed.

- 7.2.3 The extensions will be awarded via the existing individual and new routes framework to the same contractors on a goodwill basis under the existing terms and conditions. In the event a contractor does not want to continue their contract, the framework of nine contractors allows for a mini-competition to be undertaken and the contract to be awarded to another.

## 8. Reasons for Recommendation

- 8.1 It is critical that the Council has an agreed, robust and transparent position on each of the matters presented in this report in order to shape the procurement approach and to ensure that the Council's ambitions for passenger transport are delivered through the partnership. Not reaching agreement on any of these matters risks delaying the procurement process.

## 9. Corporate Implications

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

This project will contribute towards the following Council Priorities:

<b>Safe</b>	To: <ul style="list-style-type: none"> <li>Look after and safeguard our children and vulnerable adults.</li> </ul>
<b>Clean</b>	To: <ul style="list-style-type: none"> <li>Continue to promote the use of green technology and initiatives to benefit the local economy and environment.</li> <li>Encourage and enforce high standards of environmental stewardship.</li> </ul>
<b>Healthy</b>	To: <ul style="list-style-type: none"> <li>Improve the life chances of our residents, especially our vulnerable children and adults, by working to reduce inequalities and social deprivation across our communities.</li> </ul>
<b>Prosperous</b>	To: <ul style="list-style-type: none"> <li>Ensure the town is 'open for businesses' and that new, developing and existing enterprise is nurtured and supported.</li> <li></li> </ul>
<b>Excellent</b>	To: <ul style="list-style-type: none"> <li>Work with and listen to our communities and partners to achieve better outcomes for all.</li> <li>Enable communities to be self-sufficient and foster pride in the town.</li> <li>Promote and lead an entrepreneurial, creative and innovative approach to the development of our town.</li> </ul>

## **9.2 Financial Implications**

- 9.2.1 The expectation is that financial efficiencies will be delivered through the proposed new operating model and thus there will be a contribution to the Council's savings targets in future years. The savings derived will be dependent upon the outcome of the Procurement process and the final agreed format of a 'for profit' joint venture (JV) model.
- 9.2.2 It is also expected that there will be initial start up and set up costs, which would need to be factored into the agreement of the 'for profit' joint venture (JV).

## **9.3 Legal Implications**

- 9.3.1 Any new operator will need to supervise and monitor drivers in connection with DVSA and DVLA licensing and permit requirements and holding of insurance.
- 9.3.2 Details of the arrangements between the two parties forming the JV will be documented within 'Articles of Association' that contain the purpose of the company as well as the duties and responsibilities of its members. Contractual obligations and responsibilities of each party will be formalised and documented within a 'Joint Venture Shareholders Agreement' including the right of either party to terminate.
- 9.3.3 As the proposal is to procure a JV under a full PSV operating licence any changes that follow the DfT consultation will not apply as the Council will be fully compliant and will not be affected by any changes. During the course of the procurement exercise it is anticipated that the implications of the DfT consultation should be clearer and thus ensure that if the local authority owned company that was identified became the preferred JV partner that all risks to their other operations would have been eliminated (i.e. this risk relates to the local authority's Section 19 permit operations which could also have an implications for their PSV operating licence).

## **9.4 People Implications**

- 9.4.1 A full consultation will be required with staff that will be transferred to the JV partnership as well as those where TUPE applies to the external contracts. This consultation will need to include Trade Unions in keeping with prevailing Council policy.
- 9.4.2 The Council's prescribed TUPE process and timescale for TUPE transfer will then also need to be followed.
- 9.4.3 The JV partner would be expected to provide their expertise on TUPE to actively support the Council's HR Team with all aspects of TUPE.

## **9.5 Property Implications**

- 9.5.1 Whilst some space in the Tickfield yard could be released, the JV will still need to source premises to store the fleet and sites presented by the Council's asset team will need to be explored as part of the implementation.

## **9.6 Consultation**

- 9.6.1 Consultations will need to be held with staff that are currently involved in the in-house services and there will be a need to consult with operators delivering the external contracts.

## **9.7 Equalities and Diversity Implications**

- 9.7.1 As the JV proposals involve a re-modelling of service delivery there will be a requirement for the procurement and service area leads to conduct an Equality Analysis.
- 9.7.2 Equality analyses have been initiated on the basis of the proposed policies.

## **9.8 Risk Assessment**

- 9.8.1 Inevitably there will be a small degree of risk in setting up a Joint Venture partnership with a third party. However, given the nature of the proposed JV this risk is not considered high. It is unlikely that the creation of the JV would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail at an early stage.
- 9.8.2 There is the potential for risk to reputation through negative media campaigns and dissent from incumbent suppliers or users, e.g. parents who prefer to retain existing transport arrangements.
- 9.8.3 Further to 4.3.8, it is unknown yet what the implications of the Department for Transport consultation will be yet, although it is anticipated during the procurement process that any implications from the outcome of the DfT consultation will become clearer prior to any award to the preferred bidder.
- 9.8.4 A Risk Register will be established by the new Board of Directors and all risks will be actively reviewed on a regular basis. Mitigation strategies will be agreed with SBC.

## **9.9 Value for Money**

- 9.9.1 This proposal aims to enhance value for money through streamlining service delivery and reducing the number of current external contracts and in-house services.
- 9.9.2 The JV model also offers an improvement in quality and ultimately the potential for income generation and profits to be split between shareholders.

## **9.10 Community Safety Implications**

- 9.10.1 The proposed JV partnership will aim to provide a more comprehensive service that ensures access to suitable transport as required by clients.

## **9.11 Environmental Impact**

- 9.11.1 Improved route planning and the reduction in need for transport across the borough would lead to a reduction in traffic and travel which will lower the environmental impacts generated by the current arrangements.

**10. Background Papers**

10.1 None.

**11. Appendices**

11.1 Appendix A – Operating Model Options Explored.

## **The Joint Venture Partnership**

### ***Governance Structure and Initial Set up***

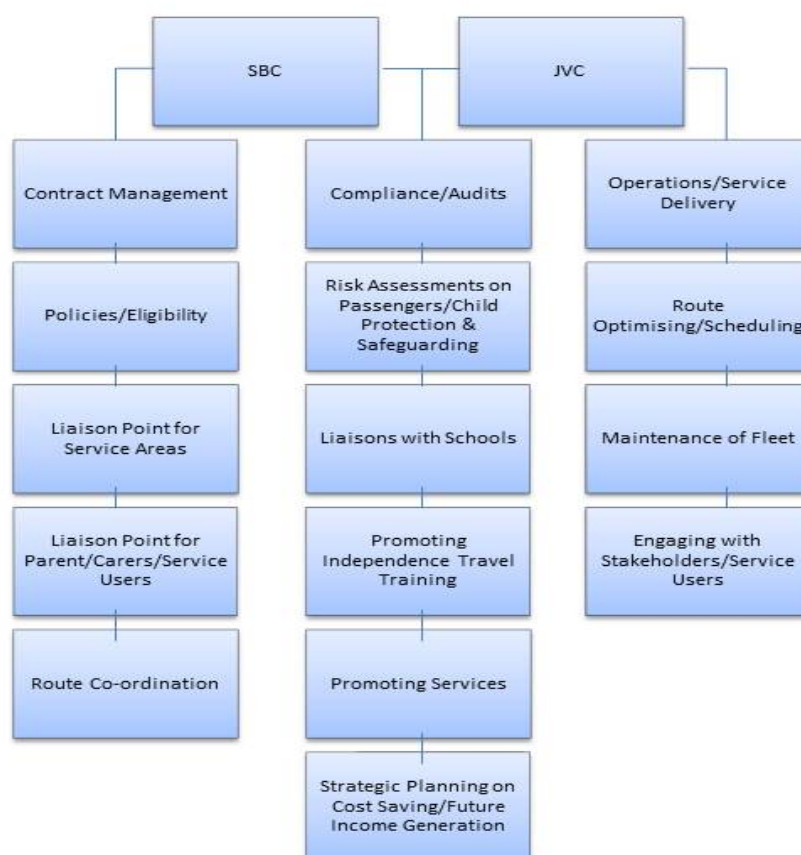
The procurement route will be selecting a preferred partner to form a Joint Venture under a Corporate Vehicle (JVC) with the Council, providing all of the Council's passenger transport services. This model allows the Council to access the skills and expertise of the market, whilst sharing the risk of delivery and any potential upside to the delivery of the service. The JVC is a well-recognised form of delivery vehicle and accepted by the private sector. Public sector controls can be maintained through reserved voting matters.

It should be noted that there will be initial start-up, set up and legal costs and for contract mobilisation to include staff recruitment, training, and management which will be established as part of the procurement process. In respect of the requirement for a full PSV operating licence, there will also be the need to hold £4,000 for first vehicle and £3,200 for each vehicle thereafter in a bank account so evidence of this available to the traffic commissioner. The number of vehicles that will require a PSV licence will be determined through the procurement exercise which is aiming to integrate the transport service so less vehicles will require a licence

The JVC will be governed by a Board comprising of Directors from each organisation in a shareholding structure. A shareholding structure determines the profit share that is to be distributed between both partners. This structure allows the Council to have far greater control of the way the services are being delivered. Therefore this model usually offers the flexibility that is not available in rigid contracts, which often end up costing more and where contract variations are required and it will be essential that this flexibility will be built into the JVC agreement. It should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship.

### ***Management and Service Structure***

The management structure of the JV would need to be determined as part of the procurement process and development of the JVC with a structure that best reflects the Council's objectives, whilst ensuring the JVC can act commercially. Whilst the procurement exercise will determine the development of the management structure it is anticipated that the roles and responsibilities are likely to be split between the Council and the JVC as per the example on page 2:



*Management and Service Structure*

### **Share Holding Structure**

The proposals from market engagement have indicated that the JVC partner would be the majority shareholder if the JVC partner was committing substantial investment as this places the JVC partner at a much higher commercial risk than the Council. During the procurement exercise the Council will make it clear that if the JVC Partner is the majority shareholder that a Council representative holds a corporate veto to ensure that the Council's policies and requirements are delivered.

It should be noted that whilst the proposed shareholding split demonstrates that the Council will be the minority shareholder for the reasons set out above the market engagement exercise has indicated that the profit from **additional** income generation could be split equally between the two JVC partners on a 50/50 basis which will need to be incorporated into the distribution policy and developed as part of the JVC agreement.

The indications from the market engagement have indicated that the JVC partner may be the majority shareholder as they will also assume the day to day management control of the

business. As part of the procurement process a JVC agreement will need to be drawn up which will set out the commitment of both partners.

Inevitably there will be a small degree of financial risk to the Council in setting up a JVC with a third party. However, given the nature of the proposed JVC this risk is not considered high. It is unlikely that the creation of the JVC would cause any financial risk to the authority other than the loss of one-off set up costs should the company fail and at an early stage. There will be no transfer or joint ownership of assets planned and costs for the service will be invoiced to the Council through the JVC whereby the JVC Partner will be leasing (or will own) the purchased vehicles including other overheads/supporting costs to deliver the passenger transport services.

The proposed 'For Profit' JV model will operate under a full PSV operating licence although its sub-contractors could operate under a Hackney Carriage Licence. The 'For Profit' model provides the Council with the opportunity for additional income generation via ability to enter into contracts with academies, schools, other local authorities and local businesses for example.

Details of the arrangements between the two parties forming the JVC will be documented within 'Articles of Association' and/or shareholders agreement that contain the purpose of the company as well as the duties and responsibilities of its members. Contractual obligations and responsibilities of each party will be formalised and documented within a 'Joint Venture Shareholders Agreement' including the right of either party to terminate

### ***Company Director Roles***

Policies would need to be developed to confirm the duties of a Company Director for the JVC. The primary obligation and legal duty of care of directors of the JVC constituted as the JVC is to itself and not to the person of whom they are representative or by whom they are nominated. They have an obligation to exercise independent judgement and act in good faith as to promote the success of the JVC.

It should be noted that the nominated Directors will need to receive the appropriate training before they agree to sign acceptance of their directorship

### ***Duration of the JVC***

The duration of the JVC will be determined through the procurement exercise, although it should be noted that indications from the market engagement exercise have suggested that a minimum 10 year JVC agreement with options to extend or a 15 year JVC agreement would be more attractive to the JVC partner which is due to their substantial investment in the vehicles. By having a 15 year term means the JVC partner can purchase new vehicles (assets) which could be utilised to their fullest operating capacity. This in turn should also attract a more competitive bid than a shorter period for the JVC.



# Southend-on-Sea Borough Council

## Report of Deputy Chief Executive (People)

to  
**Cabinet**  
on

**12 March 2019**

Report prepared by: Paul Hill (SAB Manager) and  
Sue Rollason (LSCB Manager)

Agenda  
Item No.

**7**

---

### **Annual Report on Safeguarding Children and Adults September 2017 to March 2019**

People Scrutiny Committee  
Cabinet Members: Cllr Cox and Cllr Boyd  
A Part 1 (Public Agenda Item)

---

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

To provide an annual assurance assessment for the Chief Executive and Councillors in respect of their responsibilities for safeguarding children and adults in Southend. This report contributes to the requirements of statutory guidance in Working Together to Safeguard Children 2015 and the Care Act 2014.

#### **2. Recommendations**

**That the report is noted and the actions detailed in Section 6 are approved**

#### **3. Background**

3.1 For the period March 2018/19 the Local Safeguarding Children Board (LSCB), Safeguarding Adults Board (SAB), Southend Borough Council Children's Services and Southend Borough Council Adult Social Care Services have coordinated their annual reporting cycles in order to provide the chief executive and elected members an overview of the activity and effectiveness of safeguarding children and adults service in Southend.

3.2 Safeguarding and promoting the welfare of children is defined as:

- protecting children from maltreatment;
- preventing impairment of children's health or development;
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

3.3 The Local Safeguarding Children Board (LSCB) is a statutory partnership responsible for co-ordinating and monitoring the effectiveness of safeguarding children arrangements in all agencies. The LSCB works in Partnership with the

SAB, Health and Wellbeing Board, Community Safety Partnership and the Violence and Vulnerability Group to provide strategic leadership across all services.

3.4 Effective safeguarding children systems are those where:

- the child's needs are paramount, and the needs and wishes of each child, be they a baby or infant, or an older child, should be put first, so that every child receives the support they need before a problem escalates;
- all professionals who come into contact with children and families are alert to their needs and any risks of harm that individual abusers, or potential abusers, may pose to children;
- all professionals share appropriate information in a timely way and can discuss any concerns about an individual child with colleagues and local authority children's social care;
- high quality professionals are able to use their expert judgement to put the child's needs at the heart of the safeguarding system so that the right solution can be found for each individual child;
- all professionals contribute to whatever actions are needed to safeguard and promote a child's welfare and take part in regularly reviewing the outcomes for the child against specific plans and outcomes;
- LSCBs coordinate the work to safeguard children locally and monitor and challenge the effectiveness of local arrangements;
- when things go wrong Serious Case Reviews (SCRs) are published and transparent about any mistakes which were made so that lessons can be learnt; and
- local areas innovate and changes are informed by evidence and examination of the data.

3.5 The Safeguarding Adults Board (SAB) is a statutory partnership, responsible for co-ordinating and monitoring the effectiveness of safeguarding adults arrangements in all agencies. The SAB works in Partnership with the LSCB, Health and Wellbeing Board, Community Safety Partnership and the Violence and Vulnerability Group to provide strategic leadership across all services. Safeguarding Adults Boards should:

- identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults;
- establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds up a picture over time;
- establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements;
- determine its arrangements for peer review and self-audit;
- establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives;

- develop preventative strategies that aim to reduce instances of abuse and neglect in its area;
- identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry;
- formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults;
- develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect;
- identify mechanisms for monitoring and reviewing the implementation and impact of policy and training;
- carry out safeguarding adult reviews;
- produce a Strategic/Business Plan and an Annual Report;
- evidence how SAB members have challenged one another and held other boards to account;
- promote multi-agency training and consider any specialist training that may be required;
- consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership.

3.6 Attached annual reports (appendix 1 & 2) provide assurance of the LSCB, SAB, and Council's effectiveness in the discharge of their safeguarding responsibilities. Both reports include 6 sections:

1. Background – including the vision, mission statements, statutory duty and governance arrangements.
2. Priorities for 2016-19 and delivery summaries
3. Achievements in 2017/19
4. Learning from SCR / SAR's
5. Impact – How we know we are making a difference
6. Conclusions and Plan for 2019/20

3.7 Working Together 2015 states that the LSCB Chair must publish an annual report (appendix 1) on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner (*Police, Fire and Crime Commissioner in Essex*) and the Chair of the Health and Wellbeing Board.

The report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action.

The Care Act Guidance 2014 states that the SAB must publish an annual report (appendix 2) that must clearly identify what both the SAB and its members have done to carry out and deliver the objectives and other content of its strategic/business plan.

Working Together 2018 requires a reshaping of the governance of the LSCB. A proposal for the changes to both the SAB and LSCB is currently being considered.

3.8 Serious Case Reviews are undertaken by LSCBs where a child dies or is seriously injured, and abuse or neglect are known or suspected to be a factor in the death. The LSCB commenced five Serious Case Reviews / Local Practice Reviews during the 12-month period covered by the Annual Report.

3.9 As Deputy Chief Executive, I have responsibility for improving outcomes for all children, young people and adults with additional care and support needs in Southend, and to ensure that all appropriate local authority services engage effectively with the LSCB and SAB. The lead members and I have met with the Chief Executive and the Council Leader with this report in order that they can satisfy themselves that I am fulfilling my responsibilities.

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

None

#### **5. Reasons for Recommendations**

To keep the Council informed of the position in respect of safeguarding children and adults in Southend.

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

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

The work of partners and the Council in safeguarding children and adults directly contributes to the Council's priority to look after and safeguard our children and vulnerable adults.

##### **6.2 Financial Implications**

Spending on Safeguarding Children Services  
Spending on Safeguarding Adults Services

##### **6.3 Legal Implications**

This report supports the Council, The Leader, the Chief Executive Director and Lead Member to discharge their statutory duties under the Children Act 2004 and Care Act 2014.

##### **6.4 People Implications**

None

##### **6.5 Property Implications**

None

## 6.6 Consultation

The LSCB and SAB are inclusive organisations which involve statutory and voluntary agencies. Consultation with children and families, which influences the way in which services are delivered, is a key strategic priority for the LSCB.

The SAB Community Services Members, Service User Organisation member, and Healthwatch member represent the interests of the community on the SAB in line with statutory guidance.

## 6.7 Equalities and Diversity Implications

The Council, the LSCB and the SAB have the responsibility to ensure that all children and adults with additional care and support needs have their safety and welfare needs addressed. The Southend, Essex and Thurrock Procedures for both Child Protection and Safeguarding Adults addresses the “recognition of additional vulnerability” and covers the considerations which must be taken into account when meeting the needs of particular groups. All the LSCB and SAB sub groups address equality matters.

## 6.8 Risk Assessment

Risk logs are maintained for the LSCB and SAB and within the Department for People. There is a standing item on the LSCB and SAB Executive agendas identifying risks to the efficacy of safeguarding services identified by partners, and agreeing mitigating actions to address these.

## 6.9 Value for Money

Fulfilling our responsibility to safeguard children and adults and promote their welfare is a statutory requirement. The Council works in partnership with other organisations and local authorities to ensure we fulfil those responsibilities in the most cost effective way. LSCB and SAB members ensure that all functions are undertaken on value for money principles. Since July 2013 the business management resource of the LSCB has been shared with the SAB, with some additional administration resource and a Performance and Quality Assurance Officer shared between both Boards.

## 6.10 Community Safety Implications

LSCB & SAB arrangements support the safety for our most vulnerable members of society across the localities and partnerships. The LSCB and SAB oversee work on Abuse, e-safety, violence against women and girls, modern slavery, sexual exploitation, bullying and hate crime as it relates to children and adults, and monitors the effectiveness of the implementation of the domestic abuse strategy.

## 7. Background Papers

Many are core documents and are the same as identified in previous reports

- The Children Act 2004 Every Child Matters: Change for Children
- Children Act 1989

- Working Together to Safeguard Children (2015)
- Special educational needs and disability code of practice (2015)
- Keeping Children Safe in Education (2016)
- Mental Capacity Act (2005)
- The Care Act (2014)
- Care Act Guidance (2014)
- Working Together (2018)

## 8. Appendices

Appendix 1- Southend LSCB Annual Report on the Effectiveness of Safeguarding Children in Southend 2018/19

Appendix 2- SBC Annual Report on the Effectiveness of Safeguarding Adults 2018/19



2017-19

## Annual Report of the Effectiveness of Safeguarding Children in Southend



September 2017 to March 2019

# Annual Report on the Effectiveness of Safeguarding Children in Southend

---

## CONTENTS

<b>ANNUAL REPORT ON THE EFFECTIVENESS OF</b>	<b>2</b>
<b>SAFEGUARDING CHILDREN IN SOUTHEND</b>	<b>2</b>
<b>SECTION 1: INTRODUCTION</b>	<b>3</b>
1.1 FOREWORD BY INDEPENDENT CHAIR, LIZ CHIDGEY	3
1.2 INTRODUCTION	4
1.3 ROLE OF THE SOUTHEND SAFEGUARDING CHILDREN BOARD	4
<i>Vision</i>	4
<i>Statutory Duties</i>	4
<i>The Safeguarding Principles</i>	5
<i>Strategic Plan 2016 - 2019</i>	5
<i>Governance</i>	6
<i>LSCB - Board and Sub-Group Structure</i>	6
<i>Strategic Links to other Boards and Partnerships</i>	7
<i>Funding</i>	7
<b>SECTION 2: PRIORITIES 2017-19</b>	<b>7</b>
<b>SECTION 3: ACHIEVEMENTS FROM SEPTEMBER 2017/18 – MARCH 2019 HIGHLIGHTS</b>	<b>9</b>
3.1 SAFEGUARDING CHILDREN BOARD	9
3.2 SCHOOLS' SAFEGUARDING ACTIVITY	10
3.3 PARTNERS' EFFECTIVENESS HIGHLIGHTS	11
3.3.1 Essex Community Rehabilitation Company	11
3.3.2 Essex Partnership University Trust	12
3.3.3 Essex Police	14
3.3.4 SBC Children's Services	17
3.3.5 SouthendBorough Council (SBC) Education	22
3.3.6 Southend Clinical Commissioning Group	23
3.3.7 Southend University Hospital Foundation Trust	26
<b>SECTION 4: LEARNING FROM SERIOUS CASE REVIEWS, CHILD DEATH REVIEWS AND OTHER REVIEWS</b>	<b>30</b>
4.1 SERIOUS CASE REVIEWS AND CHILD SAFEGUARDING PRACTISE REVIEWS	30
4.2 CHILD DEATH REVIEWS	31
4.3 LEARNING DISABILITIES MORTALITY REVIEW PROGRAMME (LEDeR)	31
<b>SECTION 5: HOW DO WE KNOW WE ARE MAKING A DIFFERENCE?</b>	<b>32</b>
5.1 CHILD PROTECTION	32
5.2 CHILD PROTECTION IN SOUTHEND	32
5.3 OUTCOMES	36
<b>SECTION 6: CONCLUSIONS AND WHAT THE BOARD WILL BE WORKING ON IN 2019 – 2020</b>	<b>37</b>
<b>SECTION 7: APPENDICES</b>	<b>38</b>
APPENDIX 1: BOARD MEMBERSHIP AND ATTENDANCE	38
APPENDIX 2: LOCAL SAFEGUARDING CHILDREN BOARD FINANCE 2018/19	39
APPENDIX 3: SELF-ASSESSMENT TOOL	40
SELF-ASSESSMENT OUTCOMES (SCORE) – SET AGAINST SPECIFIC DUTIES	41
APPENDIX 4: GLOSSARY	46

## Section 1: Introduction

### 1.1 Foreword by Independent Chair, Liz Chidgey

*I'm pleased to introduce the 18/19 LSCB and SAB annual reports. Safeguarding Children and Young People (CYP) and Vulnerable adults remains a key priority for all the agencies across Southend with a gradual focus on moving from a process driven approach to identifying, with the people of Southend, the safeguarding outcomes we all want to achieve.*

*The 2050 visioning led by Southend Borough Council in 2018, involved a comprehensive engagement exercise with a wide diverse group of the population. What the people of Southend said they wanted under the heading 'Safe and Well' was for everyone to feel safe at all times of the day. In terms of active participation 'Active and Involved' they said that, when people speak they wanted to be heard and taken seriously, they also want to be involved in developments from the beginning so that together everyone who wants to be can be involved to make the future happen. People also saw the need to be connected and SMART with technology and digital developments ensuring connectivity and inclusion.*

*These desired outcomes provide a basis for future partnership working regarding Safeguarding. The requirement to put in place new arrangements for a multi-agency safeguarding approach in 19/20 gives an opportunity to review and revise both the Children's (LSCB) and Adult's (SAB) Safeguarding Boards, building on the developments we have put in place 2018/9.*

*For this year we have agreed a shared outcome on Violence and Vulnerability across Boards, Community Safety Partnership and Health and Well-being Boards. The Chairs of all the Boards meet on a quarterly basis to monitor progress and discuss next steps.*

*The safeguarding partners approach to design and production of new arrangements must have the participation and voice of Children and Young People and vulnerable Adults at the core as well as the key organisations. This will facilitate authentic partnership arrangements that have aligned road maps and outcomes instead of strategic plans and business plans that sit in splendid isolation.*

*The challenge for 19/20 is to make these changes happen.*

*2018/19 has seen the partnerships for both LSCB and SAB remain strong and engaged. It has also been a year of change for the resources available to progress the work of both Boards. For the first time since my appointment in 2017, we now have two experienced Boards managers in post. Since their commencement in September 2018 they have positively impacted on the capability and capacity of both Boards to deliver against the agreed strategy and plans.*

*I remain excited by the challenges ahead of both Boards as I do believe, with the right focus, we have an opportunity to contribute to ensuring better outcomes on Safeguarding for the population of Southend*

## 1.2 Introduction

This annual report is for the period 30<sup>th</sup> September 2017 to 31<sup>st</sup> March 2019 and is produced as part of the Board's statutory duty of Local Safeguarding Children Boards under the Children Act 2004. The report covers more than a calendar year in order that the timing of the report better fits the reporting mechanisms of partners. It is one of the three core statutory duties of the Chair of the Board to publish an Annual Report in relation to the preceding financial year, on the effectiveness of safeguarding in the local area.

This Annual Report gives details of progress on our priorities and Strategic Plan 2016-2019; and provides an overview of LSCB activities and achievements during 2017–2019 summarising the effectiveness of safeguarding activity in Southend including the work of member agencies.

The report will be submitted to the Local Authority Chief Executive, Leader of the Council, Essex Police, the Chair of Southend Health and Wellbeing Board and Southend Health watch.

More information about the statutory role and function of the Safeguarding Children Board can be found at <https://www.safeguardingsouthend.co.uk/Children/>

## 1.3 Role of the Southend Safeguarding Children Board

The Southend Safeguarding Children Board is a statutory body created under the Children Act 2004. Section 14 of the Children Act 2004 which sets out to:

- a. Coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b. To ensure the effectiveness of what is done by each such person or body for those purposes

### Vision

The Safeguarding Children Board (LSCB) aims to ensure its members work together effectively to:

- Keep children safe from maltreatment, neglect, violence and sexual exploitation
- Ensure they are secure, stable and cared for
- Help reduce the likelihood of them suffering from accidental death and injury, bullying and discrimination, crime, and anti-social behaviour

### Statutory Duties

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives are as follows:

- a. developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
  - i. the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;

- ii. training of persons who work with children or in services affecting the safety and welfare of children;
  - iii. recruitment and supervision of persons who work with children;
  - iv. (iv) Investigation of allegations concerning persons who work with children;
  - v. safety and welfare of children who are privately fostered;
  - vi. (vi) Cooperation with neighboring children's services authorities and their Board partners;
- b. communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
  - c. Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
  - d. Participating in the planning of services for children in the area of the authority; and
  - e. Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

An LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

In order to fulfil its statutory functions an LSCB should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- Monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

More information about the statutory role and function of the Safeguarding Children Board can be found at [www.safeguardingsouthend.co.uk](http://www.safeguardingsouthend.co.uk)

## The Safeguarding Principles

Effective arrangements for safeguarding children should be underpinned by two key principles:

- **safeguarding is everyone's responsibility:** for services to be effective each professional and organization should play their full part
- **A child-centered approach:** for services to be effective they should be based on a clear understanding of the needs and views of children.

## Strategic Plan 2016 - 2019

The Strategic Plan 2016-2019 is being reviewed at the time of writing this report. A strategic plan will be the new Multi-Agency Safeguarding Arrangements with Partners. The Local Authority, Clinical Commissioning Group and the Police. Throughout the coming year there will be a phased approach of implementation and evaluation. The new arrangements will be published and implemented by the end of September 2019.

## Governance

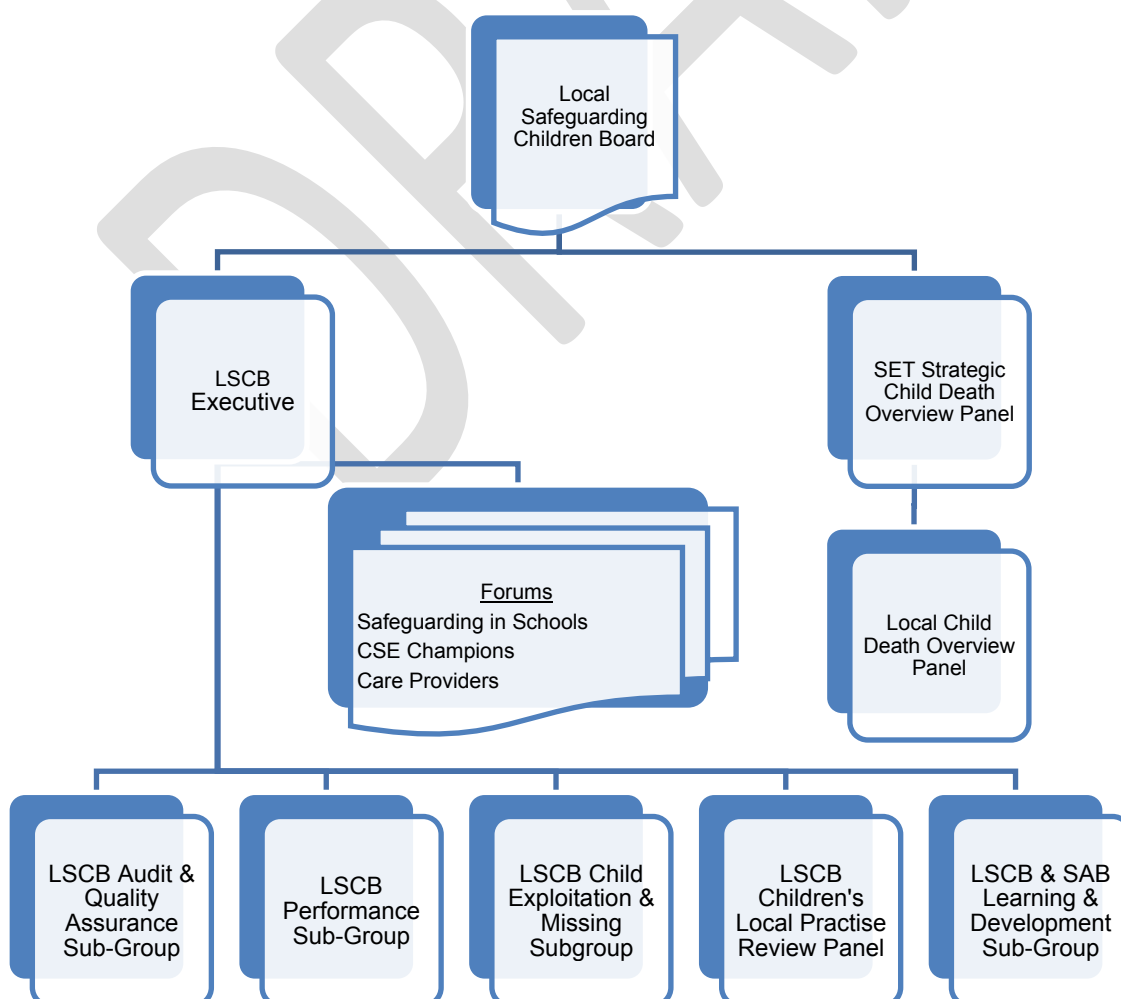
Southend Safeguarding Children Board is chaired by its Independent Chair, Elizabeth Chidgey and meets four times a year bringing partners together from: Southend Council, Essex Police, Essex Fire and Rescue Services, Southend Clinical Commissioning Group, NHS Health Trusts, Probation Services, the Voluntary Sector, and lay members, representing health, care and support providers and the people who use those services across Southend.

The Chair is accountable to the Chief Executive of the local authority in chairing the LSCB and overseeing its work programme. However, she is accountable only to the Board for the decisions she takes in that role. The role of Vice-Chair is undertaken by Southend Borough Council's Deputy Chief Executive for People.

The Board is attended by representatives from the partner agencies with a high level of engagement. Information about Board attendance can be found in Section 6.

The LSCB has an Executive, five subgroups, and three forums chaired by senior members from across the partner agencies. We report on the business of each of the sub-groups operating during 2017-19 in this report and the structure below reflects the shape of the Board.

### LSCB - Board and Sub-Group Structure



## **Strategic Links to other Boards and Partnerships**

The Chair of the LSCB is a member of the Health and Well-Being Board and presents the LSCB Annual Report to the Board; The Chair meets regularly with the Chief Executive, the Corporate Director for People, the Lead Member for Children's safeguarding, and the Leader of the Council, lead Health Commissioner, Police and is also the Chair of the Safeguarding Adult Board. The Chair also meets regularly with the Council's Scrutiny Committee. Links are also maintained through representation on key strategic partnerships:

- Community Safety Partnership
- The Health and Wellbeing Board
- The Local Safeguarding Children Board
- Essex Safeguarding Adults Board
- Thurrock Safeguarding Adults Board

Southend Essex and Thurrock (SET) work in partnership to provide a common approach to safeguarding across the county. The SET Safeguarding Children Guidelines set out the system and process all organisations should use to raise safeguarding concerns. This includes a framework for confidentiality and information sharing across agencies.

## **Funding**

The work of the Board is financed by contributions from partner agencies. In addition to financial contributions, partner agencies contribute significant amounts of staff time to support the delivery of the board's work programme, and to support training delivery.

A review of governance for Safeguarding in Southend led to uplift in the budget mid-year. This uplift covered the costs of:

- An extensive review of the governance (including the production of terms of reference for all Boards, Executives and Sub-Groups.)
- Support for the management of the safeguarding during the period of review
- Support to manage the change in structure and delivery models

Next year's proposed budget 2019/20 (presented at February Board Meetings) includes costs for the new structure. The new budget also (for the first time) recognises the significant 'on-costs' (+34%) of employment.

Full budget information is contained within Section 7, Appendix 2.

## **Section 2: Priorities 2017-19**

In the 2016-2017 Annual Report and the 2016-19 Strategic Plan the Board identified the following key areas for development:

- Conclude and implement the Strategic review of the LSCB and its sub-group priorities and activities and ensure that engagement with the service user is improved and their voices captured to inform future board activity
  - This has been completed. Under the New Working Together arrangements 2018 a phased approach is underway with Partners as to the structure and scrutiny of the new arrangements for September 2019
- Implement a new performance and risk framework to support the Board in delivering its statutory responsibilities – Including understanding the impact of local resource commitment to safeguarding and funding plans
  - The Dashboard has been introduced and this is currently under review. Partners have identified that it does not provide all the information that they would like and in the format that they would find most useful.
  - The new Risk Register forms a regular agenda item on the Board and Executive and is reviewed at each meeting.
- Understanding and assessing the impact on safeguarding system changes and commissioning plans and key transformation programmes.
  - The STP, JTAI report and the New Working Together arrangements at both a local and SET level are standing agenda items at Board level. The Chair and the Business Manager have regular meetings with appropriate leads to ensure that the improvement processes continue to offer assurance in regards to the organisations management of safeguarding.
  - A SET summit in June 2018 agreed increased collaboration and the October meeting reviewed Set Working Together Strategy.
  - Southend Working Together arrangements are in development with a phased approach ready for implementation for September 2019
- Develop a revised audit programme to be overseen by the LSCB
  - The new Audit and Quality Assurance Group has a work plan that is agreed by the Independent Chair and that reports to the Executive. The work plan has prioritised work around multi-agency Section 11 audits and Serious Case Review activity.
- Ensure that cross cutting system improvements are in place and that partners work collaboratively in three priority areas around, casework practice, quality of referrals and appropriate interventions
- Respond to emerging National Priorities of neglect, child sexual exploitation and modern slavery
  - Child sexual exploitation, modern slavery and domestic abuse are part of a multi-agency strategic group. The action plan is focused around four key areas: Understanding the problem, Community Engagement/Training, Prevent, Protection and Pursue.

## Section 3: Achievements from September 2017/18 – March 2019 Highlights

This year the LSCB undertook significant work to ensure that it fulfilled its statutory responsibilities and welcomed a new Structure and Business Manager in September 2018.

### 3.1 Safeguarding Children Board

- The governance of the LSCB (and SAB) was reviewed and the outcome was a change in the meeting structure, their terms of reference, work plans and membership.
  - This has led to an increase in engagement and attendance.
  - Strategic Plans with key priorities have been delivered, alongside key objectives.
  - Action Plans for the Board and Executive Meetings now form part of the minutes and there are work plans for the Performance, Audit Quality Assurance and Child Exploitation and missing sub-groups.
- The Risk Register has been reviewed; and is now a standing item on agendas.
- Training provision was reviewed and it was found that the costs in time and resources have led to other significant work not being delivered. It was also found that the boards were accrediting training without an appropriate mechanism for doing so. It was noted that a number of national lead organisations provide safeguarding training at an equitable cost, free training, bespoke training for themes and roles. A significant factor in the change in training was that there was only a 50% take up of courses offered. It was agreed that training from Essex and Thurrock would be accessible to people and professionals from Southend.
- A Train the Trainer update course has been delivered.
- A shared learning event (alongside the Violence and Vulnerability group and Community Safety Partnership) on Modern Day Slavery was led by the LSCB and SAB. Attendance and feedback for the event has been excellent.
- A Performance Dashboard has been developed and delivered. The presentation of headline statistics, with commentary, generates the majority of the work for the Performance Subgroup and is forwarded to the Board. The dashboard is currently under review for review and it is likely that the first iteration will change significantly as Partners have become aware of the benefit of the presentation and the opportunity to concentrate on areas of risk, and what information would be useful.
- Case Learning notes produced from other areas' serious case Reviews have been disseminated to partners to share learning and to understand the local position.
- The LSCB website content is under review. It was found that that there was content that was no longer relevant, missing or inaccurate. All errors and omissions have been rectified and a regular review of content planned.

- Induction Packs have been developed for Board Members to ensure that they have all the information, network and connections to add value to the LSCB as soon as possible.
- The Southend LSCB continues to work with SET and has been involved in the update of a number of shared policies and protocols. The SET procedures Working Together Group is working in line with the changes.
- The Set Summit meetings in June and October 2018 have increased collaboration.
- The LSCB has engaged with regional networks and sharing of best practice.
- Assurance: section 11 audits and returns have been completed and submitted with no actions arising. Once the cycle of reporting is complete in March 2019 the reporting schedule is to change to bi-annual.
- Harmful sexual behaviour audit carried out across agencies. Audit to be analysed and gaps identified for future training in 2019
- The Serious Case Review Panel has been reconvened due to the increased number of practice reviews. There are currently two active Local Practice Reviews which are to be commissioned. An overarching review has commenced to incorporate Baby S, neglect and fewer than 1s.
- The STW Serious Case review finalised and the action plan is monitored by the Audit Quality Assurance sub group

### **3.2 Schools' Safeguarding Activity**

Building on the successes of previous years, Southend's schools currently have multiple dependable points of contact with the LSCB:

- Heads, Deputy Heads, and Designated Safeguarding Leads are actively engaging with the quarterly Safeguarding in Schools forum, forming an invaluable link for sharing information, maintaining lines of communication, and allowing for robust debate of developing issues. Through the Forum, Essex Police have engaged upwards of forty schools to take part in Operation Encompass, enabling schools to nominate a key adult who will appropriately support and report following a child's experience of domestic violence.
- The CSE Champions Forum affords similar opportunities for communication, with staff from many schools attending quarterly meetings to ensure their knowledge around CSE remains current and that information sharing can take place in a supportive and collaborative environment; those Champions that cannot attend on a given date will instead treat the minutes of each meeting as a briefing, enabling busy school staff to stay abreast of important developments.
- The biannual School Governors' Safeguarding Return encourages heads and Chairs of Governors to scrutinise and assess their own safeguarding provision, to identify points of improvement, and to create solutions and provisions accordingly; a number of schools have shown enthusiastic and proactive involvement with the LSCB's school

safeguarding provision. The LSCB has recently developed a grading system for the returns, enabling the identification of the highest achievers and those most in need of improvement

- In the course of conducting recent Practise Reviews, several schools have been approached to engage and have provided useful information both to the LSCB and to Essex Police's investigating officers. As a result of the rapid review there has been learning which has been implemented in a timely fashion leading to improved outcomes.

### 3.3 Partners' effectiveness highlights

The LSCB has been involved in partnership activity throughout the 2017/19 period and the following organisations regularly report into the LSCB and most have provided a summary of their activity over the period.

#### 3.3.1 Essex Community Rehabilitation Company

##### Agency Context

*Essex CRC manages adults in Southend who are sentenced to Community Orders or periods of imprisonment, where they are assessed as either low or medium risk of serious harm. We also deliver structured interventions to high risk offenders supervised by the National Probation Service. In Southend we are located in Civic 2, which has allowed growth in our partnership working with local authority teams.*

*Our leadership team has remained consistent over the last year – at senior and local level. Our service delivery team has also remained largely consistent. We have experienced difficulty in recruiting experienced probation officers, but we have mitigated this by commencing a programme of training staff to complete the Professional Qualification in Probation (PQiP) programme.*

##### Safeguarding Children Activity

*Safeguarding is core training for all of our staff and standing item in staff supervision. We are engaged with the LSCB at Board and Exec level, and support a number of operational partnership groups; including MARAC and Op Censor. We are also present at the Violence and Vulnerability board and the spin off Criminal Justice sub-group. We have joined the newly formed MASH+, with practitioner attendance 1 day per week.*

*We contract Ormiston Children and Families to deliver specific interventions to service users with family integration needs, and we delivery the Building Better Relationships Programme for male perpetrators of domestic abuse (linked to this is our Partner Link Worker Service to support victims). This year (June 2018) we were inspected by Her Majesty's Inspectorate of Probation (HMIP) and rated as Requires Improvement. Our assessment and management of risk of harm was recognised as an area for development, but our organisational delivery, range of services on offer, community payback scheme, partnership engagement was rated Good. Of the 6 CRCs that have*

*had HMIP reports published to date, Essex CRC is the highest rated.*

#### Outcomes and Impact of Safeguarding Children Activity

*Internally, managers complete a monthly audit of cases, to include at least one case per officer in each sample. Safeguarding of vulnerable children and adults is a key area of focus in this audit regime. Externally, as mentioned above, we were visited by HMIP this year and received a Requires Improvement rating. We incorporate learning and recommendations from internal and external audits into our ongoing development plans and report back on these to our Ministry of Justice Contract Management Team. As an adult orientated service, we do not have any performance measures which explicitly cover child safeguarding, but our most recent quarter's results (July-Sept 2018) were above contractual target.*

#### Key Successes

*This year we have joined the new MASH+, with practitioner location 1 that team 1 day per week. This will be reviewed in the coming year to ensure that it is an effective and efficient way for Essex CRC to contribute to the MASH+ arrangements. We have also engaged with the Violence and Vulnerability Board and Op Censor. This partnership has helped forge greater co-operation with social care and YOS teams. We have contributed to partner agency development by delivering a 3-day DA Perpetrator training event to social workers in Southend.*

#### Key Areas for Development

*In partnership with the Violence and Vulnerability Board, and the SET V&V Framework, we are forming an Essex CRC criminal exploitation strategy. This will include the identification of criminally exploited and embedded service users, an assessment framework and suite of interventions to address their behaviour and underpinning vulnerabilities. More broadly, the assessment and management of risk of harm has been identified as an area of development for us, which is in part a result of recording standards. This is being tackled through a range of revised case inspections, observed practice, team workshops and training events.*

### **3.3.2 Essex Partnership University Trust**

#### Agency Context

*Essex Partnership University Trust (EPUT) is a provider of Mental Health and Community Services across Essex, Bedford and Suffolk. In April 2017 the two former organisations of South Essex Partnership Trust (SEPT) and North Essex Partnership Trust (NEPT) merged to form one organisation. As a result of the merger the safeguarding team expanded and appointed a Head of Safeguarding for Mental Health Services. The safeguarding team now consists of a variety of professionals, all of whom*

*bring additional expertise to the team. The Executive Nurse has board responsibility within EPUT for safeguarding and this responsibility is explicit within the job role.*

### *Safeguarding Children Activity*

*EPUT has robust and effective safeguarding services in place that reflect national and local authority guidance and the service has a strategic framework which establishes the services vision and build upon existing achievements. The Trust is actively represented on all appropriate Local Safeguarding Children Boards (LSCB) and committees giving partners assurance and oversight of EPUT's safeguarding arrangements and is an important part of the organisations ability to develop and influence their services.*

*EPUT has a safeguarding training strategy in place and delivers competency based safeguarding training to staff relevant to role from levels 1-3 of the Inter-Collegiate Document. The training programme is integrated into the Trust mandatory training policy and performance is reported to commissioners and the LSCB. Staffs that have attended the training are required to evaluate this and asked to make a pledge of what they will change in clinical practice as a result of the training. These are then followed up by the safeguarding train. Example this year has been: "During each MDT we explore all our patients that have children and have a discussion about how they coping and if there are any issues"*

*The Trust has safeguarding links in pace that champion the safeguarding agenda within their teams. The safeguarding team regularly present learning lessons cases to the oversight committee and this year topics have included cuckooing and professional curiosity. Should include information about staff training and competence; and any services or activity which impacts on the safeguarding of children.*

*The safeguarding children team have undertaking an audit on the appropriateness and quality of child protection referrals made by EPUT teams. The Named Nurse is liaising with colleagues from social care for peer reflection on these from a partner's perspective to aid the learning that will result from this audit.*

*The Trust has developed a leaflet for service users giving advice for on line abuse, bullying and dangers of exploitation. The safeguarding team have included exploitation on their work plan for focussed pieces of work. Raising awareness and is being strengthened and organisational policies and procedures are being reviewed to include the learning from themed inspections.*

### *Outcomes and Impact of Safeguarding Children Activity*

*Indicated previously staff pledge after attending training how children and families are discussed at the multi-disciplinary team meetings in adult mental health services.*

- "The training brought forward various cases that the team are working with currently and we discussed issues around this. This also gave me and team further understanding of the safeguarding process and what impact this has on the patient and families we are working with, this is a standard topic on the agenda as well". -*

#### *Adult mental health services*

- *“This paper is a really helpful framework for us all in dealing with such complexities” This relates to guidance available to staff on Fabricated Induced Illness.*
- *“We approve foster carers in the area, who provide care to Children some of whom have had five different placements. The support the health visitor provided to the Parent, Baby and also the foster carer, has been quite exceptional in my experience. She has the best interest of baby at the centre of her practice and appreciates the additional support that so many new mothers require”. Feedback from fostering agency on staff member.*
- *“The child protection referral I placed last week and was going to discuss with you has been dealt with and closed. Southend BC was brilliant in this case and has allocated a mentor/individual worker for the 17yr old son. They also commented on the missed safeguarding opportunity for many years by various agencies, so I’m more pleased than ever to have doggedly pursued it. It’s brilliant having your team there for support, thanks.” Feedback to safeguarding supervisor.*
- *“We are writing to thank you for completing the health assessment. In Harrow, we strive to ensure that we offer a high quality service to our children in care, and this health assessment was of an excellent standard. Again, thank you for this exceptional work”. Feedback from another area”*

#### Key Successes

- *Newly updated staff intranet site for safeguarding for staff reference and guidance*
- *Newly developed organisational Children’s Strategy which includes safeguarding*
- *Nominated member of safeguarding team allocated to adolescent in patient units*
- *Addition to level 2 safeguarding training of enhanced package of domestic abuse, forced marriage and female genital mutilation.*

#### Key Areas for Development

*The organisation plan to strengthen the safeguarding arrangements they have in place as a result of the learning from themed inspections on exploitation during 2018.*

### **3.3.3 Essex Police**

#### Agency Context

*One of Essex Police’s objectives, as set out by the Police and Crime Plan, is to ensure children and vulnerable people are appropriately safeguarded and that they receive the*

help and support they need. Within Essex Police, the Crime and Public Protection Command is mainly responsible for the safeguarding of vulnerable persons.

The Operations Centre is the point of entry into the organisation for all Public Protection partnership-related enquiries and referrals, forming the link between Essex Police and Southend Social Care. Also in the Operations Centre, is a large triage team made up of three areas, Adult, Child and CSE. This joint triage team enables Essex Police to enhance response and build a resilience of knowledge. The Operations Centre and the Child triage team give partners a single point of contact where they can speak with someone who has knowledge of the safeguarding protocols.

The Operations Centre also consists of the Central Referral Unit (CRU). The CRU's primary purpose is to assess the risk experienced by victims of domestic abuse and stalking (including honour-based abuse). CRU provides a central point of contact for police officers and agencies. It will ensure that domestic abuse referrals are accurately recorded, graded and fully researched and that relevant information is shared with social services and other agencies. This is part of Essex Police's commitment, working with partner agencies, to provide the best possible service and support to all victims of domestic abuse. By safeguarding adults from domestic abuse, we are in turn safeguarding children who often witness DV or are involved in it.

Essex Police also have dedicated domestic abuse investigation teams, 'Operation JUNO'. These teams will oversee all domestic abuse investigations and work alongside our partner agencies. This will help to ensure the force is able to give the best possible support for victims and a strong, co-ordinated response to those responsible.

Essex Police are continuing to support the Safeguarding Children Boards; all of the meetings are attended by a senior officer.

### Safeguarding Children Activity

The Essex Police Child Triage Team was set up over 2 years ago to create a central point of contact for Social Care and to assist the Child Abuse Investigation Teams (CAIT) across Essex. This team receives all referrals of child abuse initially and will participate in strategy meetings with social care and other professionals on a daily basis. They will share information and collectively come up with a plan to safeguard child/children. The CAIT Investigating Officers also attend all the Initial Child Case Conferences. We also participate in the SET Procedures working group by attending monthly meetings. All new Police Officers will complete an attachment with a CAIT team and will have an input from the Triage Team during their probationary period. This is to ensure new officers are aware these teams exist, explain what role they play and to promote the importance of safeguarding children. These teams are also there to provide assistance and specialist advice to officers that come across a child in need of safeguarding whilst carrying out their duty.

We are inspected by HMIC who promote improvements in the services we provide and highlight any good practice. They monitor us as a force and report annually on our effectiveness, efficiency and legitimacy. The HMIC recently reported that we have made considerable efforts to improve our ability to protect vulnerable people and we are now good at supporting and protecting these people. They also reported that we have

*worked hard to develop constructive relationships with partner agencies, so that we can provide better support to victims and the communities that we serve.*

### Key Successes

*Summary of key achievements by your agency which have protected children's wellbeing.*

- Training has been delivered by a specialist Child Abuse Investigation Team Detective Inspector on taking a child into Police Protection. This training has been well received, resulting in further courses being offered to officers across Essex Police.*
- A CPD event has been held around The Voice of the Child and the Family Court Process. This was open to all Police Officers and Police staff, particularly those in Public Protection, and LPT Inspectors who are often designated officers for Police Protection Powers. The event included a child victim speaking of her experiences with the Police and an input from the Centre for Action on Rape and Abuse in Essex (CARA). Holding these types of events educates officers and allows us to improve our practices and procedures when it comes to child safeguarding.*
- We are now part of Southend MASH to help improve our service for vulnerable children.*
- Supt. Hendy presented at the National CSE inside Government Conference in London and received excellent feedback from partners and police colleagues. The presentation delivered was on Effective Police Strategies for CSE.*
- Op Goldcrest was presented to the LSCB Full Board in September, where it was fully supported by all partners and agreed that Thurrock will pilot the project. Essex SC has not yet taken this to the FLT and this will be done in the next few weeks; however they agreed to go ahead as this is a formality. A meeting was held with partners and a working group has now been set up. The Go Live date is anticipated to be in April 2019 at Grays.*
- The memorandum of understanding has been re-written for Missing Children. This has now been agreed to form part of Chapter 20 in the SET Procedures.*
- The Crime and Public Protection Command have agreed the updated SET procedures on the bruising protocol and also the SET procedures revised chapter on serious youth violence and gang activity.*
- The Youth Offending Service received 'outstanding' from their Ofsted inspection and there was mention within the report of good work from Essex Police.*
- Essex Police are part of Op Hydrant and provide feedback on any cases we identify.*

### Key Areas for Development

*There is no identified investigative resource around child exploitation. Sub-Group meetings are expanding across SET*

### **3.3.4 SBC Children's Services**

#### Agency Context

*Southend Borough Council's Children's Services are a statutory safeguarding agency. The service discharges the Council's statutory social work duties in relation to contact, referral and assessment, children in need, children subject to child protection plans, looked after children, care leavers and disabled children and young offenders. The Local Authority Designated Officer (LADO) sits within Children's Services.*

*Children's Services are responsible for discharging many of the Council's duties as Corporate Parent to looked after children including fostering and adoption services.*

*The service delivers services for children who have additional identified needs, who are not children in need under Section 17, Children Act 1989, within our Early Help Family Support Service.*

*Four Heads of Service report to the Director of Children's Services who is a member of the Department for People management team. The Deputy Chief Executive, Department for People, is the statutory DCS and DASS.*

#### Safeguarding Children Activity

*This annual report covers the year of 2018 and as such aligns with the period covered by our self-assessment. This report can be read alongside the self-assessment from March 2019 onwards.*

#### **Children living in this area**

- *Approximately 39,115 children and young people under the age of 18 years live in Southend-on-Sea. This is 21.5% of the total population in the area.*
- *Approximately 18.9% of the local authority's children are living in poverty*
- *The proportion of children entitled to free school meals:*
  - *In primary schools is 13.6% (the national average is 13.7%)*
  - *In secondary schools is 8.1% (the national average is 12.4%)*
- *Children and young people from minority ethnic groups account for 21.7% of all children attending Southend schools at the time of the spring 2018, compared with*

31.8% in the country as a whole.

- The largest minority ethnic groups of children and young people in Southend's schools are Asian and Mixed/Dual.
- The proportion of children and young people with English as an additional language:
  - In primary schools is 14.5% (the national average is 21.2%)
  - In secondary schools is 13.3% (the national average is 16.6%)

### **Child protection in this area**

- At 31 March 2018, 1,323 children had been identified through assessment as being formally in need of a specialist children's service. This is a decrease from 1,387 at 31 March 2017.
- At 31st March 2018, 116 children and young people were the subject of a child protection plan. This is a reduction from 220 at 31st March 2017.

### **Children looked after in this area**

- At 31st March 2018, 291 children were being looked after by the local authority (a rate of 74 per 10,000 children). This is an increase from 282 (73 per 10,000 children) at 31st March 2017. Of this number,
  - 147 (or 50.5%) live outside the local authority area
  - 19 live in residential children's homes
  - No children are placed in a residential special school
  - 213 live with foster families
  - 10 live with parents
  - 15 children are unaccompanied asylum-seeking children.
- In the 12 months prior to 31st March 2018:
  - There were 35 adoptions
  - 8 children became subject to special guardianship orders
  - 114 children ceased to be looked after
  - 25 young people aged 18+ on the 7th of January 2019 are in independent living arrangements

Our approach to the changing landscape of risk and harm experienced by children and young people due to criminal and sexual exploitation is an area of strength and has received national recognition. We are in no doubt about the challenges of engaging with this cohort of young people and remain committed to supporting positive outcomes for them. The strength of our practice in this area was identified during the Joint Targeted Area Inspection in April 2018.

Our investment in staff has supported our improvement journey with reduced caseloads enabling higher quality practice. We have recruited to 3 additional team manager posts, and an additional deputy team manager post, to further improve the capacity of our managers to drive forward practice improvements including the quality and progression of assessments and plans and the quality of supervision.

Management grip is an area of strength with the development of team performance dashboards and weekly reports which are reviewed by the Director of Children's

*Services, Deputy Chief Executive and the Chief Executive. We remain committed to ensuring there is a direct line of sight from senior leaders to the lived experience of Southend's children.*

*We continue to have a Children's Services Improvement Plan which sets out our practice improvement priorities. Progress against the plan is reported to our Improvement Board which is chaired by the Leader of the Council. Membership of the board includes the Lead Member for Children and Learning, The Chief Executive, Deputy Chief Executive, Director for Children's Services, Independent Improvement Partner and chair of the LSCB. We continue to use quality assurance processes, such as case audit and feedback from children and families, alongside performance data to assess the impact of our work and make changes where required.*

*Our areas of good practice have been achieved by working in partnership with other agencies at a strategic and operational level. These include our contact and referral arrangements, MASH+, our response to Child Exploitation and our response to domestic abuse, MARAT. These arrangements are functioning well. We demonstrate leadership in partnership and governance boards such as the Violence and Vulnerability Board, LSCB, Health and Wellbeing Board, SEND board and Success for All Children Group (Children's Partnership).*

*In 2017 we commissioned Research in Practice to undertake analysis of demand within the children's social care, early help and SEND. The findings from the research, received in 2018, have informed our significant investment in services and the structure of our services. It supported us to be able to use a strong evidence base with confidence to make the case for investment and this was well received by Members and senior leaders.*

*We have explored the reasons behind our Looked After Children rate, which is higher than statistical neighbours, our Child Protection Plan rate, which is lower than statistical neighbours, and our re-referral rate, which is slightly higher than statistical neighbours using performance and demand data and our understanding of the needs of Southend Children. Following this work we know that we are confident that children who are in care need to be in care and that the increase in numbers relates to improved safeguarding practice relating to infants and our improved understanding of risk and harm experienced by adolescents due to criminal and sexual exploitation. We know that our Looked After Children rate would be higher if it were not for the work of the Edge of Care service who enables children to remain living safely with their families who may otherwise have needed to become looked after to ensure their safety.*

*We have made a conscious decision to use a contextual safeguarding approach to our work with adolescents and this means they are being appropriately worked with by our adolescent intervention and prevention team as children in need. This is a group of young people who we know would have previously been subject to child protection plans and this is one reason for our rate of children subject to plans. In addition our continued, and increased, investment in early help provision and the increase in the number of social workers means the needs of children are met at an earlier stage and they therefore do not require child protection plans.*

*Our exploration of the reason behind our re-referral rate has led us to increase our focus on the quality of assessment and decision making. We have invested in additional*

management posts within the assessment and intervention service to support improvements in decision making and assessment.

We are required to submit a Written Statement of Action following the recent partnership SEND inspection. Children's Services are contributing to actions for improvement and the Director of Children's Services are a member of Written Statement of Action working group. One area of focus for us relates to children allocated to the service who are missing education and we have held a senior leaders workshop to explore this area of work.

One area of focus is to ensure the strength of our early help service delivery is not diminished due to any future changes in Troubled Families funding. We are confident that we will be able to work across the children's system to support families.

Current challenges include the impact of the increase in demand related to new areas of vulnerability such as Child Exploitation and County Lines activity in the town, the increase in 'in work' poverty, the pressures on the system relating to placements and the impact of other local authorities housing families with additional needs in Southend.

We are facing challenges due to the national pressures on the system relating to placements for looked after children. The lack of choice of placements, the behaviour of some PVI providers and the increased cost of PVI placements increases the difficulty in ensuring that out looked after children live in the very best placements.

#### Outcomes and Impact of Safeguarding Children Activity

We know that our safeguarding activity means that children are safer. Our file audit programme shows an improving picture of practice. The proportion of audited cases found to be good or better increased from 44% in January to 65% in December with the average across the year being approximately 57%. The proportion found to Require Improvement of better increased from 77% to 94% over the same period with performance at or above the target of 85% for the majority of the year.

We know that social workers are spending more time with children. This enables them to build relationships with children, their families and carers and to work with families with purpose to progress plans. The proportion of children being visited in accordance with timescales when subject to child protection plans increased from 94% in January to 97.6% in December with performance being at or above target for the majority of the year. For looked after children statutory visiting performance increased from 83.9% in January to 88.4% in December. It should be noted that there are a small number of older children who have stated they want to be visited less frequently which impacts on our reported performance however the frequency of visiting for this group is regularly reviewed.

We know that there is no delay in initial child protection conferences being held other than when it is in a child's best interests to delay the conference. Every decision to delay a child protection conference is overseen by a Head of Service. Due to the improved management grip the timeliness of child protection conferences increased to 81% being held in timescale in December.

*A significant majority of our looked after children tell us they are happy in their placements and that they feel safe in their placements. This information is contained with the annual report of the Principal Review Officer and is based on feedback from looked after children. It includes positive feedback about their placement from children who are clear they would rather be able to live with their families.*

*Children do not wait for a decision to be as to whether they will be receive a statutory social work assessment, an early help family assessment or will be signposted to support. Over 90% of decisions made on referrals within MASH+ take one working day or less with performance being above 95% since May.*

*We know that our approach to working with adolescents at risk of exploitation using a contextual safeguarding approach means they are safer. This was the finding in the JTAI and we have subsequently made additional investment into that area of service. A review of this team, AIPT, in December 2018 included meeting with young people. The young people stated they valued the way in which the team work alongside them and do not give up on them.*

#### Key Successes

- *Implementation of multi-agency safeguarding hub+ (MASH+) resulting in improved practice at point of contact and referral to children's social care.*
- *Improvements in statutory visiting to children in need, looked after children and children subject to child protection plans which have been sustained*
- *Reduction in children's records being audited as inadequate on more than one occasion with no repeat inadequate audits since April 2018.*
- *Improvement in quality of practice identified during case audits with the target of 85% of files being audited as requires improvement or better being met and exceeded for several consecutive months*
- *Improvements in the timeliness of Section 47 investigations with strong performance being seen during Q2 and Q3 of 2018/19.*
- *External validation of the strength of our approach to adolescents at risk of exploitation during the JTAI in April 2018.*

#### Key Areas for Development

*We know we need to continue to improve practice and our areas of focus have been identified during the JTAI, through our quality assurance and performance management processes, following changes in demand and through case reviews. Our priority areas of focus, within an improving picture, are:*

- *The quality and impact of assessments*
- *The quality and impact of plans*

- *The quality and impact of supervision*
- *Developing more participation opportunities for children, young people and families*
- *Ensuring that the lived experience of the child is evidenced in all our work*
- *Reviewing the application of threshold across the service and the partnership*
- *Response to sexually harmful behaviour*

*The actions we will be taking in relation to these key areas of development are contained within our improvement plan. Our revised improvement plan will be implemented from March 2019.*

### **3.3.5 SouthendBorough Council (SBC) Education**

#### Agency Context

*Education, including the important interface with all schools, is central to the LSCB's ambition regarding ensuring that our schools are both safe and operating effective safeguarding policies and practice.*

#### Safeguarding Children Activity

*Education contributes to safeguarding in several ways:*

1. *In supporting the LSCB with annual report*
2. *In directly supporting schools to ensure that they have effective safeguarding systems, including in preparation for an OFSTED inspection*
3. *Offering a single central record check*

*Specifically:*

1. *Where education is informed of a safeguarding concern by OFSTED, it works with the LADO to determine the nature and action required in relation to this concern. This either results in a direct investigation to the complaint, or requiring the school to respond directly to OFSTED.*
2. *In relation to specific context, and supporting the welfare and safety of young people, i.e. EHE, CME, LAC V&G etc.*

#### Outcomes and Impact of Safeguarding Children Activity

*Robust monitoring of school transfer records. Greater awareness and intelligence of safeguarding effectiveness in schools*

### Key Areas for Development

*Building on the monitoring and tracking identified through the SEND inspection*

### **3.3.6 Southend Clinical Commissioning Group**

#### Agency Context

*Southend CCG is a Clinical Commissioning Group (CCG) in south east Essex. A CCG is a group of GPs and clinicians who commission (buy) health services for their local communities. Our role is to specify outcomes that we want to achieve for our population, and then contract providers to provide care to achieve those outcomes. We are committed to ensuring the provision of local, high quality services that meet the specific needs of our population. During 2018 Southend CCG has aligned with Castle Point & Rochford CCG to increase efficiency through matrix working and the reduction of duplication.*

*On-going financial and capacity issues across the health economy will challenge both commissioning and provider health organisations. The Sustainability and Transformation Plan will continue to support change in local health services to reflect the changing needs of the population. However, the CCG maintains a strong commitment to safeguard children from abuse and neglect and is an active member of the LSCB. The CCG is responsible for the procurement of designated safeguarding professionals. A key function of the designated professionals is to provide clinical expertise and strategic leadership across the local health system to support other professionals in their agencies on all aspects of safeguarding and child protection. The Named GP undertakes a specialist role within the team to support and advise General Practitioners and Nurse Practitioners working in Primary Care on matters relating to safeguarding and promoting the welfare of children.*

#### Safeguarding Children Activity

*As a commissioning organisation the CCG does not deliver services directly to children and families but does have systems in place to ensure that the health services we commission has robust safeguarding arrangements in place.*

*There has been good collaboration in primary care over this year, with recognition of the increased numbers of health professions around the child, and good attendance at teaching. The teaching has also been recognised at CQC level with a recent Joint Training Area Inspection commending CCG Safeguarding Team teaching in its report. Consultant paediatricians are also now attending the Forum, reflecting the teaching's increasing popularity*

*We are work closely with other CCGs through the Clinical Safeguarding Network (SCN) which brings all designated safeguarding children and adult leads together to collaborate on areas of mutual interest.*

The CCG has provided leadership to local health providers to improve the response to child exploitation following the Joint Targeted Area Inspection that took place in March 2018. The CCG has oversight of the action plan that feeds into the LSCB action plan.

<b>Actions for Health Services</b>	
<b>Recommendation</b>	<b>Action required</b>
a) <i>Emphasis the role and contribution of health organisations within the child sexual exploitation action plan and meetings</i>	<i>Provider services are contributing to the development revised child exploitation action plan... There is an improved representation at all relevant meeting.</i>
b) <i>Improve the speed and quality of information sharing from health providers to the MASH+</i>	<i>Systems are being put in place to improve the flow of information between EWMHS, Primary Care and SUHFT.</i>
c) <i>Increase the strength of the Health contribution to the restructured LSCB to support its ability to fulfil its role as a 'critical friend'.</i>	<i>All health commissioners and providers to be represented and contribute to the work of the Safeguarding Partnership, its committees and sub groups in line with the revised Working Together to Safeguard Children 2018.</i>
d) <i>Improve the ability to share information between EWMHS and School Nursing to support better early identification of changes in young people's emotional health and well-being, including risks of going missing or vulnerability to exploitation or gang involvement.</i>	<i>EWMHS and school nursing service have been developed systems to improve information sharing.</i>
e) <i>Provide evidence that case auditing and quality assurance of practice in health is sufficiently strong to support on-going learning.</i>	<i>Peer review by JTAI health partners of safeguarding audit completed by each organisation has provided assurance.</i>
f) <i>Provide evidence that supervision is consistently implemented in all commissioner and provider organisations</i>	<i>Public Heath is revising current model to reflect school nursing service need. Supervision standards have been developed and shared with all health providers</i>
g) <i>All health practitioners who come into contact with children during the course of their duties, to be able to recognise and response to children affected by gangs and criminal exploitation.</i>	<i>Training has been delivered across the health economy and further work in in progress.</i>

#### Outcomes and Impact of Safeguarding Children Activity

As a commissioning organisation the CCG does not deliver services directly to children and families but does have systems in place to ensure that the health services we commission has robust safeguarding arrangements in place.

This has been monitored through the SCN Dashboard which brings together

safeguarding data across the health economy for scrutiny.

Level 3 training for GPs has been delivered within the Time to Learn programme, 4 offered in 2017. Nurse Practitioners were offered bespoke level 3 training, the requirement to have this level of training is dependent on individual role and responsibilities. The figure cannot be given as a percentage as the total number employed is not available.

<b>Level 3 training for Primary Care</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Nurse Practitioners</b>
CP&R	84%	86%	98%	83%	31
Southend	80%	94%	100%	93%	31

Level 2 training is part of both CCGs mandatory training programme and delivered by e-learning. Recognition that compliance had dipped in Q1 resulted in a recovery plan that has reached the target of 90% in Q4. Level 4 refers to named safeguarding professionals and level 5 designated safeguarding professionals who are hosted by Southend CCG.

<b>Southend</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Level 2	32%	84%	85%	90%
Level 4	100%	100%	100%	100%
Level 5	100%	100%	100%	100%
Governing Body	100%	100%	100%	100%

### Key Successes

- Commissioning hospital-based Independent Domestic Abuse Advisors for 3 acute NHS Trusts and supporting the services already established in other Trusts.
- A Safeguarding Assurance Tool has also been submitted to NHSE England which demonstrates a high level of compliance.
- Moved towards a competency based approach to safeguarding training for primary care which is flexible to the needs of individuals.
- Health Services have supported development of the Multi Agency Safeguarding Hub + and have Health Liaison Nurses working within the hub. This has improved the quality and timeliness of information sharing between for children in need and those requiring protection. In addition it is reducing the demand on clinicians to complete section 17 and section 47 forms as this function can now be completed by the liaison nurse is they receive to consent to access the record.

### Key Areas for Development

During 2019/20 the CCG will:

- Work with Safeguarding Partners and relevant agencies to implement multi-agency safeguarding arrangements.

- *Work with partner CCGs to develop the Mid and South Essex Sustainability and Transformation Partnership (STP) to improve health outcomes for the local population*
- *Work with the Safeguarding Partnership to deliver the Violence and Vulnerability Strategy reducing child exploitation in Southend.*
- *Work with Primary Care to ensure that safeguarding is integrated into the work of Locality Hubs*

### **3.3.7 Southend University Hospital Foundation Trust**

#### Agency Context

*All staff working for SUHFT, including those who predominately work with children has a critical role to play in safeguarding and promoting the welfare of children. The safeguarding children's team promotes a "Think Family" approach and embeds this across the organisation to ensure staff is able to identify risk and protect vulnerable children and young people from harm. Assurance that SUHFT is fulfilling its obligations in regard to the Children's Act is monitored through the LSCB/ESCB and Section 11 audits for both Southend LSCB and Essex Safeguarding Children Board are completed within agreed time scales.*

*In collaboration with National Guidance, SUHFT also ensures that regulations as identified by the Care Quality Commission (CQC) are adhered to, to ensure children are effectively safeguarded.*

*Since 2016 Southend, Basildon and Mid-Essex trusts have worked together as part of a "group model" and in Jan 2017 the joint executive group were appointed to support how we work together in both clinical and corporate services. As part of our progress towards becoming a single, merged organisation there will be a consultation process in February 2019 relating to safeguarding services across the 3 trusts. This will restructure hospital safeguarding services currently delivered across Southend, Thurrock and Essex.*

*National and local safeguarding arrangements for partnership working are being revised in order to comply with the new Children and Social Work Act 2017. Safeguarding Partnerships which include the Local Authority, Police and CCGs will replace Local Safeguarding Children's Boards from September 2019. The Safeguarding Partners are working to develop plans for the future arrangements and how these will be implemented across Southend University Hospital NHS Foundation Trust. Any associated impact is yet to be quantified.*

#### Safeguarding Children Activity

*The Safeguarding Team continues to work with external partners to ensure all statutory Safeguarding requirements are met and that health is represented at both the Southend and Essex Safeguarding Children's Boards and associated sub groups.*

*The Trust works closely with the LSCBs in their quality assurance, monitoring and safeguarding children arrangements. The Trust's Named Nurse reports assurance via the LSCB Monitoring Sub-Group and the Audit and Quality Group.*

### **Training**

*SUHFT is committed to ensuring that all staff receives the correct level of training to safeguard children (0-18 years) from harm and abuse. All health care staff must have the competences to recognise children at risk of harm and abuse, and to take action to safeguard. The safeguarding team seek to also promote a multi-agency approach to training.*

*The team offer a programme of safeguarding Children Supervision which involves a comprehensive review of safeguarding cases with a trained Safeguarding Supervisor (the team have all completed the NSPCC Safeguarding Supervision Skills programme). The process provides a structured format in a one to one or group setting that involves both reflection and direction regarding case management.*

*Attached is the annual report 2017-2018 and performance data from April 2018 to December 2018.*

### **Audit**

*A number of audits were undertaken in 2018 by the team against recommendations from national and local reviews. The team have also supported the LSCB audit programme. The safeguarding team determines an annual audit plan.*

### **Peer Review**

*It is a core competency for all clinical staff working with children to undertake regularly documented reviews of practice. Peer review is a form of reflective practice, as is clinical supervision. SUHFT hold monthly paediatric peer review which involves paediatric clinical and nursing staff discussing recent cases sharing expertise and expertise by providing an impartial evaluation of the work of others.*

### **Partnership Working**

*The Trust continues to demonstrate a high level of commitment to partnership working through active participation in key partnership meetings. SUHFT has representation on Southend and Essex Local Safeguarding Children Boards by the Chief Nurse, Designated Doctor for Safeguarding Children, Named Doctor for Safeguarding Children, Named Nurse for Safeguarding Children and the wider safeguarding team. The Trust's Named Professionals are members of a number of safeguarding subgroup meetings as well as a considerable number of internal safeguarding meetings.*

### **Key Drivers; Neglect /Criminal Exploitation**

*The safeguarding team have drawn on the expertise of the adult safeguarding leads and the LA leads for CSE and Criminal Exploitation and also other health authorities which are thought to be providing exemplar services in relation to response and recognition of criminal exploitation and its impact on children. This collaboration has*

*facilitated the development of a policy/guidance in relation to gangs, missing children and CSE. The policy is currently being reviewed by the relevant committees for ratification.*

*The team have facilitated a multi-agency neglect study day and have revised safeguarding training materials for focus on recognition and response to neglect.*

### **Outcomes and Impact of Safeguarding Children Activity**

*An assurance of robust Safeguarding Children practice (incorporating looked after children - LAC) is presented at the Joint Adult and Children Safeguarding Committee and the team report to the Clinical Governance Committee on a regular basis throughout the year. Accountability for delivering the corporate Safeguarding Children function is held by SUHFT's Chief Nurse.*

*The Safeguarding Children Team supports, enables and challenges staff to make safe and effective decisions to safeguard and protect vulnerable children. Measurement of performance and outcomes is therefore complex and includes a variety of factors which include:*

- Performance indicators related to training and supervision uptake*
- Audit of safeguarding knowledge*
- Risk management*
- Review of serious/complex cases*
- Responding to LSCB/CCG multi-agency action plans*
- Reviewing policies to ensure that they are in line with local and national guidance*

*The impact of safeguarding training and supervision is audited yearly. The assessment for outcomes of safeguarding training is identified by assessment of 'learner's reactions', attitudes, knowledge and skills, and impact on behaviours. We utilise a primarily quantitative approach to the assessment of outcomes, seeking to measure them by means of self-completion questionnaires.*

*The Integrated Adult and Child Safeguarding Committee acts as a conduit for the following agendas and has representatives from the health economy, including, the Designated Nurse for Safeguarding, Southend/Castle point*

- Safeguarding adults – including compliance with the Mental Capacity Act (2005), Deprivation of Liberty Safeguards (DOLS), and the Mental Health Act (MHA).*
- Response to the Trusts duties as part of the PREVENT Strategy, working with partner agencies across the health economy.*
- Safeguarding children – including criminal exploitation, child sexual exploitation and female genital mutilation.*
- Gaining assurance from the directorates that responses to external or internal inspection reports are met and that risk is managed and mitigated accordingly.*
- The Trust upholds its reputation and meets its responsibilities in relation to the local*
- Safeguarding Adult and Children's Boards and associated sub-groups.*

### **Key Successes**

- Significant work has been undertaken by the Safeguarding Team and informatics in relation to electronic flagging on clinical systems to ensure robust systems are in place. There has been a robust review to enhance and improve governance processes pertaining to electronic alert process –an email notification is sent to the Safeguarding Team whenever a child or adult with a current electronic alert attends the Trust. Further work in 2018/19 will need to be undertaken with regard to the Child Protection Information System (CP-IS) which has been rolled out in priority areas across the Trust.
- The development of a file entry for safeguarding which can be uploaded directly to the electronic child record and ensures all staff working with the child are aware of any safeguarding concerns in respect of the child. Family or unborn baby.
- S11 of the Children's Act 2004 places a statutory duty on key organisations to make arrangements to ensure that in discharging their functions they have regard to the need to safeguard and promote the welfare of children. The Trust completed a Section 11 audit at the beginning of the year which was approved by the LSCB.
- The safeguarding team facilitate regular multi-agency study days; topics covered have included FGM, Non-Accidental Injury and Neglect. Further dates are planned which will focus on Fabricated and Induced Illness and Criminal Exploitation of Children.
- SUHFT has continued to demonstrate compliance with national and local directives including CQC regulations.
- The Trust's Safeguarding Adult and Children's Strategic Plan (2017 - 2019) was approved by the Joint Adult and Children's Safeguarding Committee. Significant progress has been made during the year in delivering the targets agreed in the Strategy.

#### Key Areas for Development

- Support and action the findings and recommendations made from SCR and PLR ensuring work streams are embedded in practice and reflected in policies and guidance.
- As part of our progress towards becoming a single, merged organisation there will be a review of safeguarding service provision across the 3 trusts to ensure consistent practice and development of expertise within the STP.
- Continue to review Section 11 (Children's Act 1989/2004) requirements to ensure the Trust fulfils its responsibilities for safeguarding children.
- Develop, review and update the Child Protection Policy in line with local and national guidance including Working Together 2015, Intercollegiate Document 2014 and other Local and National findings from SCR.
- Supported by the safeguarding children team, the specialist midwife for maternity safeguarding will continue to strengthen processes in place to ensure that vulnerable families are identified; risk assessed and referred promptly in pregnancy and that appropriate support and pre-birth planning is implemented. Birth plans are monitored and updated regularly on the electronic system (CED) and provide direct access for maternity staff regarding sensitive information and actions required post birth. The safeguarding midwife will continue to develop her role in supporting midwives in their safeguarding roles and providing safeguarding supervision to the specialist roles.
- Promote awareness of Neglect and its relationship to other forms of harm to ensure

*better outcomes for children.*

- *Continue to monitor service level uptake of training via the Safeguarding Children Committee with a commitment to ensure uptake >95% for clinical staff through a targeted comprehensive training programme.*

## **Section 4: Learning from Serious Case Reviews, Child Death reviews and other Reviews**

### **4.1 Serious Case Reviews and Child Safeguarding Practise Reviews**

Serious Case Reviews, now known as Child Safeguarding Practise Reviews, are undertaken by LSCBs where a child dies or is seriously harmed and abuse or neglect are known or suspected to be a factor in the death. Their purpose is to identify and implement learning to improve how services work together to safeguard children and they are a statutory requirement.

The LSCB concluded one Serious Case Review and commenced two new Child Safeguarding Practise Reviews during the period covered by this report, following referrals received in April and September 2018. Additionally, the LSCB is participating in a review undertaken by Essex LSCB regarding the child of a family formerly resident in the Borough of Southend. In response to the undertaking of two new Child Safeguarding Practise Reviews the LSCB Case Review Panel, which had been decommissioned in December 2017 due to insufficient content, was reformed with renewed purpose.

These ongoing reviews are in their preliminary stages at the time of writing, with Terms of Reference agreed, Independent Reviewers sought, and Individual Management Reports and Chronologies commissioned from each agency. It was suggested to the National Review Panel that one of the active reviews should be approached as a national review, due to the high probability that the learning from the review will be relevant throughout the UK. This was initially declined after correspondence with the Panel, but will be held in consideration as the review continues. It is anticipated that the report-writing stage of both reviews should take place following the end of the period covered by this report, although this is contingent on the outcome of the LSCB's ongoing dialogue with Essex Police's Senior Investigating Officer on each case.

It should be noted that the procedure for each review has been reinterpreted in relation to the changes laid out in *Working Together to Safeguard Children* (July 2018); while the reviews are not Serious Case Reviews, they are being conducted in a similar fashion to previous SCRs in the absence of guidance recommending otherwise. As per the new guidance, a Rapid Review was undertaken immediately following the receipt of a referral in September 2018, with significant learning points identified and acted on by the relevant partners well before the expected conclusion of the standard review period.

The action plan from the completed review was signed off by the LSCB Chair in May 2018, updated in July 2018 in response to completed tasks, and remains under monitoring from the LSCB Audit and Quality Assurance subgroup.

## 4.2 Child Death Reviews

Child Death Reviews for children resident in Southend are undertaken by a multi-agency Child Death Review Panel (CDRP) covering South East Essex. The Panel is chaired by a representative from Public Health and is overseen by a multi-agency Strategic Child Death Overview Panel (SCDOP) for the County. When considering the work of the Panel, it should be noted that not all reviews are completed in the year the notification was received, especially when an inquest or criminal proceedings have been involved.

During the year 1 April 2017 to 31 March 2018 the CDRP received six notifications of deaths of children resident in the Southend area, a 25 per cent decrease from the eight notifications received in the year April 2016 to March 2017 and the fewest of any year since 2010. Of these six, half took place in the first four weeks of life and two were classed as unexpected, necessitating the rapid response process. Infant mortality in Southend is comparable to the average of its geographical and statistical neighbours, with child mortality slightly lower than average.

The CDRP completed five child death reviews for Southend cases from 1 April 2017 to 31 March 2018, a significant reduction from twelve reviews between April 2016 and March 2017. Of these five reviews, two were identified as non-modifiable, having been respectively caused by malignancy and a neonatal event. The remaining three deaths were found to have modifiable factors, and were respectively caused by infection, a chronic medical condition, and trauma or external factors; of these, the two former deaths were related to service provision or access to medical intervention, and the latter was found to involve parental drug and alcohol use. None of the five deaths reviewed this year were of children who were subject to a Child Protection Plan at the time of death.

Since the reporting period of the Annual report of May 2018 there have been the following child death notifications:

- Nine notifications for Southend-resident children from the period 1<sup>st</sup> April 2018 to 30<sup>th</sup> January 2019.
- One child death review has been completed of a child who died in October 2017 who was also subject to an LeDeR Review.

## 4.3 Learning Disabilities Mortality Review Programme (LeDeR)

The LeDeR programme, a mortality review process for both expected and unexpected deaths of children with learning difficulties aged from 4 to 17 years and adults up to the age of 75, commenced in September 2017. The programme aims to drive improvement in the quality of health and social care service delivery for people with learning disabilities and to help reduce premature mortality and health inequalities in this population. This review process is additional to the Child Death Review.

## Section 5: How do we know we are making a difference?

### 5.1 Child Protection

Where there are concerns, assessments of children are undertaken in accordance with a local assessment protocol based on Department for Education statutory guidance, Working Together 2015. The assessment seeks to establish the level and nature of any risk and harm so appropriate support services can be provided to improve the outcomes for the child. The assessment will ascertain if:

- The child/sibling are a child/children in need (s17 Children act 1989)
- There is reasonable cause to suspect the child/children are suffering, or likely to suffer, significant harm (s47 Children act 1989)
- The child/children are in need of or requesting accommodation (s20 or s31 Children act 1989)

The council collects information about safeguarding children work in Southend, so we know how well children are being safeguarded. This information helps the Southend LSCB decide what their next steps should be.

Data in relation to all safeguarding issues is monitored both locally and nationally. All safeguarding concerns and enquiries are recorded and co-ordinated by Southend Council. Progress from initial concern through to conclusion is monitored for timeliness and quality across a wide variety of measures including the nature and location of harm, service user groups, outcomes, age, gender, ethnicity, etc. This information is scrutinised by the LSCB sub-groups who report key issues and trends to the Board via the Executive group.

### 5.2 Child protection in Southend

#### Children living in the area

- Approximately 39,115 children and young people under the age of 18 years live in Southend-on-Sea. This is 21.5% of the total population in the area.
- Approximately 18.9% of the local authority's children are living in poverty.
- Approximately 43% of children and young people under the age of 18 years live in areas classed as the most deprived.
- The proportion of children entitled to free school meals:
  - In primary schools is 13.6% (the national average is 13.7%)
  - In secondary schools is 8.1% (the national average is 12.4%)
- Children and young people from minority ethnic groups account for 21.7% of all children attending Southend schools at the time of the spring 2018, compared with 31.8% in the country as a whole.
- The proportion of children and young people with English as an additional language:
  - In primary schools is 14.5% (the national average is 21.2%)
  - In secondary schools is 13.3% (the national average is 16.6%)

#### Child protection in this area

At 31 March 2018, 1,323 children had been identified through assessment as being formally in need of a specialist children's service. This is a decrease from 1,387 at 31 March 2017.

		2015-16	2016-17	2017-18
Children in need episodes at 31 March	Number	964	1,387	1,323
Rate of children in need at 31 March per 10,000 children	Rate	251	358	338

There is, however, an increase in demand both nationally and locally. This is due in part to increased poverty including in-work low income. There is also an increased understanding of emerging risks such as Child Exploitation

Primary Need	2015-16	2016-17	2017-18
Abuse or neglect	82.0	86.6	82.1
Child's disability or illness	9.9	7.4	6.9
Parent's disability or illness	0.9	0.7	0.7
Family in acute stress	1.7	1.7	3.6
Family dysfunction	2.0	1.2	2.4
Socially unacceptable behaviour	1.1	0.6	0.9
Low income	0.9	0.6	0.6
Absent parenting	-	1.0	2.0
Cases other than children in need	0.7	-	0.8
Not stated	-	-	0.0

Abuse and neglect are key strategic priorities of the Board and work streams relate to these needs.

**Referrals completed by children's social care services, in the year ending 31 March, by source of referral**

	2015-16	2016-17	2017-18
% Individual	9.0	9.4	8.1
% Schools	15.6	20.5	17.6
% Education services	-	0.4	0.4
% Health services	15.7	11.1	16.3
% Housing	4.1	1.4	2.5
% LA services	14.3	12.3	18.2
% Police	28.5	30.5	24.1
% Other legal agency	3.1	2.6	2.7
% Other	7.3	9.6	5.5
% Anonymous	1.3	1.8	2.7
% Unknown	-	0.3	2.0

	2015-16	2016-17	2017-18
Initial Child Protection Conference within 15 working days	103.0	146.0	105.0
% Initial Child Protection Conference within 15 working days	47.7	45.5	66.0

As at December 2018 the in month performance of % ICPC within 15 working days was 81% which demonstrates the significant improving picture. Timeliness has improved.

	2015-16	2016-17	2017-18
Children who were the subject of a child protection plan at 31 March	189	220	116
Rate of children who were the subject of a child protection plan at 31 March per 10,000 children	49.2	56.7	29.7

At 31<sup>st</sup> March 2018, 116 children and young people were the subject of a child protection plan. This is a reduction from 220 at 31<sup>st</sup> March 2017. <sup>1</sup> Southend Children's Services have explored the reasons behind the rate in reduction of children subjected to child protection plans.

Decisions have been made to take a contextual safeguarding approach to work with adolescents. There is also a continued and increased investment in early help provision and an increased number of social workers ensuring that children's needs are being met at an earlier stage.

	2015-16	2016-17	2017-18
% Neglect	54.2	58.6	69.1
% Physical Abuse	-	-	-
% Sexual Abuse	-	-	-
% Emotional Abuse	33.8	30.0	16.4
% Multiple	6.0	7.6	11.8

## Children looked after in Southend

	2015-16	2016-17	2017-18
All children looked after at 31 March	260	280	291
Rate of children looked after at 31 March per 10,000 children	68	73	74

At 31<sup>st</sup> March 2018, 291 children were being looked after by the local authority (a rate of 74 per 10,000 children). This is an increase from 282 (73 per 10,000 children) at 31<sup>st</sup> March 2017.<sup>1</sup> However, as at December 2018 the rate of children looked after is at 78 per 10,000 children. The local authority have explored the increase in the rate of children looked after and report that: practice has improved in infants (under 1s), that there is an improved understanding of the risk of harm experienced by adolescents, and that investment in the Edge of Care Service has ensured that there is not a higher number of children looked after

## 2018 Placements

Of this number, 147 (or 50.5%) live outside the local authority area

- 19 live in residential children's homes
- No children are placed in a residential special school
- 213 live with foster families
- 10 live with parents
- 15 children are unaccompanied asylum-seeking children.

In the 12 months prior to 31<sup>st</sup> March 2018<sup>2</sup>:

- There were 35 adoptions
- 8 children became subject to special guardianship orders
- 114 children ceased to be looked after
- 25 young people aged 18+ on the 7<sup>th</sup> January 2019 are in independent living arrangements

<sup>1</sup> [Characteristics of children in need](#) – 2017 to 2018

<sup>2</sup> [Children looked after in England including adoption](#) – 2017 to 2018

## 5.3 Outcomes

Children who ceased to be looked after and the number and percentage adopted during the year ending 31 March 2018

	2015-16	2016-17	2017-18
Number of children who ceased to be looked after during the year	105	135	113
Number of looked after children adopted during the year	25	-	35
Percentage of looked after children adopted during the year	23	21	31

- This continues to be an area of strength with the Local Authority
- Adoption performance being in the top five Local Authorities in the country

### Care leavers activity (aged 17-18)

	2015-16	2016-17	2017-18
% Total number in education, employment or training	56	57	67

### Care leavers activity (aged 19-21)

	2015-16	2016-17	2017-18
% Total number in education, employment or training	60	52	41

Children's Services' quality assurance processes have shown improvements in practice across 2018 with increased proportions of audited cases being graded as good or above.

## Section 6: Conclusions and what the Board will be working on in 2019 – 2020

This report described the significant changes in the provision of resources and the introduction of an agreed strategy and work plan.

The LSCB is engaging with partners well and the development of governance including strategic, policy, and procedures is managed in a collaborative way that adds value and deliver outcomes for children and young people.

Outcomes for the LSCB self-assessment have provided evidence of the success of the board and the administration and governance of the arrangements.

2019 will be significant for the LSCB and its transition to the new multi-agency safeguarding arrangements (MASA) (working together 2018.) the new strategic partnership, which will comprise the local authority, police, and clinical commission group, will deliver its safeguarding arrangements through co-production and co-design. The new arrangements follow a statutory timeframe whereby safeguarding arrangements have to be implemented by 29<sup>th</sup> September 2019.

Over the next year the following areas of development have been identified in response to LSCB partner self-assessment:

- Implementation, with the three statutory partners, of the changes for Working Together 2018.
- Co-design and co-production of the Voice of the Child in designing safeguarding services.
- Restructure of dashboard to enable analysis and interrogation of data so that data reflects partnership priorities and can therefore evidence impact.
- Implementation of learning from serious and local practice reviews to improve services and outcomes for children and young people.
- Promote and facilitate multi-agency training across the partnership considering any scope to jointly commission training with other partnerships.
- Develop community engagement.
- Work alongside and improving the functional working relationship:
  - Violence & Vulnerability Group
  - Health & Wellbeing Group
  - Community Safety Partnership
  - Community Action Group
  - SET (Southend, Essex, and Thurrock)
  - Regional and national groups

## Section 7: Appendices

### Appendix 1: Board membership and attendance

Board membership and attendance September 2017 – March 2019 (nominated representative or substitute)

Y = Yes, attended

A = Sent apologies

N = No attendance, no apology. This may occur when agencies have become Board Partners after September 2017 or where staffing changes have removed an attendee from their post pending a successor.

Organisation	Current Rep. Name	21 Sep 2017	16 Nov 2017	21 Feb 2018	05 Jun 2018	25 Sep 2018	11 Dec 2018	06 Feb 2019	%
Clinical Commissioning Group	Tricia D'Orsi	Y	Y	N	Y	Y	Y		
Designated Doctor for Safeguarding	Anupam Shrivastava	Y	Y	Y	Y	A	A		
Essex Community Rehabilitation Co.	Alex Osler	Y	Y	Y	Y	Y	Y		
Essex Police	Jason Hendy (DS)	Y	Y	Y	Y	Y	Y		
Lay Member	Anne Horn	N	N	N	N	A	Y		
National Probation Service	Shirley Kennerson	Y	Y	A	Y	Y	Y		
SBC	Simon Leftley	Y	Y	Y	Y	Y	Y		
SBC Children's Services	John O'Loughlin	Y	Y	Y	A	Y	Y		
SBC Children's Services	Laurence Doe	Y	Y	Y	Y	Y	Y		
SBC Councillor	Cllr Helen Boyd	Y	Y	A	Y	Y	Y		
Southend LSCB	Liz Chidgey	Y	Y	Y	Y	Y	Y		
SUHFT	Denise Townsend	N	A	N	Y	Y	Y		

## Appendix 2: Local Safeguarding Children Board Finance 2018/19

	Description	£
Expenditure	Salaries	87,819.53
	Salary Recharge	-11,745.03
	Professional Fees: Essex CC	11,102.48
	Professional Fees: E J C ASSOCIATES	21,086.40
	Professional Fees: Leela Consulting Services	1,858.50
	Consultancy: STRATEGIC ARC	11,431.80
	Recruitment	950.00
	Criminal Records Bureau Checks	54.00
	Security	7.00
	Meeting Expenses: Equipment Hire	1,000.00
	Meeting Expenses: Catering/Hospitality	761.15
	Office Expenses: Telephone charges	466.92
	Office Expenses: Stationery	25.13
	Office Expenses: Postage	4,005.39
	Office Expenses: Printing	2.56
	Training fees	2,500.00
	Web Design - Danny Barker	350.00
	ICT: ChronoLator Licence	1,130.00
	ICT: Hardware	2,750.00
	Association of Independent LSCB Chairs	1,500.00
	Health and Safety	500.00
	Insurance	200.00
	<b>Total Expenditure</b>	<b>137,755.83</b>

	Description	£
Income	Other	-62,921.00
	DSG	-10,000.00
	CAFCASS	-805.00
	Essex CRC	-4,577.00
	Essex Police	-20,972.00
	National Probation Service	-1,770.42
	NHS Southend CCG	-33,039.00
	Schools & Colleges	-6,000.00
	<b>Total Income</b>	<b>-140,084.42</b>

Outcome -2,328.59

## Appendix 3: Self-Assessment Tool

The tool is split into three sections:

1. Statutory duties set out in the Children Act 2004
2. Statutory Guidance key roles and responsibilities
3. Enablers of board effectiveness

The outcomes of the self-assessment will be collated by the LSCB Manager and provided anonymously to the LSCB for discussion, alternatively the self-assessment could be completed collectively in small groups facilitated by an external assessor with overall findings discussed as a whole board. Each statement should be attributed one of the following ratings:

- 1 = poor
- 2 = adequate
- 3 = good
- 4 = outstanding

This summary includes the:

- Mode – Score that appears most (the closes whole number)
- Mean – Average score (the closes whole number)
- Range – Difference between lowest and highest score (the closes whole number)

The following is compiled from partner input from five agencies. The self-assessment of the board by partner agencies identifies and number of key strengths and areas for development which are summarized in the table below.

Self-Assessment Outcomes (Score) – Set Against Specific Duties		Mode (Score appearing most frequently)	Mean (Average score)	Range (Differenc e between high and low score)
Statutory Duties set out in Section 14 of the Children Act 2004				
Strategic Plan	To publish a strategic plan for each financial year that sets how it will meet its main objective, and what the members will do to achieve this.	3	3	2
	The plan should be evidence based and make use of all available evidence and intelligence from partners to form and develop its plan.	3	2.8	1
Annual Report	To publish an annual report detailing what the LSCB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any safeguarding adult reviews and subsequent action.	3	3.2	1
Case Reviews	To arrange local child safeguarding practice reviews, including SCRs, in accordance with Section 16F of the Children Act.	2	2.4	1
Statutory Guidance - Key Roles and Responsibilities				
Identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of children.		3	3.4	1
Establish ways of analysing and interrogating data on safeguarding notifications that increase the LSCB understanding of prevalence of abuse and neglect locally that builds up a picture over time.		2/3	2.8	2
Establish how it will hold partners to account and gain assurance of the effectiveness of their arrangements.		3	2.5	1
Determine its arrangements for peer review and self-audit.		3	3.2	1
Establish mechanisms for developing policies and strategies for protecting children which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of children, their families, and carers.		3	2.8	0
Develop preventative strategies that aim to reduce instances of abuse and neglect in its area.		3	3	0
Develop strategies to deal with the impact of issues of race, ethnicity, religion, gender, gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect.		2/3	2.2	2
Balance the requirements of confidentiality with the consideration that to protect children, it may be necessary to share information on a 'need-to-know basis'.		4	3.6	1

Identify mechanisms for monitoring and reviewing the implementation and impact of policy and training.		3	2.5	2
Carry out case reviews and determine any publication arrangements.		3	2.9	1
Evidence how LSCB members have challenged one another and held other boards to account		3	3.2	1
Promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships.		3	2.8	1
Enablers of Board Effectiveness				
Aim and Vision	All board members have a clear understanding of the purpose and aim of the LSCB.	4	3.6	1
Membership	All members of the LSCB have the requisite skills and experience necessary for the LSCB to act effectively and efficiently to safeguard children in its area.	3	3.4	1
	LSCB Membership covers the full range of stakeholders and expertise required for an effective LSCB.	3	3	2
	LSCB Members from core partner agencies attend every meeting, including Southend Council, Southend CCG and Essex Police	4	3.8	1
Attendance	If a Board member cannot attend, a nominated deputy may attend in their place, but should not do so for more than two consecutive meetings without review of the representative nominated by the member organisation.	3	3.2	1
Risk	Board Members contribute to the development and ongoing review of the LSCB Risk Register; including mitigating actions and agreeing which direct action to take.	3	3.5	1.5
Finance	Board Members regularly monitor the LSCB budget, resource allocation discuss potential projects.	3	3	1
Leadership	Board Members actively raise the profile of the board and its role.	4	4	1
	The Leadership Executive Group clearly articulate the role of board members, encourage active discussion by all board members, encouraging full participation in strategic planning, board development opportunities, and individual agency ownership of tasks.	3	3.1	1.5
	The Independent Chair with the support of the Board Manager is proactive in raising the profile of the LSCB with professional stakeholders and the community.	4	3.6	1

## Self-Assessment Tool: Examples of Commentary by Partners

### Strategic Plan

- *“Board members are involved in the creation of the strategic plan and take ownership of actions.”*
- *“Revisions to the use of information and intelligence have strengthened this area during 2018.”*
- *“The Board clearly demonstrates what the main objectives are and how we will achieve them.”*
- *“The Board has a good understanding of partners view points and takes into account all information and intelligence”*
- *“The plan is themed and board members are asked to give feedback on any barriers safeguarding and that these are responded to.”*

### Annual Report

- *“All members are asked to contribute to the Annual Report by giving a specific account of their agency’s safeguarding context, outcomes and successes.”*
- *“Yearly we are given the opportunity to fully engage with this process and provide feedback. Amendments are made as required and the final copy is presented to the board for sign off. “*
- *“The approach of completing the annual report is an area of strength as there is now a consistent way of including feedback from safeguarding partners.”*

### Case Reviews

- *“I am aware that there has been professional disagreement regarding the arrangement of a recent safeguarding practice review, and it may be that this particular review could have been arranged differently. However, my previous experience of the arrangement of SCRs and agency’s cooperation with this process in Southend is good.”*
- *“The process of arranging practice reviews has developed over the year and is becoming an area of strength. This has worked well during 2018 and has included complex cases where the issue of publication presented a challenge. The partnership worked together well in this regard.”*
- *“There is a designated panel which feeds to the board and responds to demands for review. This is a multi-agency attendance and the responsibilities for partner agencies are made clear.”*
- *“The board can demonstrate a proactive approach to reviews and publication is debated at the SCR group taking into account the learning from the review and whether the families involved would be identifiable. National reviews are discussed and summarised to ensure local partners share the learning.”*

### Role, Responsibility, Authority and Accountability

- *“I [am] clear about our role and responsibilities in relation to safeguarding children, and as a member of the board.”*
- *“We are a lead safeguarding agency and we are aware of our role, and the roles of others, in safeguarding children”*
- *“There is a clear view of your obligations and tasks set out from meetings and you are accountable to the Board and the community.”*

### Holding Partners to Account

- *“This is an area of improved practice with schedules for reporting becoming clearer during 2018. Oversight of the multi-agency JTAI action plan and Children’s Services Improvement Plan is an example of this.”*
- *“Being held to account is vitally important to a successful board and this is completed in a constructive environment.”*
- *“Partners hold each other to account for their contribution to the safety and protection of children and young people, facilitated by the chair. Both boards monitor attendance closely and ensure all partners are able to express their views and feedback.”*

### Developing Policies and Strategies

- *“As an agency working across Southend, Essex and Thurrock, with operational teams in each area, I value the collaboration across SET for the development of procedures to safeguard children – the SET procedures – so all teams can work to the same policy set.”*
- *“Key policy development is generally formulated on a SET wide basis. Many professionals have to work across different organisational boundaries therefore it is important that this approach continues wherever possible.”*
- *“The Board is good at taking all partners views in making policies and strategies. It has a good understanding of what is happening within its community.”*
- *“The board reviews key themes to ensure the work of the board assimilates with the local safeguarding picture and develops strategies to address emerging risks.”*

### Preventative Strategies

- *“The boards’ communication, communities and schools work are good example of preventative work. In addition the Southend combined boards (LSCB, SAB, HWB, and CSP) work on their violence and vulnerability plan is an excellent example of preventative work, as well as responsive work.”*
- *“The Board has input to the development of Early Help services and receives reports on the effectiveness of the service. The Chair of the LSCB is a member of the Health & Wellbeing Board and acts a ‘critical friend’.”*
- *“The LSCB contribution to the Violence and Vulnerability Board is an area of strength in this regard. The audit of referrals relating to children aged under 1 year old supported strategies being developed for improvement in practice within children’s services”*

### Confidentiality

- *“I think that all agencies are well sighted on the issues underpinning information sharing arrangements, including consent; when consent can be overridden, and information on a ‘need to know’ basis.”*
- *“The guidelines around confidentiality are explicit within the work of the board and sub-groups.”*
- *“We are confident that the need to safeguard takes priority over confidentiality requirements and that the LSCB is clear on this issue”*
- *“The development of the MARAT and MASH has improved the quality and timeliness of information sharing to protect children and young people.”*

### Multi-Agency Training

- *“I think that all board members agree, and promote multi-agency training as a critical component of all our training plans; and the board as a whole recognises and promotes the importance of training.”*

### Challenge

- *“Board members challenge each other as ‘critical friends’. There is external challenge through the Joint LSCB & SAB Scrutiny Panel.”*
- *“The Board has clearly challenged each other in keeping children safe within Southend as already stated in a constructive environment.”*

DRAFT

## Appendix 4: Glossary

<b>AQA</b>	LSCB Audit & Quality Assurance Subgroup	<b>HSB</b>	Harmful Sexual Behaviour
<b>CA</b>	The Children Act 1989, 2004, or 2014	<b>HWB</b>	Health and Wellbeing Board
<b>CAIT</b>	Essex Police Child Abuse Investigation Team	<b>ICPC</b>	Initial Child Protection Conferences
<b>CARA</b>	Centre for Action on Rape and Abuse in Essex	<b>JTAI</b>	Joint Targeted Area Inspection
<b>CE</b>	Criminal Exploitation	<b>LA</b>	Local Authority
<b>CCG</b>	Clinical Commissioning Group	<b>LAC</b>	Looked-After Child
<b>CED</b>	Clinical Electronic Documentation	<b>LADO</b>	Local Area Designated Officer
<b>CDR</b>	Child Death Review	<b>LeDeR</b>	Learning Disabilities Mortality Review
<b>CDRP</b>	Child Death Review Panel	<b>LPT</b>	Local Police Team
<b>CME</b>	Children Missing Education	<b>LSCB</b>	Local Safeguarding Children Boards
<b>CP-IS</b>	Child Protection - Information Sharing project	<b>MARAC</b>	Multi-Agency Risk Assessment Conference
<b>CPD</b>	Continuing Professional Development	<b>MARAT</b>	Multi-Agency Referral and Assessment Team
<b>CPP</b>	Child Protection Plan	<b>MASA</b>	Multi-Agency Safeguarding Arrangements
<b>CPPC</b>	Essex Police Crime and Public Protection Command	<b>MASH+</b>	Multi-Agency Safeguarding Hub
<b>CQC</b>	Care Quality Commission	<b>MCA</b>	The Mental Capacity Act 2005
<b>CRC</b>	Essex Community Rehabilitation Company	<b>MHA</b>	The Mental Health Act 1983, 2007, 2017
<b>CRU</b>	Essex Police Central Referral Unit for domestic abuse	<b>NAI</b>	Non-Accidental Injury
<b>CSE</b>	Child Sexual Exploitation	<b>NHS</b>	National Health Service
<b>CSP</b>	Community Safety Partnership	<b>NHSE</b>	National Health Service Executive
<b>DA</b>	Domestic Abuse	<b>NSPCC</b>	National Society for the Prevention of Cruelty to Children
<b>DASS</b>	Director of Adult Social Services	<b>OFSTED</b>	Office for Standards in Education, Children's Services and Skills
<b>DCS</b>	Director of Children's Services	<b>PREVENT</b>	part of CONTEST, the UK Counter Terrorism Strategy
<b>DoLS</b>	Deprivation of Liberty Safeguards	<b>PLR</b>	Practise Local Review
<b>DV</b>	Domestic Violence	<b>PQIP</b>	Professional Qualification in Probation

<b>ECC</b>	Essex County Council	<b>SAB</b>	Safeguarding Adults Board
<b>EHE</b>	Elective Home Education	<b>SBC</b>	Southend Borough Council
<b>EPUT</b>	Essex Partnership University Trust (formerly SEPT and NEPT)	<b>SCDOP</b>	Strategic Child Death Overview Panel
<b>ESCB</b>	Essex Safeguarding Children Board	<b>SCN</b>	Safeguarding Clinical Network
<b>EWMHS</b>	NELFT NHS Emotional Wellbeing and Mental Health Service	<b>SCR</b>	Serious Case Review
<b>FII</b>	Fabricated or Induced Illness	<b>SEND</b>	Special educational needs and disability
<b>FM</b>	Forced Marriage	<b>SUHFT</b>	Southend University Foundation Trust
<b>HBA</b>	Honour-Based Abuse	<b>SET</b>	Southend, Essex & Thurrock
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary	<b>STP</b>	Sustainability and Transformation Partnership
<b>HMIP</b>	Her Majesty's Inspectorate of Prisons	<b>STW</b>	Identifier for a specific Serious Case Review

This page is intentionally left blank



September 2017 to March 2019

# Annual Report on the Effectiveness of Safeguarding Adults in Southend

## CONTENTS

<b>SECTION 1 - INTRODUCTION .....</b>	<b>1</b>
FOREWORD – BY INDEPENDENT CHAIR, LIZ CHIDGEY .....	1
INTRODUCTION .....	2
ROLE OF THE SOUTHEND SAFEGUARDING ADULTS BOARD .....	2
VISION .....	2
STATUTORY DUTIES AND GOVERNANCE .....	2
<i>Safeguarding Principles</i> .....	3
<i>Strategic Plan 2016 - 2019</i> .....	3
<i>Governance</i> .....	4
<i>SAB - Board and Sub-Group Structure</i> .....	4
<i>Strategic Links to other Boards and Partnerships</i> .....	5
<i>Funding</i> .....	5
<b>SECTION 2 – PRIORITIES 2016-19 .....</b>	<b>6</b>
<b>SECTION 3 - ACHIEVEMENTS IN 2017/18 - HIGHLIGHTS .....</b>	<b>8</b>
3.1 SAFEGUARDING ADULTS BOARD .....	8
3.2 BOARD PARTNERS' ACHIEVEMENTS IN IMPROVING ADULT SAFEGUARDING 2016-17 .....	11
<b>SECTION 4 - LEARNING FROM SAFEGUARDING ADULTS REVIEWS IN 2017/19 .....</b>	<b>11</b>
<b>SECTION 5 - HOW DO WE KNOW WE ARE MAKING A DIFFERENCE? .....</b>	<b>12</b>
5.1 SAFEGUARDING REFERRALS .....	12
5.2 WHAT THE STATISTICS ARE TELLING US .....	12
5.2.1 <i>Abuse Location</i> .....	13
5.2.2 <i>Age</i> .....	13
5.2.3 <i>Ethnicity</i> .....	13
5.2.4 <i>Primary Support Reason</i> .....	14
5.2.5 <i>Abuse Type</i> .....	15
5.3 SAFEGUARDING OUTCOMES .....	15
5.4 PARTNERS' EFFECTIVENESS HIGHLIGHTS .....	15
5.4.1 <i>Essex Partnership University Trust (EPUT)</i> .....	16
5.4.2 <i>Clinical Commissioning Group (CCG)</i> .....	23
5.4.3 <i>National Probation Service (NPS)</i> .....	25
5.4.4 <i>Southend Borough Council (Drug and Alcohol Commissioning Team) (DACT)</i> .....	27
5.4.5 <i>Community Rehabilitation Company (CRC)</i> .....	28
5.4.6 <i>Southend Association of Voluntary Services (SAVS)</i> .....	30
5.4.7 <i>Essex County Fire &amp; Rescue Service (ECFRS)</i> .....	31
5.4.8 <i>Essex Police</i> .....	34
5.4.9 <i>Southend University Hospital Foundation Trust (SUHFT)</i> .....	36
5.4.10 <i>Southend Borough Council (Adult Services and Housing) (SBC)</i> .....	39
5.5 SAFEGUARDING ADULTS BOARD – SELF-ASSESSMENT .....	44
<b>SECTION 6 – CONCLUSIONS AND WHAT THE BOARD WILL BE WORKING ON IN 2019-2020 .....</b>	<b>45</b>
<b>SECTION 7 - APPENDICES .....</b>	<b>47</b>
APPENDIX 1 – MEETING TRACKER .....	47
APPENDIX 2 – SAFEGUARDING ADULTS BOARD ACTUALS & PROJECTIONS 2018/19 .....	48
APPENDIX 3 - DASHBOARD .....	49
APPENDIX 4 – SOUTHEND ADULTS SAFEGUARDING BOARD SELF-ASSESSMENT .....	56
SELF-ASSESSMENT OUTCOMES (SCORE) – SET AGAINST SPECIFIC DUTIES .....	57
<i>Examples of Commentary by Partners</i> .....	59
APPENDIX 5 – GLOSSARY .....	65

## Section 1 - Introduction

### Foreword – by Independent Chair, Liz Chidgey

*I'm pleased to introduce the 18/19 LSCB and SAB annual reports. Safeguarding Children and Young People (CYP) and Vulnerable adults remains a key priority for all the agencies across Southend with a gradual focus on moving from a process driven approach to identifying, with the people of Southend, the safeguarding outcomes we all want to achieve.*

*The 2050 visioning led by Southend Borough Council in 2018, involved a comprehensive engagement exercise with a wide diverse group of the population. What the people of Southend said they wanted under the heading 'Safe and Well' was for everyone to feel safe at all times of the day. In terms of active participation 'Active and Involved' they said that, when people speak they wanted to be heard and taken seriously, they also want to be involved in developments from the beginning so that together everyone who wants to be can be involved to make the future happen. People also saw the need to be connected and SMART with technology and digital developments ensuring connectivity and inclusion.*

*These desired outcomes provide a basis for future partnership working regarding Safeguarding. The requirement to put in place new arrangements for a multi-agency safeguarding approach in 19/20 gives an opportunity to review and revise both the Children's (LSCB) and Adult's (SAB) Safeguarding Boards, building on the developments we have put in place 2018/9.*

*For this year we have agreed a shared outcome on Violence and Vulnerability across Boards, Community Safety Partnership and Health and Well-being Boards. The Chairs of all the Boards meet on a quarterly basis to monitor progress and discuss next steps.*

*The safeguarding partners approach to design and production of new arrangements must have the participation and voice of Children and Young People and vulnerable Adults at the core as well as the key organisations. This will facilitate authentic partnership arrangements that have aligned road maps and outcomes instead of strategic plans and business plans that sit in splendid isolation.*

*The challenge for 19/20 is to make these changes happen.*

*2018/19 has seen the partnerships for both LSCB and SAB remain strong and engaged. It has also been a year of change for the resources available to progress the work of both Boards. For the first time since my appointment in 2017, we now have two experienced Boards managers in post. Since their commencement in September 2018 they have positively impacted on the capability and capacity of both Boards to deliver against the agreed strategy and plans.*

*I remain excited by the challenges ahead of both Boards as I do believe, with the right focus, we have an opportunity to contribute to ensuring better outcomes on Safeguarding for the population of Southend*

## Introduction

This annual report is for the period 30th September 2017 to 31<sup>st</sup> March 2019 and is produced as part of the Board's statutory duty under The Care Act 2014 and Chapter 14 of the Care & Support Guidance. The report covers more than a calendar year in order that the timing of the report better fits the reporting mechanisms of partners. It is one of the three core statutory duties of the Chair of the Board to publish an annual report in relation to the preceding financial year, on the effectiveness of safeguarding in the local area.

This Annual Report gives details of progress on our priorities and Strategic Plan 2016-2019; and provides an overview of Southend Adults Safeguarding Board (SAB) activities and achievements during 2017–2019 summarising the effectiveness of safeguarding activity in Southend including the work of individual agencies.

The report will be submitted to the Local Authority Chief Executive, Leader of the Council, Essex Police, the Chair of Southend Health and Wellbeing Board and Southend Healthwatch.

More information about the statutory role and function of the Safeguarding Adults Board can be found at <https://www.safeguardingsouthend.co.uk/adults/>.

## Role of the Southend Safeguarding Adults Board

The Southend Safeguarding Adults Board is a statutory body that works to make sure that all agencies are working together to help keep adults in Southend safe from harm and to protect the rights of citizens to be safeguarded under the Care Act 2014, Mental Capacity Act 2005 and the Human Rights Act 1998.

## Vision

***“Adults in Southend are safe from harm and free from abuse”***

The Safeguarding Adults Board aims to ensure the safety and protection of adults with care and support needs within the borough; that is, adults who have care or support needs and who are subsequently less able than others to defend themselves against the threat of abuse, exploitation, or neglect.

## Statutory Duties and Governance

The Board has three core duties defined by the Care Act 2014:

1. Developing and publishing an annual strategic plan setting out how we will meet our objectives;
2. Publishing an annual report which sets out what we have achieved; and
3. Commissioning safeguarding adults reviews where serious abuse or death has occurred and learning can take place.

## Safeguarding Principles

The work of the Southend SAB is underpinned by the safeguarding principles which were set out by the government in the statutory guidance accompanying the Care Act 2014. The following six principles apply to all sectors and settings including care and support services. The principles inform the ways in which we work with adults.

- **Empowerment:** The presumption of person-led decisions and informed consent, supporting the rights of the individual to lead an independent life based on self-determination.
- **Prevention:** It is better to take action before harm occurs, including access to information on how to prevent or stop abuse, neglect and concerns about care quality or dignity.
- **Proportionality:** Proportionate and least intrusive response appropriate to the risk presented.
- **Protection:** Support and representation for those in greatest need, including identifying and protecting people who are unable to take their own decisions, or to protect themselves or their assets.
- **Partnership:** Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- **Accountability:** Accountability and transparency in delivering safeguarding, with agencies recognising that it may be necessary to share confidential information, but that any disclosure should be compliant with relevant legislation.

## Strategic Plan 2016 - 2019

The Strategic Plan 2016-2019 is being reviewed at the time of writing this report and the reader is advised to refer to the updated plan which will be available on the SAB website on completion.

The new Strategic Plan will cover years 2019-2022. Partner's response to a self-assessment (*managed through the Audit, Quality and Assurance sub-group and led by the Safeguarding Adults Board Manager*), a Partner self-assessment of the Safeguarding Adults Board and their input into this report will assist in the draft of a wider consultation document that will lead to the production of the new Strategic Plan.

## Governance

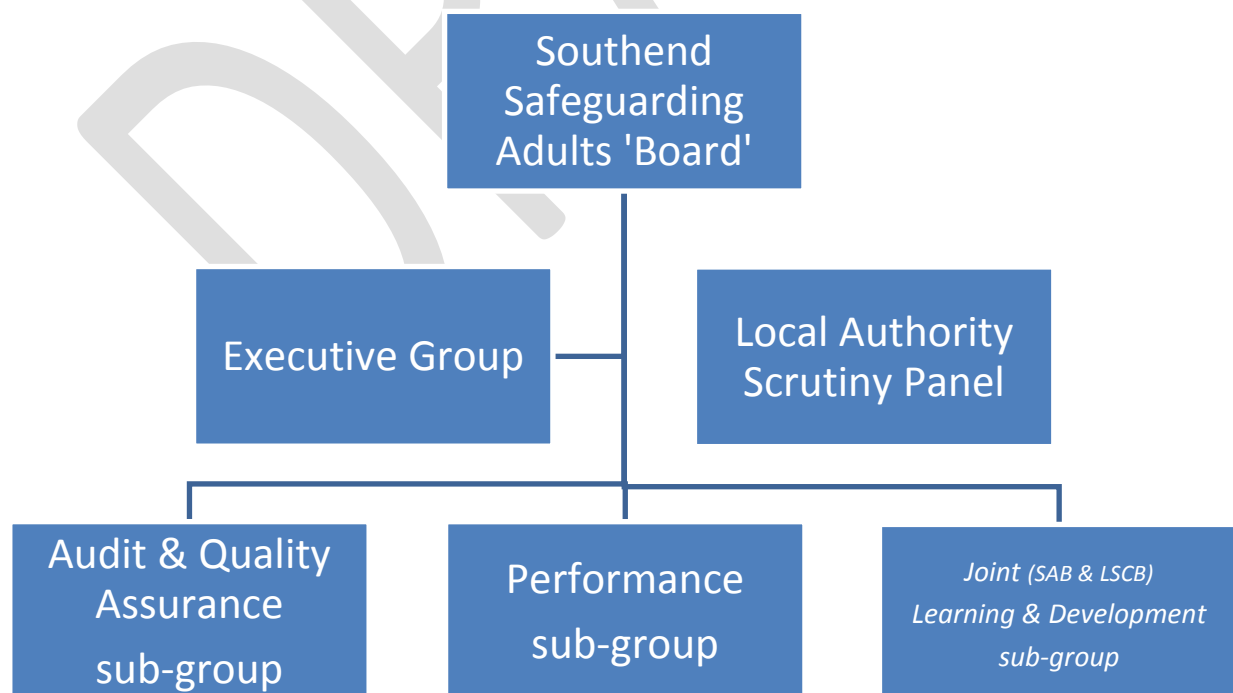
Southend Safeguarding Adults Board is chaired by its' Independent Chair, Elizabeth Chidgey, and meets four times a year bringing partners together from: Southend Council, Essex Police, Essex Fire and Rescue Services, East of England Ambulance Trust, Southend Clinical Commissioning Group, Health Trusts, Probation Services, the Voluntary Sector and Lay Members, representing health, care and support providers and the people who use those services across Southend.

The Chair is accountable to the Chief Executive of the local authority and is responsible for chairing the SAB and overseeing its work programme. However, she is accountable only to the Board for the decisions she takes in that role. The role of Vice-Chair is undertaken by the Deputy Chief Executive (People) – Southend Borough Council.

The Board is attended by representatives from the partner agencies with a high level of engagement. Information about Board attendance can be found in Section 6 and Appendix 1.

The SAB was restructured in 2018 after extensive Partner consultation and now has an Executive and three subgroups chaired by senior members from across the partner agencies. We report on the business of each of the sub-groups operating during 2017-19 in this report and the structure below reflects the shape of the Board.

### SAB - Board and Sub-Group Structure



## **Strategic Links to other Boards and Partnerships**

The Chair of the SAB is a member of the Health and Well-Being Board and presents the SAB Annual Report to the Board; The Chair meets regularly with the Chief Executive, the Corporate Director - People, the Lead Member for adult safeguarding, the Leader of the Council, and is also the Chair of the Safeguarding Children Board. The Chair also meets regularly with the Council's Scrutiny Committee. Links are maintained through representation on key strategic partnerships:

- Community Safety Partnership
- The Health & Wellbeing Board
- The Local Safeguarding Children Board
- Essex Safeguarding Adults Board
- Thurrock Safeguarding Adults Board

The Southend Essex and Thurrock (SET) group work in partnership to provide a common approach to safeguarding across the county. The SET Safeguarding Adults Guidelines set out the system and process all organisations should use to raise safeguarding concerns. This includes a framework for confidentiality and information sharing across agencies.

The SAB Independent Chair and Manager are also members of Regional and National groups that represent Safeguarding Boards across the region and country.

## **Funding**

The work of the Board is financed by contributions from partner agencies, of which currently over 45% comes from the council. In addition to financial contributions, partner agencies contribute significant amounts of staff time to support the delivery of the board's work programme, and to support training delivery.

A review of governance for Safeguarding in Southend led to a supplement to the budget mid-year. This covered the costs of:

- An extensive review of the governance (including the production of terms of reference for all Boards, Executives and Sub-Groups.)
- Support for the management of the safeguarding during the period of review
- Support to manage the change in structure and delivery models post review

Next year's proposed budget 2019/20 (presented at February Board Meetings) includes costs for the new structure. The new budget also (for the first time) recognises the significant 'on-costs' (+34%) of employment.

Full budget information is contained within Section 6, Appendix 2.

## Section 2 – Priorities 2016-19

In the 2016-2017 Annual Report the Board identified the following key areas for development:

- Conclude and implement the Strategic review of the SAB and its sub-group priorities and activities and ensure that engagement with the service user is improved and their voices captured to inform future Board activity
  - This has been completed. As a result of the learning from working with the new structure over the last year there is an intention to further develop the governance of the SAB when the structure is reviewed in 2019.
- Board Members – put in place induction training and ongoing development programme, recruit lay-members to replace recent resignations:
  - The recruitment of lay members has proven difficult. To identify individuals who have the holistic experience to develop an understanding of the SAB has not been successful. The search will continue and when an appropriate candidate is identified they will be introduced to the Board. In the mean-time an alternative source of user feedback and user experience input was required.
    - Preston, David – Hub Project Co-Ordinator (SECH) has attended on Executive group (20 December 2018), and has been invited to become a regular Member.
  - The new SAB Manager has been tasked with developing a network of opportunities to expose the work of the SAB and to collect views of the management of Safeguarding in their sector – and return the findings to the Board.
- Implement a new performance and risk framework to support the Board in delivering its statutory responsibilities – including understanding the impact of local resource commitment to safeguarding and funding plans:
  - A Performance Dashboard has been introduced and will be reviewed in March 2019. Partners have already identified that the Dashboard does not provide all the information that they would like and in the format that they would find most useful. The Dashboard Charts are included in Section 6, Appendix 3.
  - The new Risk Register forms a regular agenda item on all boards and sub-groups. The register is reviewed at every meeting.
  - The Performance Group have agreed that their future work plans will be led by the results, trends and information provided by the Dashboard. The Group will sign off the dashboard before it progresses to the SAB Executive and Board.
- Understanding and assessing the impact on safeguarding of system changes and commissioning plans e.g. Sustainable Transformation Partnerships (STP), the Transforming Care Programme and actively supporting the change programme system wide including workforce delivery issues:
  - The STP and Joint Targeted Area Inspection (JTAI) reports are both a standing agenda item at Board level and the independent Chair and Business Manager have regular meetings with appropriate leads to ensure that the improvement

processes continue to offer assurance in regards to the organisations management of Safeguarding.

- Develop a revised audit programme to be overseen by the SAB:
  - The new Audit and Quality Assurance Groups has a work plan that is agreed by the independent Chair and that reports to the Executive.
  - Unlike the Partners of the Local Safeguarding Children's Board, Partners do not have to complete a self-assessment under the Children's Act 2004, Section 11. The SAB Manager has produced a self-assessment tool that is currently being discussed by the Audit, Quality and Review Sub-Group, and will be shared with Partners early in 2019. The outcomes of this Partner Self Audit will be reviewed and offered 'partner' challenge; after which, alongside the Dashboard, a work plan will be developed and submitted to the Board for approval.
- Conduct a review and agree the Board's safeguarding training offer:
  - A review of the SAB training offer was completed. It was found that the SAB did not have the funds or resources to deliver significant training to Partners. It was agreed that the Board should recommend the use of existing training providers.
  - The SAB website includes information about existing training providers that support the Safeguarding network locally, regionally and nationally.
  - The Southend Essex and Thurrock (SET) Adults Safeguarding Group have reviewed and released a new version of the SET Learning and Development Guidelines in November 2018.
    - This guideline makes clear the required competencies and appropriate training for 'levels' of safeguarding responsibility in the workplace.
- Increase targeted audit activity and analysis – including suicide prevention and the Mental Health Strategy, Modern Slavery, Learning Disability Mortality Review (LeDeR):
  - This work is covered in detail in Section 3.
- Improve Board communication and review the website and engage fully with social media:
  - The SAB website has been reviewed and updated. A group of Team Leaders from Southend Local Authority and the SAB Manager have reviewed all text, downloads and links to ensure the accuracy and currency of its content. The SAB Website is now updated regularly and is kept up-to-date with all appropriate changes.
  - The use of social media is yet to be resolved. The inclusion of Twitter on the website is currently under-used.
- Further work on understanding local responses to Modern Slavery and Human Trafficking and identifying any improvements needed:
  - A conference was held in collaboration with the Violence and Vulnerability group. The Business Manager has also attended conferences and events and sits on local groups that manage the reporting and management of modern slavery issues.

- The SAB Manager attends the local 'Southend Against Modern Slavery' Group
- Making Safeguarding Personal (MSP) – Review how both the practice and culture underpinning Making Safeguarding Personal are embedded across the whole Safeguarding system – including both audit and a review of partners commissioning plans, and the promotion of partnerships, the development of preventative approaches and sharing best practice and learning:
  - Making Safeguarding Personal Guidance led to an action plan that has been subsumed into the Performance, Audit Quality & Review and Executive action plans. The inclusion of MSP in the training of partners has been reviewed and the agenda is subject to review in all of the SAB work.
- Work collaboratively with both Thurrock and Essex Councils on any initiatives arising from our new relationship with the Essex Police & Crime Commissioner:
  - Southend is an active member of the Southend, Essex and Thurrock (SET) working groups.
  - The chair has met with the new Police, Fire and Crime Commissioner and has ensured that the work of the SAB fits and supports his agenda.
  - The Business Manager has responded to the PFCC consultation on their next Business Plan.
- Supporting partners to identify alternative funding sources to enhance services and their capacity to safeguard effectively:
  - The SAB website includes opportunity for training that is free of charge
  - The SET teams assist not only in the production of guidance and policy that makes managing Safeguarding issues easier when individuals cross borders, but saves resources as the responsibility for production and review is shared.

## Section 3 - Achievements in 2017/18 - Highlights

This year the SAB undertook significant work to ensure that it fulfilled its statutory responsibilities and welcomed a new Structure and Business Manager in September 2018.

### 3.1 Safeguarding Adults Board

- The governance of the SAB (and Local Children's Safeguarding Board) was reviewed and the outcome was a change in the meeting structure, their terms of reference, work plans and membership.
  - This has led to an increase in engagement and attendance. We have found that the separation in Performance and Audit Quality and Assurance in Adults Boards is difficult for some partners and the groups may choose to merge or run 'back-to-back' meetings in the future; this is currently under discussion at the Groups meetings. (*This may be further impacted by the changes made as a result of the requirements of the Working Together Document 2018; which are currently subject to a consultation process*)

- Strategic Plans with key priorities have been delivered, alongside key objectives.
- Action Plans for the Board and Executive Meetings now form part of the minutes and there are work plans for the Performance and Audit, Quality and Review Sub-Groups.
- The Risk Register has been reviewed; the format changed and is now a standing item on agendas.
- The training provision was reviewed and it was found that the costs in time and resources have led to other significant work not being delivered. It was also found that the Boards were accrediting training without an appropriate mechanism for doing so. It was noted that a number of national lead organisations provide safeguarding training at an equitable cost, free training, bespoke training for themes and roles. A significant factor in the change in training offer was that there was only a 50% take up of courses offered. It was agreed that training from Essex and Thurrock would be accessible to people and professionals from Southend. (*An example of this is the revision of the shared Safeguarding Guidelines; where training provided by Southend, Essex and Thurrock individually is open to any partner staff groups*)
- A Train the Trainer update Course has been delivered.
- A shared learning event (alongside the Violence and Vulnerability group and Community Safety Partnership) on Modern Day Slavery was led by the SAB. Attendance and feedback for the event has been excellent.
- A Performance Dashboard has been developed and delivered. The presentation of headline statistics, with commentary, generates the majority of the work for the Performance Subgroup and is forwarded to the Board. The dashboard is due for review in March 2019 and it is likely that the first iteration will change significantly as Partners have become aware of the benefit of the presentation and the opportunity to concentrate on areas of risk, and what information would be useful.
- The SAB website content has been reviewed. It was found that there was content that was no longer relevant, missing or inaccurate. All errors and omissions have been rectified and a regular review of content planned. The Independent Chair has received very positive feedback regarding the new content and presentation of guidance.
- The new Business Manager plays a significant role in the Southend Essex and Thurrock group and the sharing of resources provides a significant support to the Southend Safeguarding teams.
- The Business Manager has produced new guidance for Partners
  - Safeguarding Adult Support Guidance
  - Self-Assessment Tool for Partners
  - Self-Assessment Tool for the SAB
  - Easy Read Guidance for Website use
  - Communication plan, Presentation and Changes documentation for new Adults

## Safeguarding Guidance

- The Business Manager has also been part of the group of regional safeguarding board managers that are setting up a regional network of SAB managers and changing the Regional Adults Safeguarding lead group.
- Induction Packs have been developed for Board Members to ensure that they have all the information, network and connections to add value to the SAB as soon as possible.
- Assurance
  - The Independent Chair has explored issues and provision of services for Homeless people in the area with the voluntary sector
  - Sustainability and Transformation Plans (Health) have presented to the Board and the impact of the work is kept under review.
  - Do Not Attempt Cardiopulmonary Resuscitation (DNAR) plans and activity audited
  - Learning Disabilities Mortality Review (LeDeR) plans have been submitted to the Board and are actively monitored audited
  - The CRC HMIP audit and action plan has been reviewed and followed up – action plan delivery and outcomes to be reported to SAB
  - Partners training regarding Making Safeguarding Personal has been audited
- An incident (WT) has been reviewed and the preparatory work for a SAR has been completed. The inclusion of a specialist investigation into the clinical decisions and internal investigations may negate the need for a complete SAR, this decision is yet to be made.
- Making Safeguarding Personal guidance has been reviewed and actions included in appropriate SAB groups.
- The Southend SAB continues to work with SET and has been involved in the update of a number of shared policies, including the overarching Safeguarding Adults Guidelines.
- The Business Manager has produced a new policy for SBC to share with professionals and providers that offers support when making a decision regarding safeguard referrals.
- Partners have been asked to complete a Self-Assessment for the first time in a number of years. The outcomes of the work will direct future strategy and work plans.
- Partners of the SAB have completed a self-assessment of the Board; considering its strategy, structure, delivery, efficiency and effectiveness. Outcomes will assist in the governance, development and work plans of the SAB and its sub-groups.

## 3.2 Board Partners' Achievements in improving Adult Safeguarding

## 2016-17

The SAB has been involved in partnership activity throughout the 2017/19 period and the following organisations regularly report into the SAB and most (listed below) have provided a summary of their activity over the period for this report. They include:

- Southend Borough Council (Adult Services and Housing) (SBC)
- Southend Borough Council (Drug and Alcohol Commissioning Team) (DACT)
- Essex Partnership University Trust (EPUT)
- Clinical Commissioning Group (CCG)
- National Probation Service (NPS)
- Community Rehabilitation Company (CRC)
- Southend Association of Voluntary Services (SAVS)
- Essex County Fire & Rescue Service (ECFRS)
- Essex Police
- Southend University Hospital Foundation Trust (SUHFT)

Southend Essex and Thurrock (SET) Safeguarding Adults Guidelines are used by all partner agencies and a SET audit which is carried out biennially was not conducted during this reporting period. All partners have an identified designated safeguarding adults lead.

Partners have assured SAB that they have policies in place for the safeguarding of adults which are consistent and comply with the above guidelines to ensure that safeguarding arrangements comply with the statutory duties within the Care Act 2014.

## SECTION 4 - LEARNING FROM SAFEGUARDING ADULTS REVIEWS IN 2017/19

It is a requirement of the Care Act 2014 that the details of any Safeguarding Adults Reviews (SARs) conducted during the year must appear in the SAB Annual Report. It is the responsibility of the SAB Chair to decide whether or not a death or serious incident should be the subject of an SAR, which would involve commissioning an independent review and publishing a full report written by an author recruited for the purpose.

There were no Safeguarding Adults Reviews conducted during 2017/19, and there were no requests for SARs received.

During 2017/19 briefing papers concerning serious safeguarding incidents where individuals had been in receipt of services from statutory bodies and other organisations were considered by the Board.

## SECTION 5 - HOW DO WE KNOW WE ARE MAKING A DIFFERENCE?

This section will provide a summary analysis of the outcomes of safeguarding activity over the year.

Southend is an exceptionally diverse and fast-changing borough. We have a population of 179,800 according to 2016 Office for National Statistics estimates, and around 30% of the population lives in areas classified as falling within the 30% most deprived areas in the country.

The number of older people (65+) in Southend living alone is estimated to have increased year on year since 2011, coupled with an increase of older people living in care homes.

Southend Joint Strategic Needs Assessment (JSNA) describes the health, care and wellbeing needs of the local population, this helps the Clinical Commissioning Group and Southend Council commission the best services to meet those needs

Southend Borough Council has produced an Annual Data Report with data sourced from the NHS Digital data set (the full report is available on request) see below for the report highlights.

## **5.1 Safeguarding Referrals**

There are two different types of safeguarding enquiries

The type of safeguarding enquiry depends on the characteristics of the adult at risk. If the adult fits the criteria outlined in Section 42 of the Care Act, then local authorities are required by law to conduct enquiries. Local authorities will sometimes decide to make safeguarding enquiries for adults who do not fit the Section 42 criteria.

## **5.2 What the statistics are telling us**

The council collects information about safeguarding adults work in Southend, so we know how well people are being safeguarded. This information helps the Southend SAB decide what their next steps should be.

Data in relation to all safeguarding issues is monitored both locally and nationally. All safeguarding concerns and enquiries are recorded and co-ordinated by Southend Council. Progress from initial concern through to conclusion is monitored for timeliness and quality across a wide variety of measures including the nature and location of harm, service user groups, outcomes, age, gender, ethnicity, etc. This information is scrutinised by the SAB sub-groups who report key issues and trends to the Board via the Executive group.

Southend Council submits returns annually to the Department of Health (DH) for collation and comparison of the key data across all authorities in England.

2016/17 safeguarding concerns	1010
2017/18 safeguarding concerns	1155
2017/18 safeguarding concerns (individuals involved)	935
2016/17 S42 safeguarding enquiries	510
2017/18 S42 safeguarding enquiries	635
2017/18 S42 safeguarding enquiries (individuals involved)	570

In 2016/17 there was an 37.5% increase in the numbers of individuals for whom a safeguarding concern has been identified, from 858 in 2015/16 to 1180 in 2016/17; there has been a decrease of 14% to 1010 in the year 2017/8.

### 5.2.1 Abuse Location

Abuse can happen anywhere; in someone's own home, in a public place, in hospital, in a care home for example. It can happen when someone lives alone or with others. It is important to understand the circumstances of abuse, including the wider context such as whether others may be at risk of abuse, whether others have witnessed abuse and the role of family members and paid staff or professionals.

### 5.2.2 Age

When looking at the ages of individuals involved in Section 42 enquiries the highest proportion of clients are aged between 18 and 64 years old. The representation of this age group has increased over the previous 2 years, but this rise has been halted by the rise in the percentage of 85-94 year olds.

Age Range	2014/15	2015/16	2016/17	2017/18
18-64	26.9%	35.2%	35.6%	31.6%
65-74	13.5%	13.0%	11.9%	11.4 %
75-84	20.2%	20.4%	20.8%	21.9%
85-94	33.7%	26.9%	25.7%	29.8%
95+	5.8%	4.6%	5.9%	5.3%

### 5.2.3 Ethnicity

Southend had a high percentage of 'white' individuals involved in both safeguarding concerns and section 42 enquiries and a low percentage of Asian/Asian British individuals. When comparing Southend data across 3 years, proportions have remained relatively consistent. This should be considered against the census data that describes the most up to date information about Southend on Sea demographics:

[https://www.nomisweb.co.uk/census/2011/CT0010/view/1946157203?rows=rural\\_urban&cols=cell](https://www.nomisweb.co.uk/census/2011/CT0010/view/1946157203?rows=rural_urban&cols=cell).

Individuals Involved In **Safeguarding Concerns**

	2015/16	2016/17	2017/18
--	---------	---------	---------

Asian / Asian British	0.7%	2.0%	1.6%
Black / African / Caribbean / Black British	0.7%	1.5%	0.5%
Mixed / Multiple	0.7%	1.0%	1.1%
Other Ethnic Group	1.3%	1.0%	0.0%
Refused	0.0%	0.0%	0.0%
White	93.3%	89.7%	91.4%
Undeclared / Not Known	3.4%	4.9%	5.4%

### Individuals Involved In **Safeguarding Section 42 Enquiries**

	2015/16	2016/17	2017/18
Asian / Asian British	0.9%	2.0%	0.9%
Black / African / Caribbean / Black British	0.9%	2.0%	0.0%
Mixed / Multiple	0.0%	0.0%	0.0%
Other Ethnic Group	0.9%	0.0%	0.0%
Refused	0.0%	0.0%	0.0%
White	92.7%	91.1%	93.8%
Undeclared / Not Known	4.5%	5.0%	5.4%

### 5.2.4 Primary Support Reason

The 'Primary Support Reason' is the main 'reason' why an adult requires support or care. When comparing 2017/18 data to previous years Southend have a larger proportion of 'No support reason' than 2015/16 by 8.6%, indicating that more individuals were involved in Section 42 enquiries that were not receiving any other service support from 2016/17.

### Yearly Comparison

Primary Support Reason	2014/15	2015/16	2016/17	2017/18
Learning Disability Support	8.7%	5.5%	5.9%	8.0%
Mental Health Support	7.7%	1.8%	7.8%	3.5%
Physical Support	75.0%	31.2%	40.2%	38.1%
Sensory Support	1.9%	0.0%	2.0%	0.0%
Social Support	2.9%	0.0%	2.0%	0.0%
Support with Memory and Cognition	2.9%	0.9%	2.9%	2.7%
No Support Reason	1.0%	60.6%	39.2%	47.8%

### 5.2.5 Abuse Type

The charts below show that the most common abuse types recorded by people experiencing a Section 42 enquiry is 'Neglect'.

#### Types of Abuse

	2014/15	2015/16	2016/17	2017/18
Physical	23.3%	19.6%	19.6%	19.6%
Sexual	2.0%	4.7%	4.8%	5.5%
Psychological	19.3%	16.9%	18.5%	14.7%
Financial	19.3%	18.2%	17.9%	17.8%
Discriminatory	0.7%	0.00%	0.0%	0%
Organisational	3.3%	4.1%	1.8%	1.8%
Neglect & Omission	32.0%	27.0%	25.0%	31.9%
Other	0.0%	9.5%	12.5%	
Domestic Abuse				6.1%
Modern Slavery				0%
Sexual Exploitation				0%
Self-Neglect				2.5%

'Other' in the above table indicates type of abuse that were non-mandatory to submit (including domestic abuse, sexual exploitation, modern slavery and self-neglect) and there was a 3.8% decrease in these types from 2016/7. We have separated them for this year's reporting statistics.

### 5.3 Safeguarding Outcomes

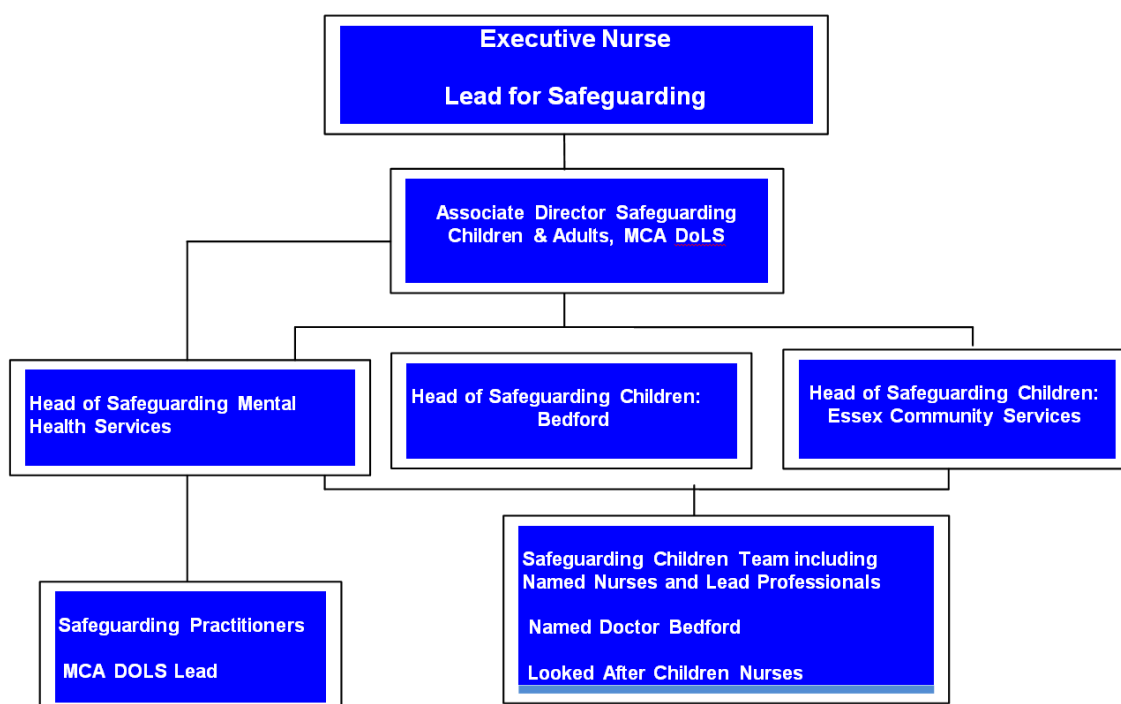
In all safeguarding enquiries the person at risk of abuse or neglect will be helped to stay safe from harm. If necessary, monitoring of their risk will be increased, and the frequency, type or location of their care may change. Action will be taken against the person who caused the harm. This might include criminal proceedings, removal from a service, further training or disciplinary action if they were a paid carer.

### 5.4 Partners' effectiveness highlights

The SAB has been involved in partnership activity throughout the 2017/19 period and the following organisations regularly report into the SAB and most have provided a summary of their activity over the period.

### 5.4.1 Essex Partnership University Trust (EPUT)

#### Agency Context



Commercial Strategy  
- Our Services Jan 20

*Essex Partnership University Trust (EPUT) is a provider of Mental Health and Community Services across Essex, Bedford and Suffolk. In April 2017 the two former organisations of South Essex Partnership Trust (SEPT) and North Essex Partnership Trust (NEPT) merged to form one organisation. As a result of the merger the safeguarding team expanded and appointed a Head of Safeguarding for Mental Health Services. The safeguarding team now consists of a variety of professionals, all of whom bring additional expertise to the team. The Executive Nurse has board responsibility within EPUT for safeguarding and this responsibility is explicit within the job role.*

*The responsibility for conducting an enquiry (investigating Safeguarding Adult issues) differs between Mental Health and Community Health Services. The Local Authority delegates the responsibility for investigating safeguarding issues to the Trust for those accessing Mental Health Services. This means that staff regularly conducts safeguarding enquiries for service users. They typically arrange meetings with police, social care and other agencies as required and invite service user family members or advocates to safeguarding meetings. The Trust safeguarding team monitor compliance with time frames and analyse trends.*

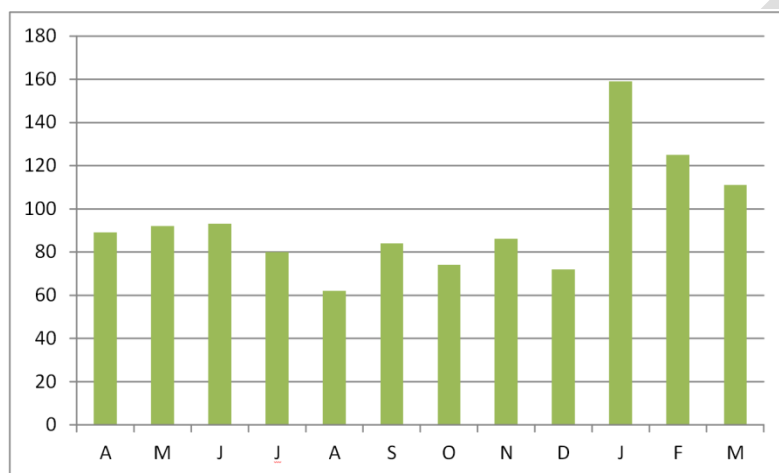
*For service users accessing Community Health Services, the Local Authority is responsible for the enquiry. However it is essential that Community Health Service staff are fully involved in investigations by representing the health needs of service*

users. A reporting framework has been established to report data, trends and concerns to the Trust Senior Management team meetings the Local Authority Safeguarding and the CCG's.

## **Safeguarding Adults Activity**

### ***Trends 1- Number of Safeguarding alerts***

- EPUT Mental Health Services: Total 1127

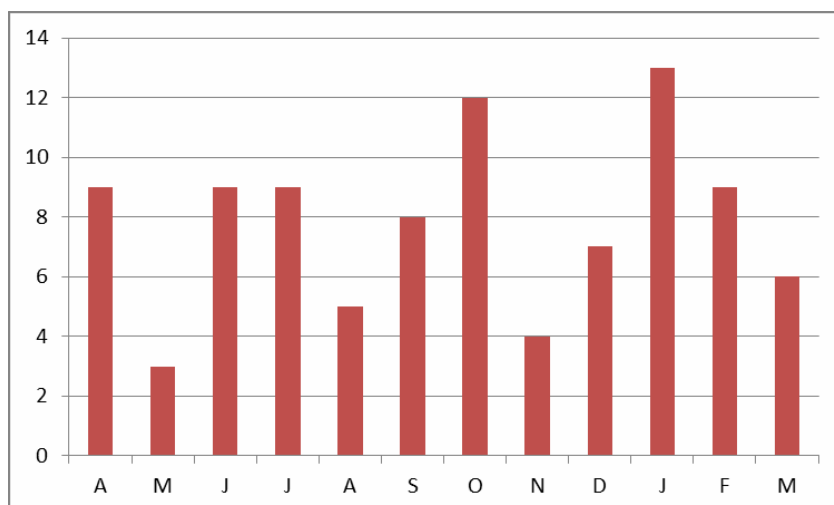


- Southend Mental Health Services: Total 112

Southend MH		Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
	Safeguarding (SET SAF 1)	8	5	8	18	14	10	14	5	4	11	7	8	112

The number of alerts raised and those subject to an enquiry in mental health services has increased since last year. The reasons include additional issues that constitute safeguarding such as self-neglect and hoarding, together with an increase in staff awareness of safeguarding concerns.

- EPUT Community Health Services: Total 94



- Southend Community Health Services: Total 35

Southend CHS		Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Total
	Safeguarding (SET SAF 1)	2	1	2	5	1	6	4	2	3	6	2	1	35

As stated above the Local Authority safeguarding teams are responsible for triaging and making safeguarding enquiries for any EPUT service user of Community Health Services.

The alerts raised to the Local Authority by EPUT have increased slightly since last year (16/17). The greatest number of referrals was in South Essex and this reflects the large number of nursing and residential homes visited by EPUT staff.

### **Trends 2: Alerts raised by service**

The majority of referrals come from Adult Community Mental Health followed by staff on inpatient wards. This is consistent throughout the Trust and with previous years reporting. In Community Health Services the majority of referrals sent to the Local Authority are from District Nursing staff.

External to the Trust, referrals are commonly from police or ambulance services

### **Trends 3: Number of enquiries by age and gender**

Within Mental Health Services the majority of enquiries are in the 18-65 year old age group. This contrasts with Community Health Services where the majority are in the over 65 age group. This reflects the predominant age group accessing Community Health Services.

Women feature more in both services which remains a consistent trend both locally

and nationally as more women use mental health services and are the larger proportion within the older age population.

#### ***Trends 4: Type of abuse reported***

*The most common category of abuse in Mental Health Services is physical, neglect followed by financial abuse.*

*The main category for Community Health Services is neglect. This reflects the number of referrals for alleged poor care in nursing, residential homes and peoples own homes and include those cases involving pressure ulcers.*

#### ***Trends 5. Place abuse/incident occurred and perpetrator***

*The majority of safeguarding alerts and enquiries of abuse occurred in peoples own home and the alleged perpetrator was a family member or known to family. This is consistent with local authority and national data.*

*Within Mental Health Services the second most common place of abuse was in inpatient settings involving service user to service user incidents.*

#### ***Trends 6: Outcomes following enquiry***

##### ***Outcomes for victim***

*The majority of completed enquiries showed that the allegation was substantiated or partially substantiated. For victims the most common outcome was for staff to increase monitoring, police intervention particularly where a crime had been suspected e.g. financial abuse or case management resolution.*

##### ***Outcome for Perpetrator***

*For Mental Health Services, the perpetrator may also have been a service user, particularly when the abuse occurs on inpatient units. In these cases it is important that the needs and care plans of the perpetrator are assessed.*

*The majority of outcomes for the perpetrator have been, increased monitoring or moved to an alternative unit/place. In Community Health settings the outcome especially in a residential or nursing home has been extra support and training delivered by EPUT staff. In some cases the suspension of new placements has been advised, until improvements have been made to care and treatment.*

##### ***Innovative Practice & Development***

##### ***• Police Liaison***

*In 2016 the Trust was experiencing a large number of safeguarding adult referrals from police, the majority of which did not concern safeguarding issues but involved mental health issues, anti-social behaviour or a person not managing well at home etc. This issue is not specific to EPUT but has been experienced throughout the NHS in Essex and Bedfordshire.*

*In May 2017 a member of EPUT safeguarding team co-located with Essex Police and Adult Social Care as part of a pilot to provide a multi-agency approach to reduce the volume of inappropriate Safeguard forms being submitted by the Police. The pilot has been a great success with an avoidance of duplication and simplified processes between professionals.*

*Three leaflets (below) have been developed this year for service users and their families to explain the definition of safeguarding adults and the enquiry process. The leaflet 'Safeguarding for you' is an easy read version and has been assisted in design by a service user during an art therapy session.*



### Training Compliance

	Target Total	Trained	
		No.	%
Safeguarding Level 1	1170	1062	91%
Safeguarding Level 2	3346	2979	89%
Safeguarding Adults L. 3	1394	1257	90%
Safeguarding Children L. 3	802	701	88%
Safeguarding Children L. 4	15	15	100%
LAC face to face	49	42	86%
PREVENT training	828	71	90%

## **Outcomes and Impact of Safeguarding Adults Activity**

### Staff support

*The Safeguarding team provide expertise and advice to staff on a daily basis. The team have received a number of positive comments and compliments from staff as below.*

*"I would just like to say how helpful the member of the safeguarding team has been and she has been such brilliant support for staff during a recent complex safeguarding investigation".*

*"I want to thank you for your support with Mr A's case, particularly for being able to support the team in agreeing our decisions around the case at very short notice yesterday. It is much appreciated, and your input was critical in reaching the right decision for him and his family".*

### Police feedback

*'By having the Mental Health Specialist within the Triage Team there is now a greater understanding by the police of Essex Mental Health services and a greater understanding of the referral process into those services.'*

## **Key Successes**

- *Successful integration of 2 people from the safeguarding team from the 2 trusts post-merger, which meant effective delivery and support regarding safeguarding in the organisation.*
- *Newly updated staff intranet site for safeguarding for staff reference and guidance.*
- *Newly developed organisational Adults Strategy which includes safeguarding.*
- *Addition to level 2 safeguarding training of enhanced package of domestic abuse, gangs (cuckooing), forced marriage and female genital mutilation.*
- *Effective disseminating of any relevant lessons learned or recommendations to front line staff.*
- *We managed to work collaboratively with Essex County Council and Police to triage all safeguarding referrals that were being raised by the police.*
- *Agreed a process with Southend MARAC for mental health patients.*
- *Agreed a process for HLA to have access to mental health records.*

### Learning Lessons

*The Safeguarding Team routinely contribute toward identifying and presenting cases relating to children and adult services to the Learning Oversight Committee.*

*Cuckooing:*

*Case Study:*

*This case relates to a gentleman who was a victim of cuckooing. Cuckooing is a new type of crime which involves a drug dealer befriending a vulnerable individual who lives on their own. The dealer moved in, took over the property, and turned it into a*

drugs' den.

Mr A was known to the Trust memory service and had reported to the Community Psychiatric Nurse (CPN) that he had a new 'friend' who visits him and helps with shopping etc. The CPN became concerned when Mr A physical wellbeing appeared to have deteriorated and he had financial problems where money was going missing. The CPN raised a safeguarding alert and a multi-agency meeting was held with police, social care and housing and included Mr A. After much investigation, discussion and support for Mr A, it transpired that his new 'friend' was exploiting him, inviting others to Mr A flat and dealing drugs. Mr A agreed to a respite placement whilst locks were changed and security camera put onto his flat. He returned home and did not experience any further problems; his health improves and he continues to be supported by EPUT services.

Allegations of sexual abuse against staff:

The Safeguarding team have received a number of allegations against staff, some of a very serious nature including sexual abuse and involving a police investigation.

On investigation the majority of these concerns are unsubstantiated but cause considerable distress to staff. Some of these cases could have been avoided had staff followed some basic principles particularly where the person is known to make allegations, these include.

- Explain any intervention with the service user so they are clear of what to expect.
- Ensure any identified risks are clearly outlined in care plans.
- Ensure all staff are aware of those who make repeated allegations against staff.
- Contact the Safeguarding team who are happy to discuss the implications of making a false allegation with service users.
- Where risks are identified do not visit/ enter patient's room alone.

## Key Areas for Development

	<b>Objectives 2018/19</b>	<b>Action Required</b>	<b>Success Criteria</b>
1	Update Strategic Framework	Development of Safeguarding Strategic Framework for 2018- 2021	Framework in place
2	Ensure a successful outcome following any CQC inspections	Review reports and associated action plans	Any recommendations are implemented
3	Continue to develop and enhance the Trust In-site section for Safeguarding	New combined Intranet in development	Safeguarding page on the intranet
4	Complete the 2017/18 Audit program for safeguarding	Complete audits - Sec 11 MCA/DOLS Audit Service /user Audit Training Audit	Audits completed, reported and recommendations
5	Ensure a continued Safeguarding support system in place for EPUT adolescent units	Supervision and support systems to be developed and assessed	Staff on EPUT Adolescent units feel fully supported by the safeguarding team
6	Enhance awareness of Criminal, sexual Exploitation and Gangs	Review and update policies training programs and systems	Increased reports from staff on concerns regarding the objective criteria

*The organisation plan to strengthen the safeguarding arrangements they have in place as a result of the CQC inspection during 2018.*

### 5.4.2 Clinical Commissioning Group (CCG)

#### Agency Context

Southend CCG is a Clinical Commissioning Group (CCG) in south east Essex. A CCG is a group of GPs and clinicians who commission (buy) health services for their local communities. Our role is to specify outcomes that we want to achieve for our population, and then contract providers to provide care to achieve those outcomes. We are committed to ensuring the provision of local, high quality services that meet the specific needs of our population. During 2018 Southend CCG has aligned with Castle Point & Rochford CCG to increase efficiency through matrix working and the reduction of duplication.

On-going financial and capacity issues across the health economy will challenge both commissioning and provider health organisations. The Sustainability and Transformation Plan will continue to support change in local health services to reflect the changing needs of the population. However, the CCG maintains a strong commitment to safeguard children from abuse and neglect and is an active member of the SAB. The CCG is responsible for the procurement of designated safeguarding

adult leads. A key function of the designated professionals is to provide clinical expertise and strategic leadership across the local health system to support other professionals in their agencies on all aspects of safeguarding adults at risk. The Named GP undertakes a specialist role within the team to support and advise General Practitioners and Nurse Practitioners working in Primary Care on matters relating to safeguarding adults.

### **Safeguarding Adults Activity**

As a commissioning organisation the CCG does not deliver services directly to children and families but does have systems in place to ensure that the health services we commission has robust safeguarding arrangements in place.

- The CCG has a mandatory requirement for safeguarding adult training and compliance stands at 84%
- Health Service information sharing to the Multi Agency Risk Assessment Team has improved through closer links to adult mental health services and primary care.
- Hospital Based Independent Domestic Violence Advocates were commissioned to improved early recognition and support to victims of domestic abuse.
- Joint quality visits are undertaken between Health & Social Care and the Senior Nurse for Care Homes is routinely included in the safeguarding strategy meetings with the Council.

### **Outcomes and Impact of Safeguarding Adults Activity**

As a commissioning organisation the CCG does not deliver services directly to adults but does have systems in place to ensure that the health services we commission has robust safeguarding arrangements in place.

The impact of multi-agency working has provided a global view of all safeguarding concerns across the health and social care economy providing the platform for robust discussion and positive outcomes for the residents. Health & Social care work closely with all residential homes to maximise their understanding of and identifying how to escalate concerns to the CQC, and the appropriate Councils to maximise patient safety.

### **Key Successes**

- Commissioning hospital based Independent Domestic Abuse Advisors for 3 acute NHS Trusts and supporting the services already established in other Trusts.
- A Safeguarding Assurance Tool has also been submitted to NHSE England which demonstrates a high level of compliance.
- The CCG Adult Safeguarding Lead jointly ran a forum for Care Home & Domiciliary Care Providers to support and development.
- Supported the Medication Management Team to enhance their knowledge of safeguarding and the application of the MCA to the administration of medication.
- Worked with primary care to improve their recognition of and response to

safeguarding Adults.

- Delivered bespoke training to primary care on Mental Capacity Act assessment.

### **Key Areas for Development**

During 2019/20 the CCG will:

- Work with partner CCGs to develop the Mid and South Essex Sustainability and Transformation Partnership (STP) to improve health outcome for the local population
- Ensure the reformed Liberty Protection Safeguards are embedded into Community Health Care practice.
- Work with SAB partners to deliver the Violence and Vulnerability Strategy
- Work with Primary Care to ensure that safeguarding is integrated into the work of Locality Hubs
- Work with Primary Care to implement to revised requirement of Adult Safeguarding: Roles and Competencies for Health Care Staff.

### **5.4.3 National Probation Service (NPS)**

#### **Agency Context**

The role of the National Probation Service (NPS) is to protect the public, support victims and reduce reoffending. It does this by:

- assessing risk and advising the courts to enable the effective sentencing and rehabilitation of all offenders;
- working in partnership with Community Rehabilitation Companies (CRCs) and other service providers; and
- directly managing those offenders in the community, and before their release from custody, who pose the highest risk of harm and who have committed the most serious crimes.

In carrying out its functions, the NPS is committed to protecting an adult's right to live in safety, free from abuse and neglect.

The NPS is currently planning to implement the Offender management in Custody Programme, Agencies were invited to comment on the probation consultation which will see changes made to the probation service in 2019. The key changes for the NPS is the roll out of new IT, which has meant more up-to-date software and provided staff with a degree of flexibility, for example, the ability to undertake more appointments outside of the probation office.

Workloads and staffing continue to be key challenges which the business has responded to by recruiting over 400 PQUiPs (trainee probation officers) and over 250 new probation service officers in 2018, with more than 300 PQUiPs qualifying as probation officers in 2018 and nearly 300 PQUiPs due to start very early in 2019

### **Safeguarding Adults Activity**

*All staff – be they employed on a permanent or temporary basis – are required to complete mandatory safeguarding adults e-learning. Offender facing practitioners are required to complete both e-learning and class based training. They are also required to complete: domestic abuse, child safeguarding, foreign nationals and hate crime training. This training is mandatory and staff completion is monitored on an annual basis.*

*NPS staff have access to EQUIP – knowledge management database, which provides access to safeguarding adults policy and practice guidance.*

*The NPS contribution to adult safeguarding is significant at the pre-sentence stage where we make an assessment irrespective of the nature/seriousness of the offence(s) for which the offender is charged. During supervision, NPS staff again assesses risks offenders pose to others and others pose to them which is kept under regular review.*

### **Outcomes and Impact of Safeguarding Adults Activity**

*Through training and access to relevant policy and practice guidance, NPS makes sure that all NPS staff are clear about their roles and responsibilities and how to raise safeguarding concerns. Staff are made aware of the routes for escalation where they feel a manager or another agency has not responded appropriately to a safeguarding concern. The practice guidance that supports this policy gives clarity on roles and responsibilities and the action to be taken in response to adult safeguarding concerns. The guidance also supports staff in the early identification of offenders in the community with care and support needs.*

### **Key Successes**

*A key success for the NPS is getting our staff trained and not losing focus on safeguarding during organisational changes or staff and resource pressures. We ensure we assess all offenders at each stage of the offender's journey through the Criminal Justice System in relation to safeguarding adults.*

### **Key Areas for Development**

*I would suggest a key area of development is timely information sharing, for example, when checks are being made to see if the offender is known/not known. Agencies also need to ensure that lessons from audits and inspections are embedded in practice. Another key development underway is improving staff's knowledge and response to 'Hate Crime'. Another area is improving our data recording systems to enable us to accurately report on the number of referrals made to adult social care and the outcome of these referrals.*

#### 5.4.4 Southend Borough Council (Drug and Alcohol Commissioning Team) (DACT)

##### **Agency Context**

*Southend Drug and Alcohol Commissioning Team (DACT) are responsible for commissioning appropriate services to address substance misuse across the Borough. The DACT work in partnership with a range of agencies, including criminal justice, education, Social Care, physical and mental health services to ensure that pathways are in place to enable individuals with substance misuse issues to access the support that they need.*

*During 2017/18 the DACT undertook a large scale procurement of its services (the services in place are detailed in the next section); despite the upheaval and uncertainty that can occur through this process, service providers were required to ensure that they maintained high standards with regard to their safeguarding responsibilities. As far as we can tell, there has been no significant disruption to their safeguarding reporting processes during this period.*

##### **Safeguarding Adults Activity**

*The DACT currently commission three core services:*

- **STARS (Southend Treatment And Recovery Service)** who provide specialist treatment and ongoing recovery support to adults (18 and over) who wish to address their substance misuse
- **YPDAT (Young People's Drug and Alcohol Team)** who provide specialist substance misuse treatment, advice and guidance to young people up to the age of 21
- **Severe & Multiple Disadvantage Service** who work with adults with complex and/or multiple needs, particularly those who are homeless or at significant risk of homelessness

*All commissioned services are required to maintain and adhere to appropriate policies and procedures on safeguarding of children and vulnerable adults, including appropriate procedures with regard to recruitment and training, and reporting of allegations against staff. All commissioned services are required to keep an up-to-date training log of core staff competencies which is reviewed quarterly. All commissioned adult services are also required to provide data to the DACT about the number of safeguarding referrals made during each quarter.*

*STARS were last directly involved in a CQC inspection in July 2016, as part of a wider investigation around looked after children and safeguarding support. The London Regional Office of CGL (who provide STARS) also received a CQC inspection in February 2017. Both of these reviews were positive. We have recently been informed that CGL have now arranged that their individual sites will be registered directly, rather than being registered under Regional Offices, so STARS has been independently*

registered since October 2018.

YPDAT were inspected by the CQC as part of the Joint Targeted Area Inspection (JTAI) conducted in March 2018. Although the mention of YPDAT in the final JTAI report amounts to just one sentence, this and the informal feedback received from inspectors was very positive.

### **Outcomes and Impact of Safeguarding Adults Activity**

The data received by the DACT does not provide us with any detail about the outcomes or impact of safeguarding activity. The detail that we have is:  
During 2017/18, STARS made 5 adult safeguarding referrals and 1 child safeguarding referral.

During 2017/18, YPDAT did not make any adult or child safeguarding referrals.

### **Key Areas for Development**

There have been some concerns that some of the services are struggling to meet the burden of professionals' meetings that they are required to attend, particularly the MARAC and MDT meetings. This is being explored through contract and performance reviews with the services, and the DACT will be considering whether there might be a business case for expanding the staffing arrangements to ensure appropriate coverage so that safeguarding responsibilities are not affected.

## **5.4.5 Community Rehabilitation Company (CRC)**

### **Agency Context**

Essex CRC manages adults in Southend who are sentenced to Community Orders or periods of imprisonment, where they are assessed as either low or medium risk of serious harm. We also deliver structured interventions to high risk offenders supervised by the National Probation Service. In Southend we are located in Civic 2, which has allowed growth in our partnership working with local authority teams.

Our leadership team has remained consistent over the last year – at senior and local level. Our service delivery team has also remained largely consistent. We have experienced difficulty in recruiting experienced probation officers, but we have mitigated this by commencing a programme of training staff to complete the Professional Qualification in Probation (PQiP) programme.

### **Safeguarding Adults Activity**

Safeguarding is core training for all of our staff and standing item in staff supervision.

*We are engaged with the LSAB at Board and Exec level, and support a number of operational partnership groups; including MARAC and Op Censor. We are also present at the Violence and Vulnerability board and the spin off Criminal Justice sub-group. We have joined the newly formed MASH+, with practitioner attendance 1 day per week.*

*We contract Ormiston Children and Families to deliver specific interventions to service users with family integration needs, and we delivery the Building Better Relationships Programme for male perpetrators of domestic abuse (linked to this is our Partner Link Worker Service to support victims).*

*This year (June 2018) we were inspected by Her Majesty's Inspectorate of Probation (HMIP) and rated as Requires Improvement. Our assessment and management of risk of harm was recognised as an area for development, but our organisational delivery, our range of services on offer and our community payback scheme was rated Good. Of the 6 CRCs that have had HMIP reports published to date, Essex CRC is the highest rated.*

### **Outcomes and Impact of Safeguarding Adults Activity**

*Internally, managers complete a monthly audit of cases, to include at least one case per officer in each sample. Safeguarding of vulnerable children and adults is a key area of focus in this audit regime.*

*Externally, as mentioned above, we were visited by HMIP this year and received a Requires Improvement rating. We incorporate learning and recommendations from internal and external audits into our ongoing development plans and report back on these to our Ministry of Justice Contract Management Team.*

*We do not have any performance measures which explicitly cover safeguarding, but our most recent quarter's results (July-Sept 2018) were above contractual target.*

### **Key Successes**

*This year we has joined the new MASH+, with practitioner location I that team 1 day per week. This will be reviewed in the coming year to ensure that it is an effective and efficient way for Essex CRC to contribute to the MASH+ arrangements.*

*We have also engaged with the Violence and Vulnerability Board and Op Censor. This partnership has helped forge greater co-operation with social care and YOS teams. We have contributed to partner agency development by delivering a 3 day DA Perpetrator training event to social workers in Southend.*

### **Key Areas for Development**

*In partnership with the Violence and Vulnerability Board, and the SET V&V Framework, we are forming an Essex CRC criminal exploitation strategy. This will include the identification of criminally exploited and embedded service users, an assessment framework and suite of interventions to address their behaviour and*

*underpinning vulnerabilities.*

*More broadly, the assessment and management of risk of harm has been identified as an area of development for us. This is being tackled through a range of revised case inspections, team workshops and training events.*

#### **5.4.6 Southend Association of Voluntary Services (SAVS)**

##### **Agency Context**

*Southend Association of Voluntary Services (SAVS) is a Council for Voluntary Service (CVS), a local infrastructure organisation for voluntary and community sector (VCS) organisations, and carries out five core functions which are; Services and Support, Liaison, Representation, Development Work and Strategic Partnerships. SAVS and also hosts the Turning Tides projects.*

##### **Safeguarding Adults Activity**

*SAVS is a membership organisation and supports members to ensure they have the right safeguarding policies and processes in place. Training is provided in partnership with the LSCB and SAB in all aspects of safeguarding, for example, Modern Slavery, Prevent, Gangs, etc. Regular Thematic Group meetings and weekly communications are organised to share information on current issues to ensure Voluntary Sector organisations are up to date with the latest trends and can do what is necessary to protect their service users.*

*The Folk like us project identifies older people who are lonely and isolated and provides support to help them improve their lives by overcoming barriers and becoming socially connected. Since the project begun it has supported over 240 people aged 65+ and helped them achieve their self-identified goals.*

*The Turning Tides project Safe as Houses works to support older people who have been victim of fraud or attempted fraud through the provision of home visits and risk assessments. Monthly victim lists are provided by Essex Police and Trading Standards.*

*SAVS Deputy CEO is a member of the Safeguarding Adults Board and Local Safeguarding Children Board.*

##### **Outcomes and Impact of Safeguarding Adults Activity**

*Funded through the PFCC and Essex Police, the Safe as Houses service which is run by a team of fully trained volunteers has provided support visits to 300+ households over the year and identified people actively being scammed and provided many with second visit or referral to a relevant agency. This work is building resilience*

*amongst the elderly in Southend to help reduce the prevalence of fraud in our community.*

### **Key Successes**

*The outcome from the visits continues to be positive with people stating they found the visits reassuring. They report the visits help to inform them on how best to identify fraud and where to report and seek assistance from. Some victims experience genuine shock at the scale of the fraud and a series of visits are required in this situation to ensure they are remain safe and well.*

### **Case Study**

*Marion was on a recent victim list; our volunteer made a visit. Marion explained she had reported fraud when she discovered her address was being used by a man unknown to her, to open a bank account and apply for a credit card. Marion was frustrated and very emotional with this as she continues to receive post in this man's name and felt powerless to do anything about it. The volunteer explained in depth that there was no risk to her finances and the address is not black listed now days it is the individual name, so as she has reported the fact to the appropriate agencies she should simply return the post with not known at address. Marion stated she felt much better and more reassured that there was no direct risk to her and she would follow the advice provided. Marion has since got in contact and asked if a member of the team would attend her book group in Leigh as she felt there would be great value in her peers also learning more about fraud and how to deal with it.*

## **5.4.7 Essex County Fire & Rescue Service (ECFRS)**

### **Agency Context**

*ECFRS - Prevention, Protection and Response*

*We improve and save lives. Our vision: To make Essex a safe place to live, work and travel. Our priorities: Service Led, Community Focused, Kind Culture, Financially Sustainable.*

### **Safeguarding Adults Activity**

*ECFRS has Service Policy and agreed protocols, together with the information and guidance for the referral of a Safeguarding Vulnerable Adult concern. The Service Policy outlines signs and causes of abuse and/or harm to vulnerable adults and the procedures to be followed when dealing with these issues. All employees and volunteers are required to complete Level 1 Safeguarding E Learning and to be aware of safeguarding referral routes and responsibilities.*

*Safeguarding Level 2 training is delivered to those in designated roles where there is considerable professional and organisational responsibility for safeguarding adults, young people and children. By delivering this training at regular intervals, as part of their continual personal development, staff are able to act on concerns and contribute appropriately to local and national policies, legislation and procedures.*

*Safeguarding Level 3 has been delivered to those within the Community Development and Safeguarding team where appropriate.*

*Donna Finch MBE, the Community Development and Safeguarding manager, leads on safeguarding nationally and has assumed the responsibilities of National Child Protection Officer for the Chief Fire Officers Association (CFOA), Duke of Edinburgh.*

*Donna heads the Safeguarding Coordination Forum where leads of Fire Service Safeguarding teams attend and form a working group looking at policy, guidance, DBS audit tools and action plans across the Fire Service.*

*Work has been undertaken by the Safeguarding team looking at the introduction of DBS in the Service. This has involved lots of partnership meetings, reviewing current policies in other Brigades and organisations to ensure good working practices and liaising with Barring services and local authority teams to establish guidelines.*

*Our Safe and Well teams offer a more holistic approach to helping individuals to live safe and well in their own homes. Examples of which include full safety advice on, crime prevention, smoking cessation, social isolation and loneliness as well as fire safety. Safe and Well visits in the Southend area since 1st April to date : 286*

#### *Making Every Contact Count (MECC)*

*Working closely with a number of partner agencies, including health, social care and local authorities, MECC is all about being proactive in helping reduce isolation and provide signposts to the appropriate support.*

*As well as the obvious health benefits of much of the advice, the package is particularly important to fire safety. A recent UK study found that in 47% of a sample of deaths from fire, the victim was under the influence of a substance of some kind.*

*Making Every Contact Count (MECC): 6 videos have been produced featuring several of our Firefighters and Community Safety teams, giving examples of where engagements or conversations with members of the public might lead to support being required.*

*The videos cover key topics including hoarding, stopping smoking, sensory impairment, physical activity, falls and frailty, alcohol consumption and mental health and wellbeing.*

## **Outcomes and Impact of Safeguarding Adults Activity**

As well as addressing concerns that are received into the Safeguarding team our Community Builders offer support to the more vulnerable in our communities. With well-established partnership working we are able to establish cohesive working practices supporting communities with initiatives from winter warmers, walk and talk and dementia friendly cooking events on Fire Stations, to name but a few. Our Community Safety teams help to empower our communities by giving them the support and information they need to make informed choices. We work closely with those with hoarding and sit on the Southend Hoarding Board. We not only provide fire safety advice but work closely with both the individual and other agencies to support and empower the individual to try and achieve the most effective outcomes.

Safeguarding concerns received and addressed since 1<sup>st</sup> April 2018 in the Southend area is 37.

**Fire Break:** Our Fire Break programme aims to promote a culture of safety and team work and citizenship by teaching a range of vital skills whilst undertaking the various disciplines of the Fire Service. The courses provide a learning environment that combines practical skills and scenario based training, with classroom centred theory/discussion workshops.

Fire Break is broken down into four different areas each with specific themes that target different issues.

- Fire Fit
- Fire Inspire
- Fire Respect
- Fire Empower

During the intensive week long fire station based course students gain confidence and develop life skills, whilst experiencing the techniques used by Fire Fighters in their working lives. The aim of the programme is to not only raise awareness of the consequences of fire, fire setting and hoax calls but also to provide bespoke courses that have specific aims and objectives agreed by partner organisations. For example programmes have included the long term unemployed, Offenders, Family Solutions and the victims of domestic violence.

Two Fire Break Courses have taken place in Southend for adults since April 2018.

- Southend YMCA residents
- Women from Open Road/Essex CRC

## **Key Successes**

**Safe and Well:** 286 Visits in this area since April 2018

**Fire Break:**

29<sup>th</sup> October 2018 Southend Fire Station for Southend YMCA residents

18<sup>th</sup> March 2019 Southend Fire Station for Women from Open Road/Essex CRC

*Community Builder: 37 interventions supporting the more vulnerable and partner agencies*

### **Key Areas for Development**

*A Community Builder for the South East has recently been appointed and we hope that they will join the team in late February.*

## **5.4.8 Essex Police**

### **Agency Context**

*One of Essex Police's objectives, as set out by the Police and Crime Plan is to ensure children and vulnerable people are appropriately safeguarded and that they receive the help and support they need. Within Essex Police, the Crime and Public Protection Command is mainly responsible for the safeguarding of vulnerable persons.*

*The Operations Centre is the point of entry into the organisation for all Public Protection partnership-related enquiries and referrals, forming the link between Essex Police and Southend Social Care. Also in the Operations Centre, is a large triage team made up of three areas, Adult, Child and CSE. This joint triage team enables Essex Police to enhance response and build a resilience of knowledge. The Operations Centre and the Adult triage team give partners a single point of contact where they can speak with someone who has knowledge of the safeguarding protocols.*

*The Operations Centre also consists of the Central Referral Unit (CRU). The CRU's primary purpose is to assess the risk experienced by victims of stalking and domestic abuse (including honour-based abuse) and vulnerable adult abuse and implement safeguarding where appropriate to reduce the risk. CRU provides a central point of contact for police officers and agencies. It will ensure that domestic abuse referrals are accurately recorded, graded and fully researched and that relevant information is shared with social services and other agencies. This is part of Essex Police's commitment, working with partner agencies, to provide the best possible service and support to all victims of domestic abuse.*

*Essex Police also have dedicated domestic abuse investigation teams, 'Operation JUNO'. These teams will oversee all domestic abuse investigations and work alongside our partner agencies. This will help to ensure the force is able to give the best possible support for victims and a strong, co-ordinated response to those responsible.*

*Essex Police are continuing to support the Safeguarding Adult Boards, all of the SAB meetings are attended by a senior officer.*

### **Safeguarding Adults Activity**

*All policies and procedures relevant to vulnerable adults are scrutinised at the Public Protection Policy Board (PPPB) chaired by ACC Andy Prophet.*

*The Public Protection Awareness course is ending soon, having been very successful with training new and existing staff/officers and increasing awareness in regards to vulnerable adults.*

*The vulnerability handbook is currently being updated and will be published electronically soon, enabling all front line officers to have information on the 14 strands of vulnerability readily available. By it only being published online, it allows Essex Police to update it easily, not having to constantly dispose of out of date copies.*

*The Triage team no longer hold crimes. This speeds up the safeguarding process. More training and education is in development around vulnerable adults with the view that it will be delivered on future Detective Sergeant and Detective Inspector courses in order to increase awareness of best practice when safeguarding vulnerable adults.*

### **Key Successes**

*The pilot that commenced in November 2016 has been taken on permanently. A Mental Health worker sits in the Triage department one day a week. This is to improve multi-agency communication and allows them to be a single point of contact for Essex Police Triage staff and officers.*

*Essex Police have been supporting people with Mental Health. Since April 2017, our Mental Health Street Triage (MHST) team has been available to support colleagues attending incidents where someone may be in mental health crisis. In their first 12 months of operation, they assessed 2,384 people to ensure they received appropriate treatment, prevented 543 attendances at A&E and prevented more than 394 people being sectioned under Section 136 of the Mental Health Act.*

*The team consists of six constables and 25 special constables, one police staff member in the Force Control Room and six mental health nurses from Essex Partnership University Trust (EPUT). Two MHST cars are staffed seven days a week from 10am-2am seven days. One trained police officer is crewed with one EPUT mental health nurse.*

*Better joint working with Ambulance resulted in a 2-day safeguarding event in 3/2018*

#### 5.4.9 Southend University Hospital Foundation Trust (SUHFT)

##### **Agency Context**

*Southend University Hospital NHS Foundation Trust (SUHFT) provides a wide range of acute health services from its main Prittlewell Chase Site and at outlying satellite clinics across the local area to the local community. It provides specialist services to a wider population in South East Essex.*

*Southend University Hospital NHS Foundation Trust has been part of the Mid and South Essex Success Regime planning which will provide additional opportunities and challenges as the acute trusts within the regime work together with partners to develop system wide solutions to significant challenges within healthcare.*

*The Adult Safeguarding Team supports all staff and services across SUHFT that have contact with adults at risk.*

*The team consists of:*

- *Adult Safeguarding Manager*
- *Adult Safeguarding Advisor*
- *Adult Safeguarding Administrator*

*The team also has the support of:*

- *Named Doctor for Adult Safeguarding and Mental Capacity*
- *Hospital Liaison Nurse for Adults with Learning Disabilities*

*The team responsibilities include:*

- *Adult Safeguarding.*
- *Monitoring and administration of Deprivation of Liberty Safeguards.*
- *Leads on the Prevent agenda for the organisation.*
- *Support to Domestic Violence victims.*
- *Support to Adults with Learning Disabilities, including the monitoring of reasonable adjustments.*

*The team achieve this by:*

- *Training.*
- *Immediate advice and support.*
- *Review of adult safeguarding concerns and providing advice and support to protect adults at risk.*
- *Support and supervision of staff.*
- *Monitoring of safeguarding process and procedures.*
- *Providing assurance reports.*
- *Representing the Trust within the wider Essex / Southend Safeguarding agenda.*
- *Monitoring of themes.*

*The team has continued to provide a strong safeguarding service and is currently up to full establishment. A close working partnership with SUHFT's Children's Safeguarding Team has been developed and this has enabled the teams to work*

*collaboratively on joint safeguarding agenda's, including Female Genital Mutilation (FGM), Prevent, Domestic Abuse and Modern Slavery/Human Trafficking.*

*The Adult Safeguarding Team supports, enables and challenges staff to make safe and effective decisions to safeguard and protect vulnerable adults. Measurement of performance and outcomes is therefore complex and includes a variety of factors which include:*

- Performance indicators.*
- Quarterly assurance reports.*

### ***Safeguarding Adults Activity***

*All patient facing clinical staff are required to complete either Adult Safeguarding E-Learning Level 1, or Level 1 and 2 E-Learning Training, according to the role of the staff member. Staff are also provided with adult safeguarding information and guidance when joining the Trust (On-Boarding) with face to face training for Health Care Assistants. Training compliance is recorded using the Trust I-Learn system which can provide percentage figures of compliance to safeguarding training. This is monitored by the Children & Adult Safeguarding Committee and support offered to services to achieve compliance if required.*

*Currently compliance of staff that requires training in the safeguarding of adults at risk is 86 % in total.*

*The Adult Safeguarding Team undertook an exploitation scoping exercise to gain an understanding of the knowledge and experience that staff have on the safeguarding subject of exploitation. Information gathered has been used to inform a discussion on this type of abuse by the Quality Group in September 2017. A paper, including recommendations was discussed with the Safeguarding Executive Committee and training needs were shared with the Learning & Development Sub Group.*

*A DoLS (Deprivation of Liberty Safeguard) has been undertaken. The aim of the audit was to assess staff compliance to this legal framework. Agreed actions / recommendations include guidance on completion of the required paperwork and further training.*

*SUHFT was inspected by the Care Quality Commission (CQC) during this reporting period. CQC have recommended that the Trust needs to work on and improve its training compliance across all levels of safeguarding training.*

*There has been one incident considered for a Safeguarding Adults Review (SAR) in the last year.*

## **Outcomes and Impact of Safeguarding Adults Activity**

*SUHFT staff raised 327 Adult safeguarding concerns during the reporting period April 2017 – December 2018. Highest type of abuse / harm reported was allegations of suspected neglect.*

*During the reporting period April 2017 – December 2018, 107 Safeguarding enquiries were raised against the organisation and responded to. Highest type of abuse / harm reported was allegations of suspected neglect.*

## **Key Successes**

*SUHFT key achievements:*

- *The development of a 2 year strategic safeguarding plan.*
- *Safeguarding Governance structure in place and operational.*
- *Adult Safeguarding Policy reviewed and updated.*
- *Improved guidance to managers as to how to support staff involved in an adult safeguarding enquiry (within the Adult Safeguarding Policy).*
- *Adult Safeguarding Policy now includes a safeguarding supervision framework and an offer of supervision is included within every adult safeguarding enquiry request.*
- *Support systems for staff involved in an adult safeguarding enquiry is now included within the policy. The team intend to continue to develop innovative ways to support SUHFT staff in the coming year.*
- *Adult Safeguarding Policy now provides guidance on the consideration of mental capacity when safeguarding an adult at risk.*
- *Review of staff understanding of exploitation / modern slavery in partnership with the Safeguarding Quality and Monitoring Sub Group.*
- *Compliance to all levels of safeguarding training, has improved over the last year.*
- *Audit of compliance to Deprivation of Liberty Framework has been undertaken.*
- *Job description template now includes standard adult and children safeguarding statement.*
- *Both the Safeguarding Adults and Safeguarding Children's Teams are working collaboratively to support all adults and children at risk.*
- *Both the adults and children's safeguarding teams have worked in partnership on the introduction of CP-IS (Child protection Information Sharing) across its unscheduled care services for Children's. SUHFT has also led on this project for the 3 Trusts within the STP. During 2018 – 2019 the teams intend to introduce CP-IS into maternity Services.*
- *Although still a low referral rate, SUHFT has seen an increase in Prevent referrals during the last year. SUHFT continue to work on promoting Prevent awareness within its services.*

### **Key Areas for Development**

*Areas for development over the next year include:*

- *To continue to improve on the Trust's compliance with training and supervision.*
- *To monitor the actions and recommendations made from safeguarding enquires.*
- *Continue to work on innovative ways to support staff in the safeguarding of adults at risk.*
- *To write a policy / guidance paper on the safeguarding of vulnerable individuals from cyber-crime.*
- *To develop staff support systems including information leaflets for staff and supervision / staff drop in support sessions.*
- *To continue to develop training and support systems for staff involved in the care and treatment of adults with learning disabilities.*
- *To further develop and strengthen patient support and advocacy, including improvement referrals to the IMCA (Independent Mental Capacity Advocacy Service).*
- *To work in partnership with safeguarding teams within the MSB group (Mid Essex, Southend and Basildon).*

*The following need to be considered by the safeguarding committee for the coming year:*

- *Safeguarding training compliance, although improved, is below the 95% target.*
- *Level 3 Prevent training compliance is below the 90% target.*
- *Partnership working of the 3 safeguarding teams within the MSB group.*

### **5.4.10 Southend Borough Council (Adult Services and Housing) (SBC)**

#### **Agency Context**

*It is the aim of Southend Borough Council to support all of our residents to have opportunities to thrive- to achieve their hopes and aspirations and experience a life free from abuse and risk of harm. The Department of Adult Services and Housing, in partnership with the other directorate areas within the Council, work collaboratively with residents and our partners to this end. The principle of wellbeing and coproduction is the golden thread that runs through our work. We aim to prevent, reduce and delay the impact of harm, working to keep the person and their family at the centre, using the principles of Making Safeguarding Personal. The Council is embarking on a journey of corporate and partnership transformation and has engaged in an extensive stakeholder engagement pathway - the result of which is the Southend 2050 plan of conversation, coproduction and work. Local people are central to our 2050 programme with its multiple outcomes designed to increase their safety and wellbeing. Our statutory safeguarding work will contribute to this work and be significantly enhanced through its collective outcomes focus. The strategic*

management of safeguarding within Adult Services and Housing is a shared responsibility for the different strands of safeguarding work across all three Heads of Service. The work is supported by the Interim Director of Adult Services and the Interim Director of Housing & Social Inclusion as well by the Deputy Chief Executive and the Chief Executive of the Council.

### **Safeguarding Adults Activity**

Competent social work practice is the bedrock on which to create an empowered community. The Council, led by our social worker and allied professionals workforce, continues to work with our partners on integrating our assessment and care provision on a locality based approach in line with our 2050 aspirations. Our locality multi-disciplinary meetings are attended by a host of Council, NHS and Trust professionals and third sector partners with the aim to support individuals to make informed decisions about their lives without having to tell their story repeatedly.

Student social workers are vital to the Council's vibrant workforce. The Council works proactively with the University of Essex (Southend), Anglia Ruskin University and the Open University to recruit students to undertake placements in Southend. We also offer opportunities for our more experienced staff to consolidate their learning and practice experience by undertaking specialist qualifications such as the Approved Mental Health Practitioner (AMHP), the Best Interest Assessor (BIA) and the Practice Educator course. Council Officers have also taught on a number of courses regarding social work, strengths' based community asset development and safeguarding at University of Essex and Anglia Ruskin University over the last year. For the internal workforce and external partners across the system, the Council commissions several courses throughout the year, to meet the needs of social workers, allied professionals, providers and partner agencies. The topics covered are:

Safeguarding Enquiry Skills, Intro to Safeguarding Adults, Mental Capacity Act, the Care Act 2014, Domestic Abuse/Stalking/Harassment and Forced Marriage, Cuckooing, Female Genital Mutilation, PREVENT and Modern Slavery.

Over the last year, Adult Services has been working collaboratively with Children's Services/Early Health & Family Support to proactively meet the needs of young people going through transition who may not have needs under the Care Act but require support to develop skills in preparation for adulthood.

Adult Services and Housing are working in partnership with various statutory agencies across Southend to contribute towards addressing the Violence and Vulnerability agenda.

The Council continues to work strongly with the Southend Clinical Commissioning Group (Southend CCG), Public Health and Essex Partnership University NHS Foundation Trust (EPUT) to deliver the Mental Health Strategy. This work unites the CCG, SBC and EPUT to work towards a locality-based approach which links with the South East Sustainability and Transformation Partnership (STP).

*The Council is an engaged member of the Southend, Essex and Thurrock (SET) Domestic Abuse Board and is a core member of the SET Domestic Homicide Review Panel. We work proactively with statutory and third sector partners to ensure that practitioners are responsive and provide quality support and intervention to people when they are experiencing domestic abuse.*

### **Key Successes & Outcomes and Impact of Safeguarding Adults Activity**

*The Council, in connection with partners, has performed strongly in supporting people to address abuse occurring within their lives. At the conclusion of S42 Safeguarding Enquires, the Council can report that during 2018, the following conclusions were reported:*

<i>Period 2017/18</i>	<i>Concluded S42 enquiries</i>
<i>Risk Reduced</i>	<i>245</i>
<i>Risk Remained</i>	<i>35</i>
<i>Risk Removed</i>	<i>170</i>

*This indicator also provides reassurance of staff implementing “Making Safeguarding Personal” and the underlying principles to place the individual at the centre of all decision making.*

*It is key to understand that due to the familial relations and autonomy and choice, it is not possible to remove all risk as sometimes, with or without support, people have the mental capacity to choose to remain in a relationship of risk. Support from the local authority and partners are available if required in these circumstances but the tenants of Making Safeguarding Personal are fundamental.*

*The Council has performed strongly in supporting adults and families who are experiencing complex life situations that require interventions within a court arena.*

*During 2017/18, Adult Services introduced a new client database, transitioning from one system to an integrated system. The transition has gone well and the practitioners are acclimating. The benefits of this new system is that it will provide a more detailed strategic view of data, which will enable improved strategic planning, development around general case management with safeguarding embedded within mainstream practice. Through this new client database system, Adult Services is now linked across the platforms for Children’s Services and Early Help & Family Support.*

*In 2018, the Council introduced a new team manager post to support the provision of social work management for staff seconded into Essex Partnership University NHS Foundation Trust (EPUT). The team manager post supports the supervision of social workers but also assists the Council and EPUT in working in an aligned way within the locality approach agenda. The Council is an active and engaged partner in the Service Transformation Partnership (STP) of the acute and integrated agenda as well as from the perspective of mental health.*

*Southend's Adult Social Care Transformation Programme aligns to our 2050 vision is changing our approach to practice. The re-design is a 'whole system transformational approach' to embed a preventative ethos and culture to ensure we adopt a strengths-based approach that focuses on individual abilities and community assets.*

*Adult Services has developed Integrated Locality Teams based on an approach of staff leadership and activation. The approach has shown success and our strength based training has created a new culture of improved understanding and trust amongst staff groups. The teams have identified the future vision of staff practice, which is strong on collaboration, proactivity and supporting individuals to draw on their own expertise and skills.*

*Adult Services has created a direct pathway between social work and primary care by positioning social workers within GP surgeries. This has improved inter-organisational understanding and delivery between Health and Social Care, which is a key driver for improving outcomes for the people of Southend.*

*Service Transformation introduced a Moderate Needs Multi-Disciplinary Team meeting bringing together a plethora of expertise. This integrated approach to community-based support has evidenced how partnership working has improved relationships between agencies, prevents hospital admissions and improves the quality of life and wellbeing for residents.*

*Adult Services has established a network of Community Hubs providing additional street level social work to support a preventative approach for our residents. The introduction of our interactive asset map identifies community based resources improving the accessibility of advice and information.*

*Work is continuing to develop projects alongside our local University and its Institute of Social Justice. The Transformative approach has influenced the development of the social work curriculum within both the undergraduate and postgraduate programmes.*

*Southend Borough Council is playing a key role in piloting the trailblazer phase of the Knowledge and Skills Statement (KSS) for Practice Supervisors. The Council is working with the Chief Social Workers' Office and the Skills of Care to help influence, shape and develop this programme before it is rolled out nationally as mandatory. This hothousing of practice supervisors concentrates on the provision of quality decision making and case direction and management. By enhancing the development of social work practice leaders and supervisors, the quality of provision of social work support towards people experiencing safeguarding issues and complex life presentations is even further enhanced through the development of competent practitioners and managers.*

*Adult Services and Housing has taken proactive leadership in introducing routine meetings across Directorate departments, bringing together senior managers to explore cross-over agendas and areas where we could work more preventatively or in closer collaboration when planning or delivering Council Services. These meetings contribute to the development and expansion from the feedback from residents and professionals garnered through the 2050 development conversations.*

*In 2018, the Adult Services launched an Approved & Supported Year in Employment (ASYE) Moderation Panel. This panel is made up of a number of qualified, experienced senior social workers/supervisors/ managers and representation from the University of Essex- Southend's School of Health & Social Care. The Workforce Commissioning Team is also members and take the learning into the provision and commissioning of training and continuous professional development. The Panel has been welcome by practitioners and managers and discussions are underway to role this process out to consider the ASYE Portfolios for Children's Services social workers as well.*

*Approved Mental Health Practitioner (AMHP) Hub: Southend Borough Council has the statutory responsibility to ensure that there are sufficient numbers of skilled social workers or nurses who are competent, trained and warranted to act as AMHPs to support the assessments of children or adults who are experiencing a mental health crisis. The Hub is hosted by Essex Partnership University NHS Foundation Trust and operates during business hours. The Hub provides advice to professionals across health and social care and coordinates and carries out assessments of people under the Mental health Act 1983. The Hub aims to try to consider solutions as an alternative to compulsory detention but will carry out such assessments if the presenting need of the person requires hospital treatment.*

*PREVENT: Adult Services and Housing continues to work collaboratively with our partner agencies on the PREVENT Board. A suitably qualified senior manager co-chairs the Channel Panel, which sits within the government framework for the management of exploitation of children and/or adults through radicalisation.*

*Multi Agency Risk Assessment Conference and Domestic Abuse (MARAC): Adult Services continues to take responsibilities to safeguarding people with care and support needs who are experiencing domestic abuse seriously. The Department are active members of the MARAT Steering Group and also field practitioners to engage in the MARAC meetings to aid and assist the delivery of multi-agency safety plans. Southend Borough Council is a proactive member of the SET Domestic Abuse Board approach and takes part as appropriate in statutory Domestic Homicide Reviews.*

*Modern Slavery: The Council has endeavoured to collaborate across the corporate landscape to produce a Modern Slavery Statement, which has now been published. This work, at a Council-wide level, is now being incorporated into the Violence and Vulnerability agenda and is influencing the development of further partnership focused training and plans.*

*Practice Unit: Southend Borough Council launched the Practice Unit on 28 Jan 2019. The Department for People have invested in a Practice Unit to provide support and challenge to social work and social care practitioners and managers so that the lived experience of children, adults and families is consistently improved by our intervention. The Unit will lead the support programme for ASYE and from April 2019 and will be delivering a leading for excellence programme to all team managers within adult and children's services. The Unit is leading the development, and implementation, of a model of supervision to improve this area of practice. The Unit will work with services to develop more shared opportunities for professional development which will support the Transforming Together programme and reduce*

*silo working.*

### **Key Areas for Development**

*Violence and vulnerability: Adult Services and Housing is a key leading member of the violence and vulnerability multi-agency partnership. Within Adult Services, we are working collaboratively with colleagues in Children's Services & Early Help and Family Support to scope the agenda and constantly review whether the provision of social work support is meeting the needs of the population. We will continue to proactively engage in a leadership role within this agenda and use the information to shape and scope our delivery objects and links to the 2050 conversations and work streams. We will continue to work within our ADASS connections and safeguarding partnerships to ensure that as the national agenda develops, the Council plays a proactive and engaged role in designing practice.*

*Southend Borough Council will work collaboratively with partners and the SAB over the next year to ensure that proactive conversations are occurring within care homes, day services and provider settings with families who are visiting or supporting people with complex and/or end of life needs. The conversations will assist people in attaining bereavement, grief and community involvement services as we acknowledge and recognise that caring for a loved one can be emotionally complicated.*

*Over the next year, the Adult Services will continue to proactively engage with the work of the SAB and scan the horizon for developments and innovations in preventative and safeguarding practice.*

## **5.5 Safeguarding Adults Board – Self-Assessment**

The Safeguarding Adults Board recognises the benefits from Partners Inspection and Audit and is aware that its own functions have not been reviewed in the same way (with input from stakeholders and independent scrutiny) for a number of years. In order to gain the same insight into its own working and performance it has completed a self-assessment and will open the outcomes of that to independent scrutiny.

The Board Self-Assessment Tool was designed to allow board members to review the Board's performance against its strategic plan and key roles and responsibilities set out in the Care Act 2014 and statutory guidance. The tool reviewed collective and individual agency participation and was designed to produce the following benefits and opportunities:

- develop board priorities
- determine areas that require improvement or highlight best practice
- improve the understanding of partner agency expectations
- improve accountability

- allocate resources

The responses to the self-assessment were received only one day before this document is to be finalised and so only the numerical scores and a few examples of the commentary is included in this annual review (see Appendix 4).

## **SECTION 6 – Conclusions and what the Board will be working on in 2019-2020**

This report describes the significant changes in the provision of resources and the introduction of an agreed strategy and work plan. The increased emphasis on 'Adults Safeguarding', that the inclusion of a Manager for the SAB has generated, has led to greater engagement from Partners and new work streams. (e.g. new policy, website review, prevention emphasis etc.).

SAB is engaging with Partners well and the development of governance (including strategy, policy and procedures) is managed in a collaborative way that adds value and improves services for service users.

The further development of intelligence will be key to the progression of the Safeguarding agenda and partnership working over the next year. With appropriate evidence the 'Prevention' agenda can further develop and the SAB should encourage more shared thinking and working in this arena.

Outcomes from the SAB self-assessment have provided evidence of the success of the Board and the administration and governance of the arrangements; and opportunity to refresh the Strategy and work plan over the next year.

Over the next year the following areas of development have been identified:

- Review and renew Strategic Plan and Work-plan
  - Outcomes from Partner and Board Self-Assessment and data collected and presented in the Dashboard will lead the discussion and outcomes
- Consider combination of Performance and Audit Quality and Review sub-groups
- Review SAR's from SAR Library
- Review and monitor Partner agency inspection and audits
- Renew focus on Prevention – offer assurance that prevention activity is appropriate, sustainable and is achieving appropriate outcomes
- Consider and react to changes in LSCB governance as a result of the Working Together Document 2018
- Work alongside (improving the functional working relationship)
  - LSCB
  - Violence and Violence Group

- Health & Wellbeing Board
  - CSP and CAG
  - SET Group
  - Regional and National SAB Groups (Managers and Independent Chairs)
- Maintain a horizon scanning function that brings matters to the attention of the SAB in a timely and appropriate manner (National, Regional and Sector led initiatives and agendas).
- Review Performance Dashboard to ensure information leads improvement
- Target audit activity led by outcomes and trends visible in the Performance Dashboard, national, local and sector agendas

## SECTION 7 - APPENDICES

### Appendix 1 – Meeting Tracker

Board membership and attendance October 2016 – end September 2017 (nominated representative or substitute)

Organisation	Rep. Name	Position	Secure Email	Designation	Tue 30.01.18	Wed 23.05.18	Tue 18.09.18	Mon 10.12.18 (was 06.11)
Community Rehab Co.	Alex Osler		YES	1. CORE	Y	Y	Y	Y
SAVS	Anthony Quinn		NO	1. CORE	APOLS	Y	Y	Y
Southend Borough Council	Cllr Tony Cox (Was Cllr L S)	Executive Councillor for Adults and Housing.	INT	1. CORE	Y	APOLS	APOLS	APOLS
Southend Secondary Care (SUHFT)	Denise Townsend (Paul Hodson is Denises Sub)		NO	1. CORE	Y (PH)	Y (PH)	APOLS	Y
Essex PCC	Greg Myddelton		YES	1. CORE				
Healthwatch Southend	Janet Symmonds		NO	1. CORE	Y	APOLS		
Southend SAB	Liz Chidgey	Chair	INT	1. CORE	Y	Y	Y	Y
SBC Adult Safeguarding	Sarah Range		INT	1. CORE	Y	Y	APOLS	Y
SBC Adult Social Care	Sharon Houlden		INT	1. CORE	APOLS			Y
SBC Dept. for People	Simon Leftley	Vice Chair	INT	1. CORE	APOLS	Y	APOLS	Y
Clinical Commissioning Group	Tricia D'Orsi	Chief Nurse	YES	1. CORE		Y (AU)	Y (SC)	Y
Essex Police	Elliott Judge	CAIT (?) – Essex Police	YES	1. CORE	Y (TB)	Y	Y	Y
SBC Legal	Dorothy Simon		YES	2. FOR INFO	APOLS		APOLS	APOLS
Southend CCG	Hayley Waggon	PA for Tricia D'Orsi and Sharon Connell	YES	2. FOR INFO				
NHS England	Gabby Irwin			2. FOR INFO	APOLS			
SUHFT	Hannah Copley	PA to Denise Townsend	YES	2. FOR INFO				Y (PH)
Essex Police	Julie Wilson (M-W) /	Essex Police Secretaries	YES	2. FOR INFO				
SBC Trading Standards	David Baxter?			3. EXTENDED				
SBC Public Health	Erin Brennan-Douglas		INT	3. EXTENDED		Y	Y	Y
SBC Drug and Alcohol Team	Jamie Pennycott		INT	3. EXTENDED				APOLS
Essex Fire & Rescue	Karen Soanes		NO	3. EXTENDED	APOLS			
East of England Ambulance Service	Lisa Fautley		NO	3. EXTENDED	Y (CS)			
CQC	Lo-Anne Lewis		NO	3. EXTENDED	APOLS			
National Probation Service	Sam Brenkley		YES	3. EXTENDED		Y (EC)		
Southend Community Safety P'ship	Simon Ford		INT	3. EXTENDED		Y	Y	Y
Southend Airport Border Force	Sonia Price-Barron		YES	3. EXTENDED	APOLS			
CRC	Shirley Kennerson			3. EXTENDED	Y	APOLS	Y	Y
EPUT	Tendayi Musundire	Head of Safeguarding for Mental Health	YES	3. EXTENDED	Y (ET)			Y
South Essex Homes	Anita McGinley (was Traci Dixon)		INT	3. EXTENDED	Y			Y
SBC	Fiona Abbott		YES	4. TEAM	Y	Y	Y	Y
Southend LSCB & SAB	Liz Chidgey	LSCB & SAB	N/A	4. TEAM				Y
Southend LSCB & SAB	Paul Hill	LSCB & SAB	N/A	4. TEAM	Y (HC)	Y (SW)	Y	Y
Southend LSCB & SAB	Sue Rollason	LSCB & SAB	N/A	4. TEAM				Y
Southend LSCB & SAB	Christie Tucker	LSCB & SAB	N/A	4. TEAM				
Southend LSCB & SAB	Madeleine Exley	LSCB & SAB	N/A	4. TEAM				
SBC Housing	Glyn Halksworth	Group manager Housing & Social Inclusion		5. GUEST				
SBC	John Dunworth	Community Safety Consultant		5. GUEST				
SBC Chief Exec	Ali Griffin			5. GUEST			Y	
SBC	Jodi Thompson			5. GUEST				Y

## Appendix 2 – Safeguarding Adults Board Actuals & Projections 2018/19

	Expenditure Area	£
Expenditure	Salaries	33,539.91
	Recharged Salaries	11,745.03
	Professional Fees - E J C ASSOCIATES (Elizabeth Chidgey)	22,893.60
	Consultancy - Strategic Arc (Sanna Westwood/Craig Derry)	31,598.55
	Web Design - Danny Baker	350.00
	Recruitment	950.00
	Security	7.00
	Car Allowances	153.00
	Travel Expenses	36.00
	Advertising	1,500.00
	Training fees	1,000.00
	IT	2,750.00
	Catering/Hospitality	500.00
	Equipment	7.00
	Room Hire	0.00
	Printing & Stationary	5,000.00
	<b>Total Expenditure</b>	<b>112,030.09</b>

	Income	£
Income	NHS Southend CCG	-28,809.00
	Essex Police	-28,809.00
	Southend Borough Council	-53,210.00
	Other	0.00
	<b>Total Income</b>	<b>-110,828.00</b>

**Outcome: 1,202.09**

## DRAFT Southend SAB Performance Dashboard - Tier 2 - Q3 2018/19

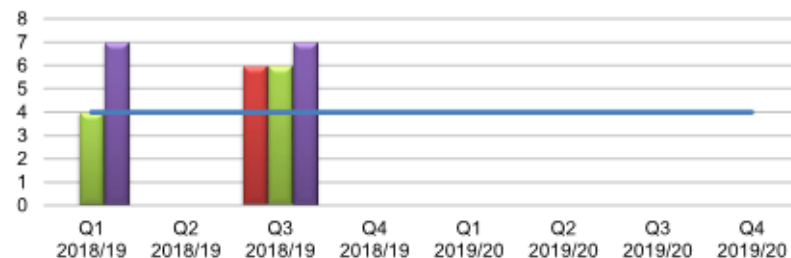
Default print settings: A3 landscape. Page 9.

**Introduction:** This dashboard has been developed to provide the Southend Safeguarding Adults Board with an overview of key factors impacting on the effectiveness of the Southend safeguarding adults system. It provides a degree of alignment with the Essex Safeguarding Adults Dashboard for the purpose of comparison (Measures marked with an asterisk.)

**Note:** If you are viewing the dashboard on a laptop or PC in Excel, we recommend you ensure you are viewing it in 'Page Layout' view.

**Context:** Provides the SAB with an overview of high level contextual measures and volumes of activity in specific areas of the local safeguarding system.

### 1.1 LeDeR Reviews (Southend only)

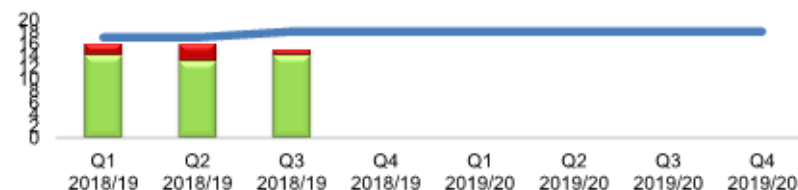


#### 1.1 Commentary:

All except 1 of the cases in progress/awaiting assignment to a reviewer, relates to an adult.  
As of 15 August, Southend has 12 LeDeR cases: 6 awaiting allocation and 6 allocated.

- LeDeR: Reviews completed in the quarter (CCG)
- LeDeR: Reviews in progress at end of quarter (CCG)
- LeDeR: Cases awaiting to be assigned to a reviewer at the end of the quarter (CCG)
- LeDeR: Reviews completed to date

### 1.2 CQC rating of Domiciliary care providers (Snapshot)\* - To be replaced by PAMMS data (Provider Assessment & Market Management Solution, ADASS)

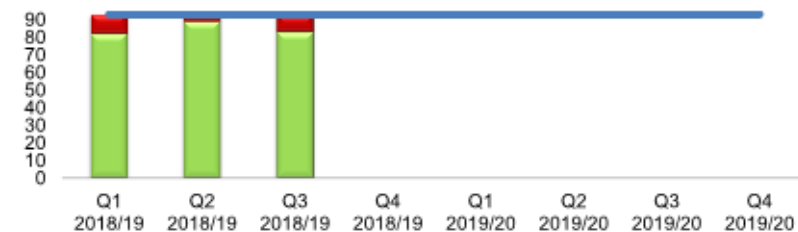


#### 1.2 Commentary:

Q2 - One provider is currently unrated.  
Q3 - The Contracts Team continues to monitor and support those Providers who have a CQC rating of Requires Improvement or Inadequate in order to enable them to address the shortfalls as quickly and efficiently as possible.

- Inadequate/Needs improving
- Good/Outstanding
- Total Providers

### 1.3 CQC rating of Residential care providers (Snapshot)\* - To be replaced by PAMMS data (Provider Assessment & Market Management Solution, ADASS)



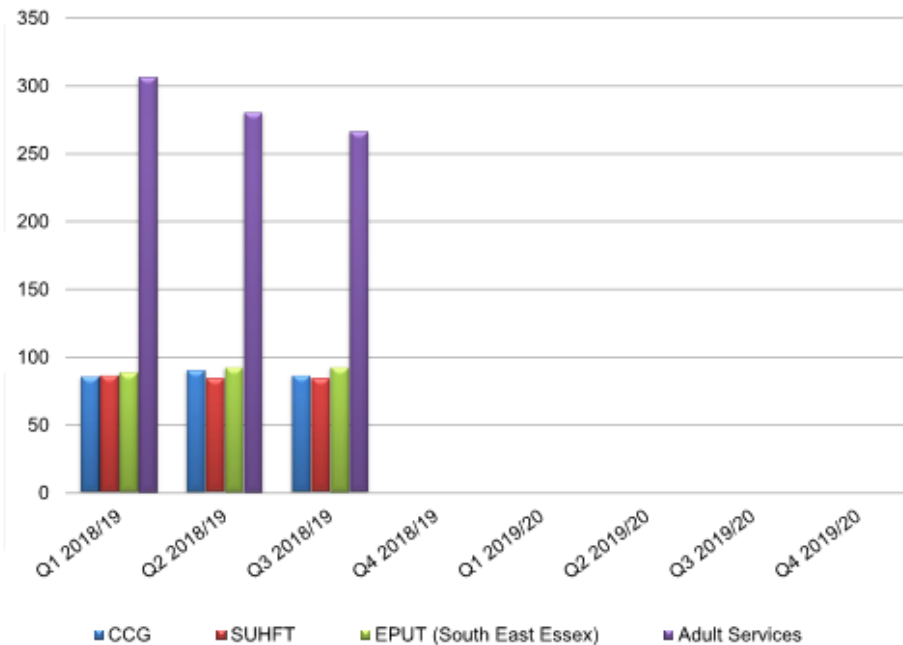
#### 1.3 Commentary:

Q3 - The Contracts Team continues to monitor and support those Providers who have a CQC rating of Requires Improvement or Inadequate in order to enable them to address the shortfalls as quickly and efficiently as possible.

- Inadequate/Needs improving
- Good/Outstanding
- Total Providers

Context (Continued)

1.4 Training: % of all staff who have attended safeguarding adult training relevant to their role and in line with SAB guidance



1.4 Commentary:

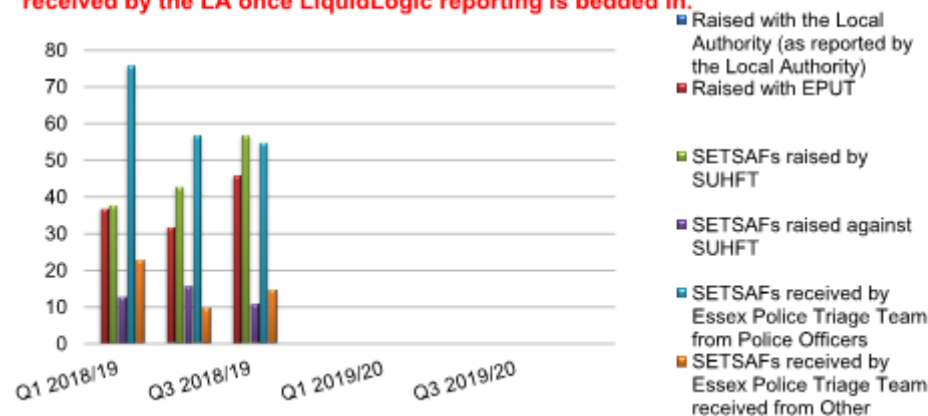
Late addition to dashboard: Data requested from SUHFT, LA and Essex Police.

**SBC:** Data would need to be collated manually. Agresso is in the final process of being developed to capture all staff training and development records and will be ready for testing in October.

**Essex Police:** Percentage data cannot be calculated. Year to date: 84 officers have completed PPA, 21 have completed DA (JUNO), and 67 probationers have undergone safeguarding vulnerable adults training. All these courses cover safeguarding vulnerable adults. Total for the 3 months is 172.

## Domain 2: Front doors

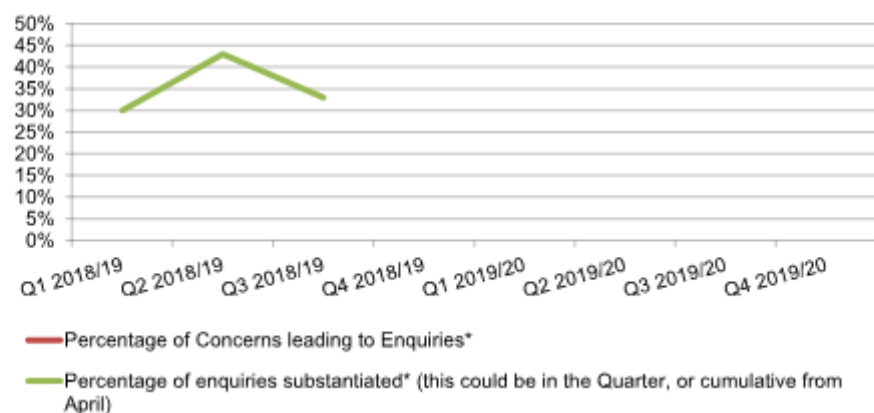
### 2.1. Number of concerns raised - To be replaced by breakdown of SETSAFs received by the LA once LiquidLogic reporting is bedded in.



#### 2.1 Commentary:

**Essex Police:** The recording process for the adult triage changed in June 2018 to assist with internal performance management, so the total figure shows as higher than previous months in terms of SETSAF's received. Not all SETSAF's are routed through adult triage, with some officers submitting direct to social care. This is an ongoing internal educational issue being addressed through inputs on probationer training, DC, DS and DI training.

### 2.2. Enquiries: concerns that became safeguarding enquiries



#### 2.2 Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

### 2.3. Number of rerrals made for FGM YTD:

0

#### 2.3 Commentary:

## Domain 2: Front doors (continued)

## 2.4. Breakdown of SETSAFs received by Essex Police



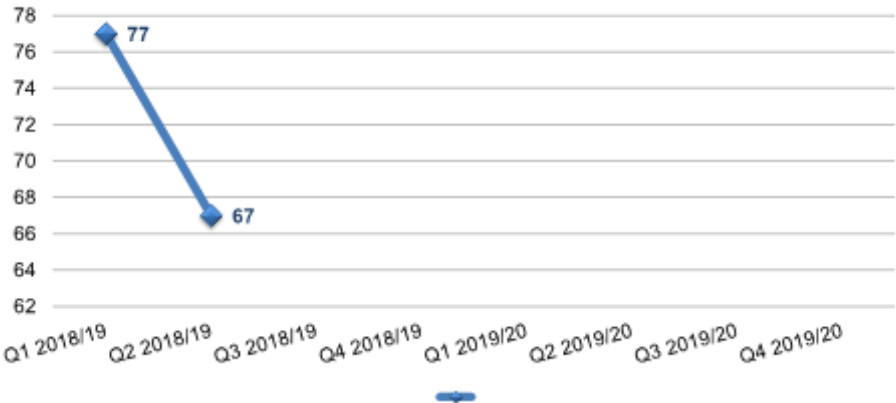
## 2.4 Commentary:

No identified patterns or trends in numbers or concerns for Southend. Ref comments for Chart 2.1.

Domain 3: Adult protection

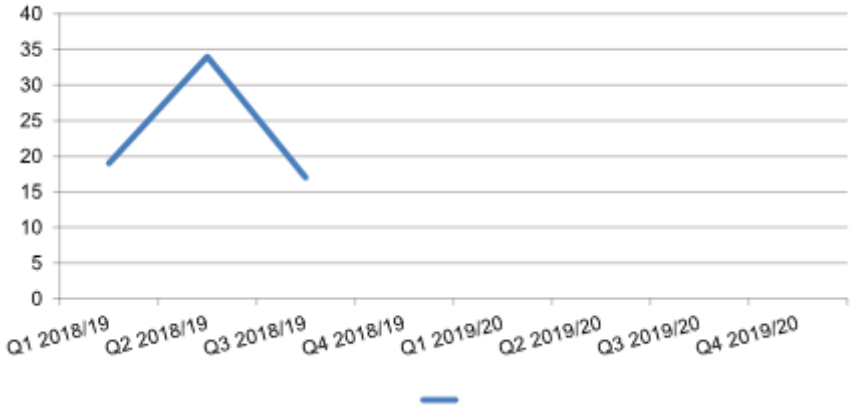
It is anticipated data on adult protection will be available by the end of Quarter 2. This is subject to the successful completion of the migration of adult services data to LiquidLogic.

3.1. Number of referrals: Essex Police



Commentary:

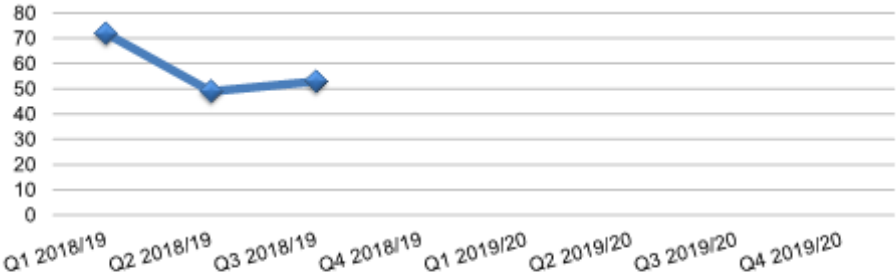
3.2. Enquiries open for more than 3 months



Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

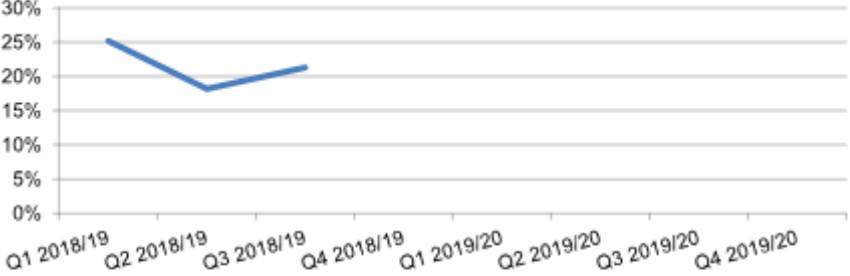
3.3. Repeat Safeguarding Enquiries within 12mths



Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

3.4. Repeat Safeguarding Enquiries within 12mths as a percentage



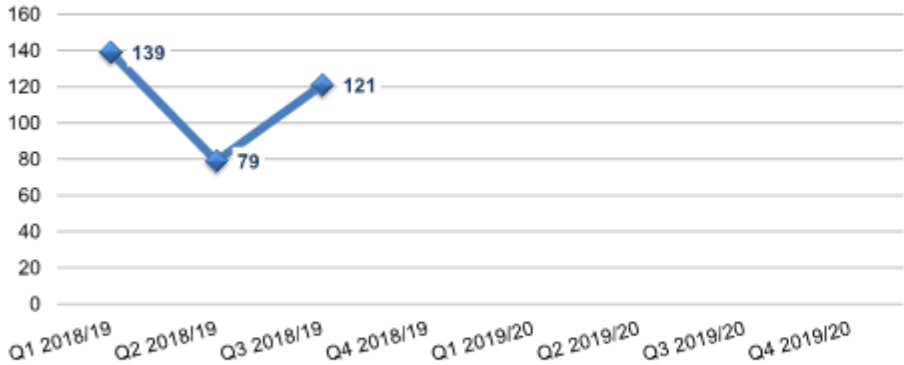
Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

Domain 3: Adult protection (Continued)

It is anticipated data on adult protection will be available by the end of Quarter 2. This is subject to the successful completion of the migration of adult services data to LiquidLogic.

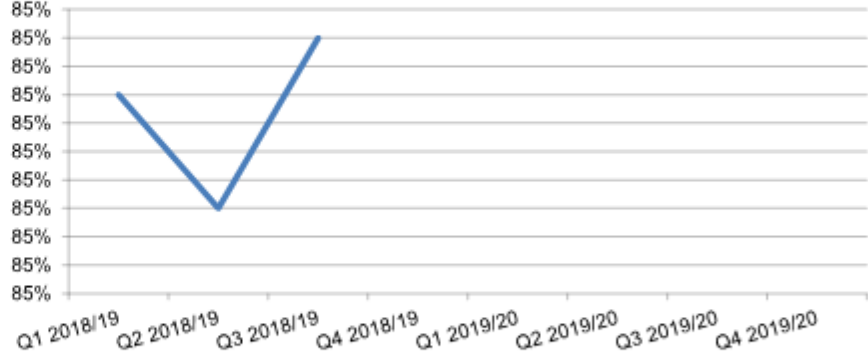
3.5. Number of safeguarding enquiries closed



Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

3.6. Enquiries closed where the client is satisfied with the outcome (as a percentage)



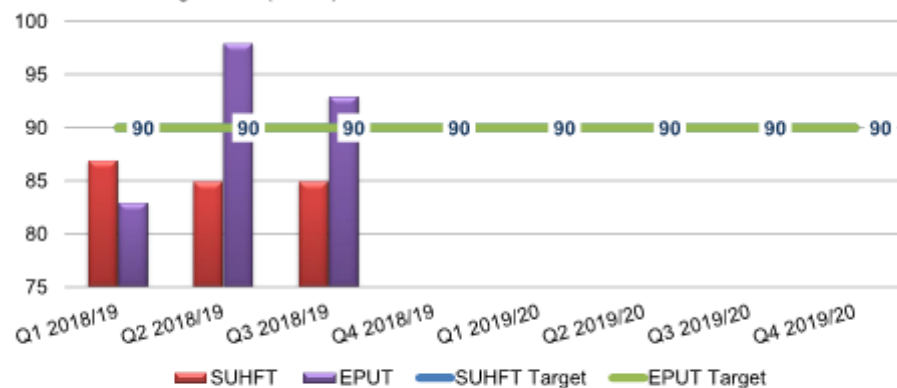
Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

## Domain 4: MCA &amp; DoLS

## 4.1. MCA &amp; DoLS training

Percentage of all staff who have attended safeguarding adult MCA training relevant to their role and in line with LSAB guidance (Health)

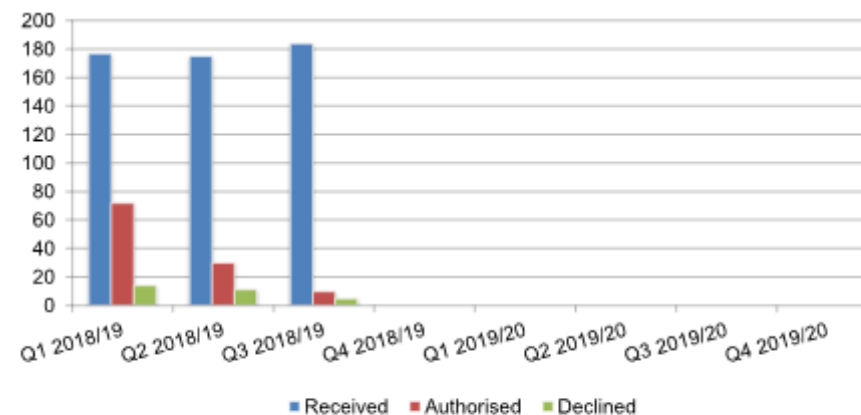


## Commentary:

**Targets:** For SUHFT and EPUT are both 90%.

**SBC:** See comments for Chart 1.4.

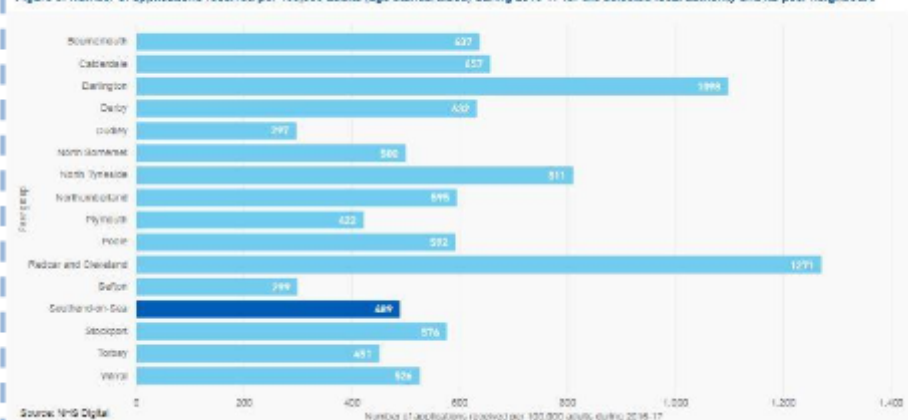
## 4.2. Deprivation of Liberty Authorisation Requests



## Commentary:

It is anticipated data will be available by the end of Quarter 2, however this is subject to the successful completion of the migration of Adult Services data to LiquidLogic.

Figure 5: Number of applications received per 100,000 adults (age standardised) during 2018-17 for the selected local authority and its peer neighbours



Source: NHS Digital

## Appendix 4 – Southend Adults Safeguarding Board Self-Assessment

The tool is split into three sections

1. Statutory duties set out in the Care Act 2014
2. Statutory Guidance key roles and responsibilities
3. Enablers of board effectiveness

The outcomes of the self- assessment will be collated by the SAB Manager and provided anonymously to the SAB for discussion, alternatively the self-assessment could be completed collectively in small groups facilitated by an external assessor with overall findings discussed as a whole board. Each statement should be attributed one of the following ratings.

- 1 = poor
- 2 = adequate
- 3 = good
- 4 = outstanding

This summary includes the:

- Mode – Score that appears most (the closes whole number)
- Mean – Average Score (the closes whole number)
- Range – Difference between lowest and highest score (the closes whole number)

Not all organisations were able to complete the assessment as their representative had recently changed and they did not think that they were able to offer an objective view of the performance of the Board.

7 Partners completed the Self-Assessment.

Self-Assessment Outcomes (Score) – Set Against Specific Duties		Mode (Score appearing most frequently)	Mean (Average score)	Range (Difference between high and low score)
<b>Statutory Duties set out in the Care Act 2014</b>				
Strategic Plan	To publish a strategic plan for each financial year that sets how it will meet its main objective, and what the members will do to achieve this.	3	3.1	2
	The plan must be developed with local community involvement; the SAB must consult the local Healthwatch organisation.	4	3.1	2
	The plan should be evidence based and make use of all available evidence and intelligence from partners to form and develop its plan.	3	2.9	2
Annual Report	To publish an annual report detailing what the SAB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any safeguarding adult reviews and subsequent action.	3	2.7	2
SARs	To arrange safeguarding adults review in accordance with Section 44 of the Act.	3	2.9	3
<b>Statutory Guidance Key Roles and Responsibilities</b>				
	Identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults.	3	3	2
	Establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds up a picture over time.	3	2.6	2
	Establish how it will hold partners to account and gain assurance of the effectiveness of their arrangements.	3	2.7	2
	Determine its arrangements for peer review and self-audit.	3	2.7	3
	Establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives.	3	2.8	3
	Develop preventative strategies that aim to reduce instances of abuse and neglect in its area.	3	2.8	1
	Identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry.	3	3.3	1

	Formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults.	3	3.2	1
	Develop strategies to deal with the impact of issues of race, ethnicity, religion, gender, gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect.	3	2.6	3
	Balance the requirements of confidentiality with the consideration that to protect adults, it may be necessary to share information on a 'need-to-know basis'.	3	3.1	2
	Identify mechanisms for monitoring and reviewing the implementation and impact of policy and training.	3	2.7	2
	Carry out safeguarding adult reviews and determine any publication arrangements.	3	3.3	1
	Evidence how SAB members have challenged one another and held other boards to account	3	3.2	1
	Promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership	3	2.9	2
<b>Enablers of Board Effectiveness</b>				
Aim and Vision	All board members have a clear understanding of the purpose and aim of the SAB.	3/4	3.3	2
Members	All members of the SAB have the requisite skills and experience necessary for the SAB to act effectively and efficiently to safeguard adults in its area.	4	3.1	2
	SAB Membership covers the full range of stakeholders and expertise required for an effective SAB.	3	3	2
	SAB members from core partner agencies attend every meeting, including Thurrock Council, Thurrock CCG and Essex Police	3	3.1	2
Attendance	If a Board member cannot attend, a nominated deputy may attend in their place, but may not do so for more than two consecutive meetings without review of the representative nominated by the member organisation.	3	2.8	1
Risk	Board members contribute to the development and ongoing review of the TSAB risk register, including mitigating actions and agreeing which direct action to take.	3	3	2
Finance	Board members regularly monitor the TSAB budget, resource allocation discuss potential projects.	2/2.5	3	2
Leadership	Board members actively raise the profile of the board and its role.	3	3	2
	The Leadership Executive Group clearly articulate the role of board members, encourage	3	2.4	3

	active discussion by all board members, encouraging full participation in strategic planning, board development opportunities, and individual agency ownership of tasks.			
	The Independent Chair is proactive in raising the profile of the SAB with professional stakeholders and the community.	4	3.4	2

## Examples of Commentary by Partners

### Aim and Vision

- *Yes, I have a clear understanding of the purpose and aims of the SAB*
- *The ## has a clear understanding of the purpose and aim of the SAB and supports its function at all levels.*
- *Work has been completed to establish the membership of the Board and its sub-groups. The governance structure is clear, including how information reaches the Board. An agreed multi-agency strategic board plan and risk assessment is in place. The Chair ensures all partners are clear on the purpose and aim of the Board and this is also included within the Business Plan.*

### Attendance, Skills and Experience of Members

- *I have the skills..... and authority to commit resources, provide assurance and contribute to the board's decision making.*
- *Despite a willingness to attend meetings... due to previous commitments and staff shortages this hasn't always been possible*
- *I believe partners are committed to attend but I know from my agency's perspective, there are often clashes with other strategic meetings*
- *SAB core members have representation at every meeting. The CCG is fully integrated into the work of the SAB.*
- *Difficulties with attendance – it would be useful to have a dial in with video conference facilities*

### Range of membership

- *Yes, as key agencies and the voluntary sector are represented.*
- *The Core membership appears appropriate and the Exec Terms of Reference states that Extended group membership may be required for specific task and finish groups, which seems to cover all possible bases*
- *The level of membership is appropriate for the SAB to be effective.*
- *The range of stakeholders on the SAB is sufficient The range of stakeholders and attendance to the sub groups is variable and there are no chairs for the Performance and AQA sub groups which is likely to impact on the effectiveness of the SAB.*

### Leadership

- *We work closely with the Safeguarding Board and direct other agencies to it for specialist information and support when necessary*

- [Independent Chair raising profile of Safeguarding] - *In our dealings with the Independent chair we have found this to be the case*
- *I think the current chair is a very strong advocate for the board*
- *Partners are involved in planning and development processes which are important to ensure commitment to change and learning.*
- *Tasks are generally clearly identified and the use of action logs ensures timescales and who is responsible for key tasks is apparent.*

#### Budget

- *The board regularly reviews the budget.*
- *Yes – although there feels to be little scope to influence spend*

#### Strategic Plan and Reports

- *This year the plan was completed following a full strategic review, and seeks to evidence the voice of adults through assurance processes.*
- *All members are asked to contribute to the Annual Report by giving a specific account of their agency's safeguarding context, outcomes and successes.*
- *The strategic plan appears clear in its actions and how the Board, Exec and sub-groups will assist in achieving these.*
- *I am less clear on how our team feeds in to any of these groups to assist achievement against the plan.*
- *I think this is well laid out in the Strategic Plan*
- *The annual report does comment on achievements made during the year. Not sure it comments specifically on the 3 statutory agencies achievements though*
- *The plan sets out how the SAB interlinks with other statutory and voluntary organisations*
- *# in collaboration with our partners is leading the movement towards a locality based approach for engagement with the community, support at a preventative stage and intervention from the perspective of Making Safeguarding Personal.*

#### Data and Statistics:

- *Is there a way to strengthen the use of 'intelligence', so members are clear about the information that is helpful to share?*
- *I think that the data sets presented to the board are still developing, but yes, we have a local picture that is helpful.*
- *I am not clear how our team feeds data into this process*
- *The performance dashboard and quality assurance needs to be further developed.*
- *Following the restructure progress is being made to revise the performance dashboard so that data collected reflects the Board's priorities and can evidence impact and outcomes. This is an area of development.*
- *The board shows an in depth understanding of issues affecting the area*
- *the information sharing agreements in place are comprehensive and enable appropriate proportionate information sharing*

- *The development of a dashboard of performance indicators for the effective monitoring at a strategic level of meaningful safeguarding data has been difficult for the Board.*

#### Risk

- *Yes – structures exist which provide opportunities to contribute for all agencies.*
- *Clear guidance is available on the SAB website for the completion of risk assessment and risk management plan.*
- *The risk register has been reviewed and revised this year.*

#### Holding Partners to Account:

- *Yes – recent accountability in relation to the ##### inspection is an example of this.*
- *I suspect I could be held to account over the effectiveness of our arrangements with our commissioned services, but I am not clear on what the process would be for establishing this.*
- *We are aware of actions and responsibilities that we have in regard to Safeguarding*
- *I think individual agencies are clear with regards what is expected of their organisation. I am not so sure that all agencies are clear with regards each other's responsibilities.*
- *Yes, processes in place*

#### Peer Review and Self Audit:

- *There is a framework and robust internal audit arrangements.*
- *We do not yet complete a self-audit but would be happy to receive guidance on what is required.*
- *Not sure how this happens*

#### Developing Policies and Strategies

- *I value the collaboration across SET for the development of the safeguarding adult guidelines, so all teams can work to the same policy set.*
- *As far as I am aware the Board has not worked directly with any of our providers to develop their policies and strategies*
- *Key policy development is generally formulated on a SET wide basis. Many professionals have to work across different organisational boundaries therefore it is important that this approach continues wherever possible. It is not clear how the views of service users are taken into account.*

#### Prevention

- *The Board does not have a prevention strategy in itself – although to some extent this is was the strategic plan is. We might want to consider a prevention 'statement' as an opener to the strategy in future in the way that Havering LA have done.*

- *In addition the Southend combined boards (LSCB, SAB, HWB, CSP) work on their violence and vulnerability plan is an excellent example of preventative work, as well as responsive work.*
- *The Board has input to the development of strategy to prevent the abuse and neglect of adults and receives reports on the effectiveness of the service. The Chair of the SAB is a member of the Health & Wellbeing Board and acts a 'critical friend'.*
- *Prevention is a key strand of the work the board undertakes and is clearly listed in the strategic plan*

#### Minority Agenda

- *All reports have regard to diversity – always more to do on this area*
- *Adults with disabilities is included an SAB priority including the LeDeR Programme. It is less evident how other issues are strategically addressed.*
- *Valuing diversity is a central tenant of all the work of the SAB.*

#### Grounds for Concern / Enquiry

- *Yes – the safeguarding adults guidance is very clear.*
- *The SET Guidance is well-known among our local services and the Safeguarding Southend website provides some quick and easy guides for when to refer etc.*
- *SET Adult Safeguarding Guidelines identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry. This is reflected in the information on the SAB website*
- *Working with the board the thresholds to trigger referrals are clear and the # work closely with partners to safeguard adults*

#### Management Guidance

- *Yes, this is covered in the safeguarding adult's guidance.*
- *The Safeguarding Southend website provides a wealth of useful links to relevant information*

#### Confidentiality

- *I think that all agencies are well sighted on the issues underpinning information sharing arrangements, including consent; when consent can be overridden, and information on a 'need to know' basis. I have no recent concerns or examples of where board members behaviour is inappropriate in relation to this.*

#### Safeguarding Adult Reviews

- *I think that the board takes these responsibilities seriously, taking into account the importance of transparency and openness about the findings/learning; alongside the need to preserve the identification and privacy of families.*
- *I have had no involvement in, or knowledge of SARs being conducted. [there have been none]*

- Arrangements are in place
- The board can demonstrate its approach to reviews and this is also detailed within a SAR policy.

### Partner Challenge

- During the last year, I have observed challenge of the CCG regarding staffing levels in the NHS, and winter crisis contingency arrangements. I have observed both support and challenge regarding inspection findings (JTAI, CRC's HMIP, LA's Ofsted). I have observed challenge regarding the need for agencies to provide performance data.
- I think partners do challenge each other effectively to promote good practice and greater understanding
- Board members challenge each other as 'critical friends' e.g. NHSE and Police Commissioners provided assurance to the LSCB Executive in respect of SARC forensic examinations carried by Nurse Forensic Examiners. There is external challenge through the Joint LSCB & SAB Scrutiny Panel.
- The SAB has direct relationships with the Community Safety Partnership, Safeguarding Adult Board, Health & Well-being Board and SET Domestic Abuse Strategic Board.
- The Chair seeks objective views from all partners and this is reflected in constructive challenge. Members are asked to discuss any barriers to effective safeguarding practice as a matter of course at Board meetings. Challenge of practice between partners and on-going casework auditing is in place and used to identify where improvements can be made in front-line performance and management oversight

### Training

- I think that all board members agree, and promote multi-agency training as a critical component of all our training plans; and the board as a whole recognises and promotes the importance of training.
- I am aware of training and awareness raising opportunities that have been provided, which have been disseminated on to our commissioned services
- There has been improvements across training but feel we could continue to improve in this area
- The LSCB makes partners aware of multi-agency training available locally. Further opportunities to jointly commission some training with other partnerships needs further development through the LSCB/SAB T&D Group
- The Boards promotion of multi-agency training, including local groups (e.g. Modern Slavery with V&V group) – evidenced from participation in the last multi agency training event
- All LSAB members support access to the training opportunities in their agencies. The L&D group are responding to local drivers, ensuring training opportunities reflect these drivers' i.e. mental health and criminal exploitation. The partners now present training data to performance monitoring as part of the revised dashboard.
- The Board did well to organise a multi-agency event on exploitation that was welcome and well received however without a training budget, it is hard to see how these arrangements can be at scale and sustainable. The SAB should coordinate a collective training offer across the partnership where members are encourage to attend partnership training to develop a cross reference

*of skills and have clear understanding on roles.*

DRAFT

## Appendix 5 – Glossary

<b>ASYE</b>	Approved & Supported Year in Employment	<b>LSCB</b>	Local Safeguarding Children's Board
<b>AMHP</b>	Approved Mental Health Practitioner	<b>MARAC</b>	Multi Agency Risk Assessment Conference and Domestic Abuse
<b>CA 2014</b>	Care Act 2014	<b>MASH</b>	Multi Agency Safeguarding Hub
<b>CAG</b>	Community Action Group	<b>MCA</b>	Mental Capacity Act
<b>CCG</b>	Clinical Commissioning Group	<b>MDT</b>	Multi-Disciplinary Team
<b>CEO</b>	Chief Executive Officer	<b>MECC</b>	Make Every Contact Count
<b>CFOA</b>	Chief Fire Officers Association	<b>MHST</b>	Mental Health Street Triage
<b>CGL</b>	Change, Grow, Live	<b>MSB</b>	Mid Essex, Southend and Basildon
<b>CP-IS</b>	Child Protection Information Sharing	<b>MSP</b>	Making Safeguarding Personal
<b>CPN</b>	Community Practice Nurse	<b>NEPT</b>	North Essex Partnership Trust
<b>CQC</b>	Care Quality Commission	<b>NHS</b>	National Health Service
<b>CRU</b>	Central Referral Unit	<b>NPS</b>	National Probation Service
<b>CSP</b>	Community Safety Partnership	<b>OPFCC</b>	Office of Police, Fire and crime Commissioner
<b>CVS</b>	Council for Voluntary Services	<b>PFCC</b>	Police and Fire Commissioner
<b>CYP</b>	Children and Young People	<b>PH</b>	Public Health
<b>DACT</b>	Drug and Alcohol Team	<b>PPPB</b>	Public Protection Policy Board
<b>DNAR</b>	Do Not Attempt Cardiopulmonary Resuscitation	<b>PQUIPs</b>	Trainee Probation Officers
<b>DoLs</b>	Deprivation of Liberty	<b>SAB</b>	Safeguarding Adults Board
<b>ECFRS</b>	Essex County Fire & Rescue Service	<b>SAR</b>	Serious Adult Review
<b>EPUT</b>	Essex Partnership University Trust (NHS)	<b>SAVS</b>	Southend Association of Voluntary Services
<b>FGM</b>	Female Genital Mutilation	<b>SECH</b>	South Essex Community Hub
<b>HLA</b>	Health Law Advocates	<b>SEPT</b>	South Essex Partnership Trust
<b>EQUIP</b>	National Probation Service Database	<b>SET</b>	Southend, Essex and Thurrock
<b>HMIP</b>	Her Majesty's Inspector of Prisons	<b>SMART</b>	Specific, Measurable, Achievable, Realistic, Time-based
<b>IC</b>	Independent Chair	<b>STARS</b>	Southend Treatment and Recovery Service
<b>IMCAS</b>	Independent Mental Capacity Advocacy Service	<b>STP</b>	Sustainability and Transformation Partnership
<b>JSNA</b>	Joint Strategic Needs Assessment	<b>V&amp;V</b>	Violence & Vulnerability
<b>JTAI</b>	Joint Targeted Area Inspection	<b>VCS</b>	Voluntary and Community Sector
<b>KSS</b>	Knowledge and Skills Statement	<b>WT</b>	A name protected by confidentiality guidelines
<b>LAC</b>	Looked After Children	<b>YMCA</b>	Young Men's Christian Association
<b>LeDeR</b>	Learning Disability Mortality Review	<b>YPDAT</b>	Young Peoples Drug and Alcohol Team

This page is intentionally left blank

# Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)

to

Cabinet

on

12<sup>th</sup> March 2019

Agenda  
Item No.

8

Report prepared by: Brin Martin, Director of Learning

---

## Annual Education Report

People Scrutiny Committee  
Cabinet Member: Councillor Boyd  
Part 1 (Public Agenda Item)

---

### 1. Purpose of Report

To inform Cabinet of the format and content of the Annual Education Report 2018

### 2. Recommendations

- i. That Cabinet note and approve the Annual Education Report

### 3. Background

- i. Each year the Council elects to publish an Annual Education Report of the high level outcomes from the previous academic year, in retrospect.
- ii. The timing of the report is contingent upon the Department for Education release of the validated school outcomes, usually towards the end of the preceding calendar year.
- iii. In the past, the report has been a lengthy and wordy document that by the nature of the date of publication reduces the value for the Council, stakeholders and residents. The decision was taken in 2018 to produce a far more concise “infographics” style report that highlighted key performance against the recognised national benchmarks at each key stage, including the rankings of the Council against all other Local Authorities.
- iv. In addition, following feedback at scrutiny last year, a glossary of terms has been included.

### 4. Other Options

- i. The other options of not submitting an Annual Education Report would result in less information available for members and residents. The other option of a more lengthy report was dismissed on grounds of relevance and cost effectiveness.

## **5. Reasons for Recommendations**

- i. Whilst much of the information is in the public domain at some stage in the later part of the preceding year, the Annual Education report provides a concise, relevant and accurate summary of the performance of the Council.
- ii. It is also an opportunity for members to recognise and celebrate the very strong performance of our schools at all key stages relative to the national benchmarks, and a point to formally congratulate pupils, staff and schools for such strong achievement.

## **6. Corporate Implications**

### **6.1 Contribution to the Southend 2050 Road Map**

The report will inform several of the outcomes, in particular readiness for school and work.

### **6.2 Financial Implications**

The report will be used to inform the commissioning of improvement support where required, utilising the School Improvement budget identified in the budget report.

### **6.3 Legal Implications**

### **6.4 People Implications**

### **6.5 Property Implications**

### **6.6 Consultation**

### **6.7 Equalities and Diversity Implications**

The report focusses on disadvantage achievement

### **6.8 Risk Assessment**

Through Education Board, the report contributes towards the collective intelligence that compiles the “risk register” of performance of each school.

### **6.9 Value for Money**

### **6.10 Community Safety Implications**

### **6.11 Environmental Impact**

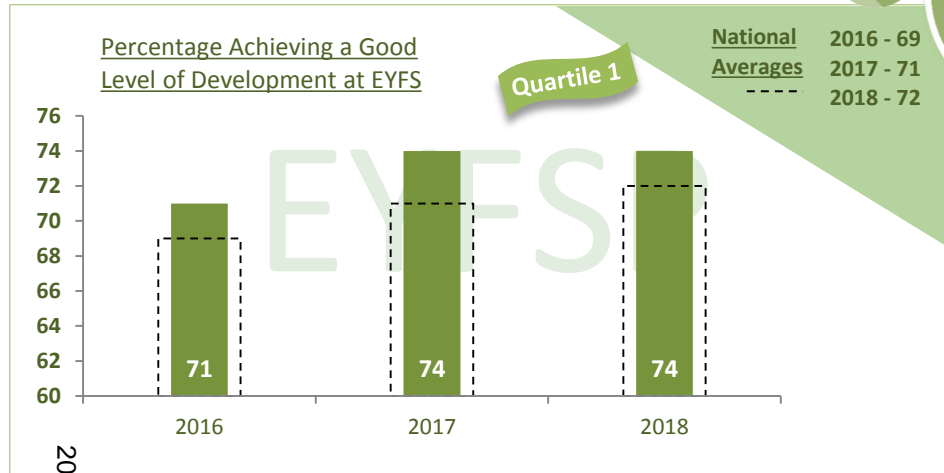
## **7. Background Papers**

## **8. Appendices**

Appendix one, Annual Education Report

# Annual Education Report - 2018

## Achievement



### Early Years Foundation Stage

Southend continues to perform above the national average

Southend is ranked in the top 25% of all local authorities in the main attainment measures

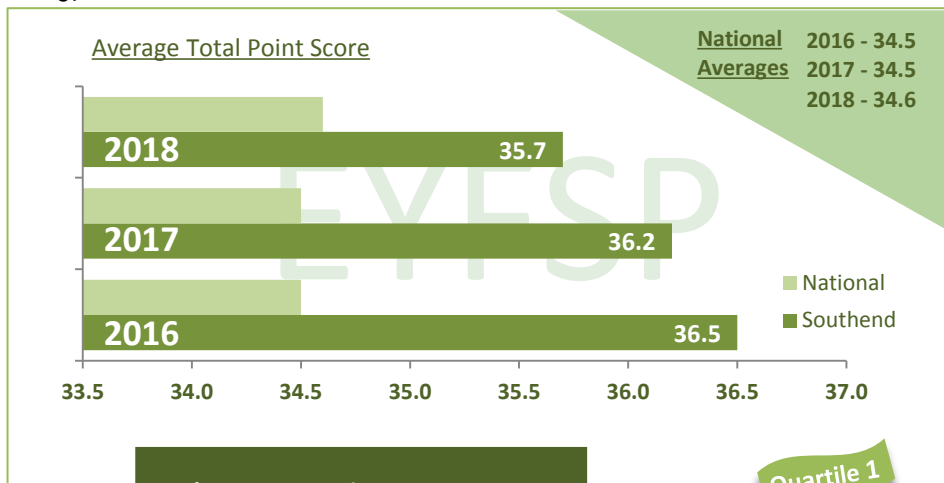
The attainment gap between FSM pupils and their peers has narrowed and is less than the national average

### Rank Info

Of 152 LAs

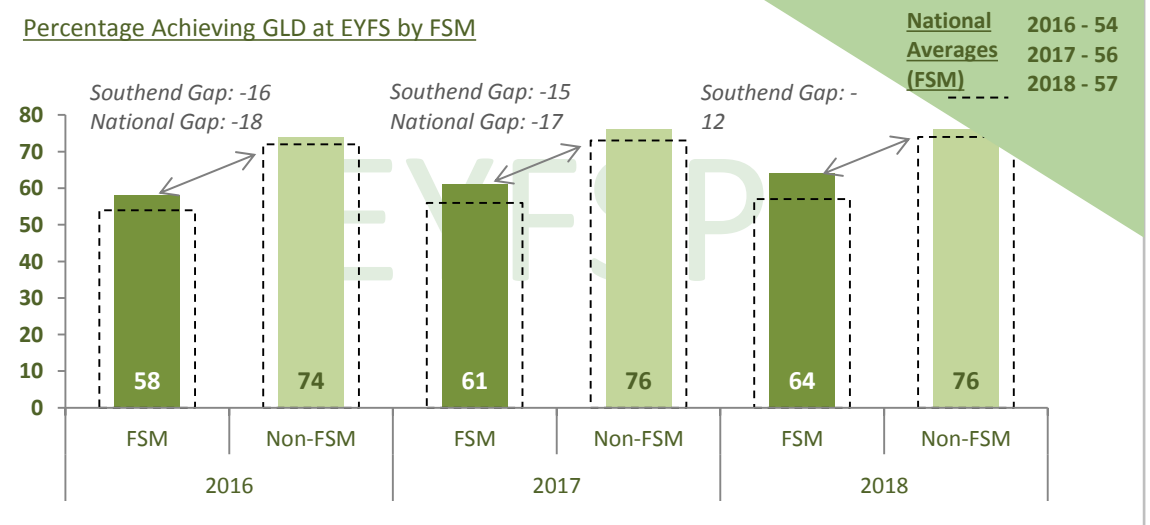
% achieving a Good Level of Development **36th**

Average Total Point Score **20th**



In the average point score measure Southend is ranked in the top 20 of all LAs.

### Percentage Achieving GLD at EYFS by FSM



## Early Years Foundation Stage (EYFS)

Main attainment measures:

- Good level of development - A child is identified as achieving a good level of development if they are meeting or exceeding the expected levels in the early learning goals covering the areas of; communication and language, physical development, personal, social and emotional development, literacy and mathematics
- Average total point score - A child's total point score is calculated across all 17 early learning goals in EYFS. Each of the 17 goals are marked out of 3 points with a total of 51 points overall. Each goal is marked as either emerging (1 point), Expected (2 points) or exceeding (3 points)

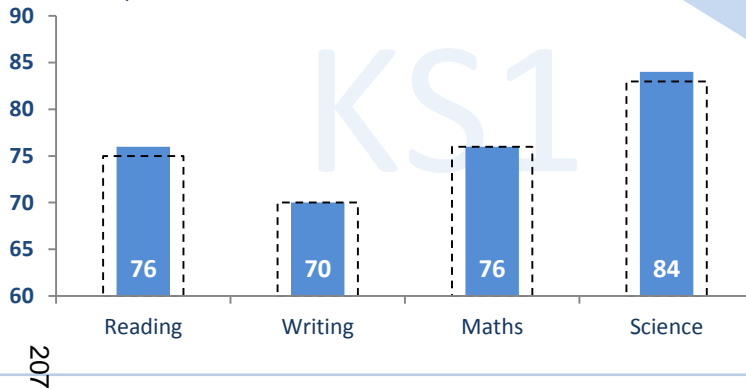
Definitions:

- Free School Meals (FSM) - A child who is eligible and claiming a free school meal
- Non Free School Meals (non-FSM) - A child who is not eligible for free school meals or eligibility was unclassified or could not be determined

# Annual Education Report - 2018

## Expected Standard - By Subject

Percentage of Pupils Reaching Expected Standard at KS1 - 2018



National Averages

R - 75  
W - 70  
M - 76  
S - 83

## Key Stage 1

Performance was above or in line with the national average in all subjects in the expected standard measure

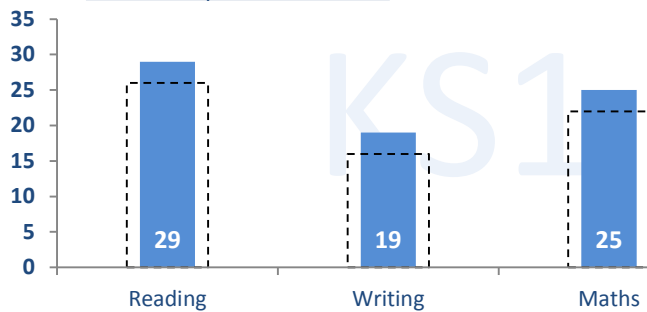
Outcomes have slightly declined in all subjects since last year

Outcomes for FSM pupils have not significantly changed since 2017. The trend table shows data for FSM only

Trend Info

	2017	2018	
R	78	76	↓
W	71	70	↓
M	77	76	↓
S	86	84	↓

Percentage of Pupils Working at Greater Depth at KS1 - 2018



National Averages

R - 26  
W - 16  
M - 22

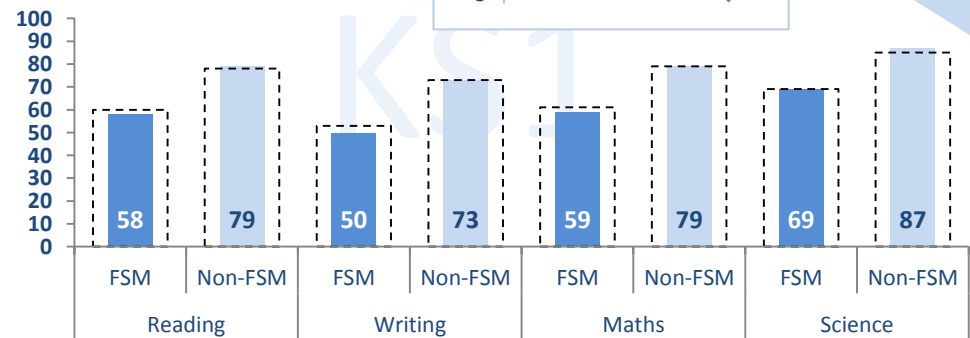
Trend Info

	2017	2018	
R	31	29	↓
W	19	19	→
M	26	25	↓

Quartile 1

In the more demanding measure of pupils working at greater depth, Southend was ranked in the top 25% of all local authorities in reading and writing

Percentage Pupils Reaching Expected Standard FSM and Non-FSM at KS1 - 2018



## Rank Info

Of 152 LAs

Pupils reaching the expected standard:

Reading	58th
Writing	72nd
Maths	74th
Science	51st

Pupils working at greater depth:

Reading	24th
Writing	25th
Maths	29th

National Averages (FSM)

R - 60  
W - 53  
M - 61  
S - 69

## **Key Stage One (KS1)**

Main attainment measures:

Expected standard - A pupil working at the expected standard of the given subject

Greater Depth - A pupil working at a greater depth within the expected standard of the given subject

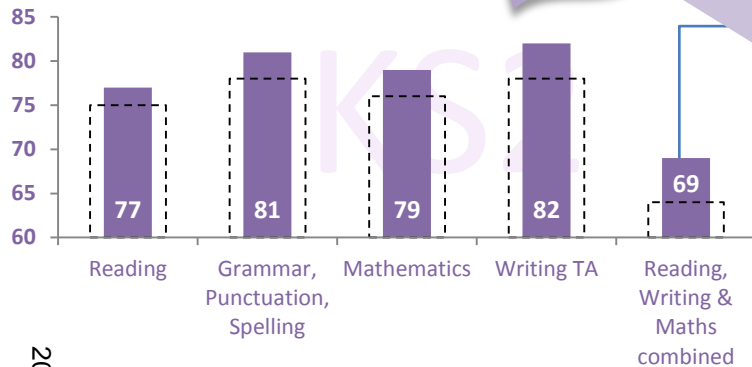
Definitions:

- Free School Meals (FSM) - A child who is eligible and claiming a free school meal
- Non Free School Meals (non-FSM) - A child who is not eligible for free school meals or eligibility was unclassified or could not be determined

# Annual Education Report - 2018

## Expected Standard - By Subject

Percentage of Pupils Reaching Expected Standard at KS2 - 2018



National Averages

R - 75  
GPS - 78  
M - 76  
W - 78  
Com. - 64

## Key Stage 2

Performance was above the national average in all subjects in the expected standard measure

Southend was ranked in the top 25% of all local authorities in the combined reading, writing and maths measure

## Rank Info

Of 152 LAs

Reading, writing & maths combined

Pupils achieving the expected standard

32nd

Pupils achieving the higher

30th

## Trend Info

2017 2018

R	75	77	↑
GPS	80	81	↑
M	77	79	↑
W	79	82	↑
Com.	66	69	↑

Outcomes for FSM pupils have continued to improve since 2016. From 2017 only the combined RWM figure is being published.

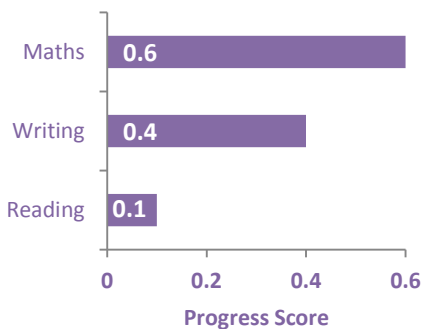
## Trend (FSM)

2017 2018

R	53	62	↑
W	58	67	↑
M	57	63	↑
Com.	44	49	↑

National Averages Combined FSM - 46  
Combined Non-FSM - 68

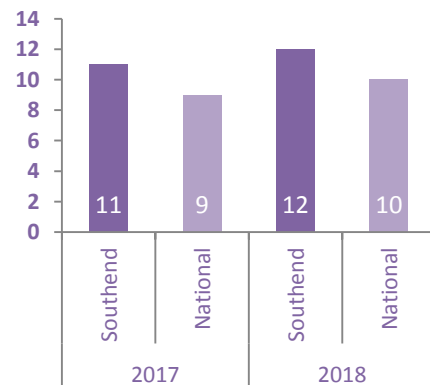
Key Stage 1 to 2 Progress against National Average (2018)



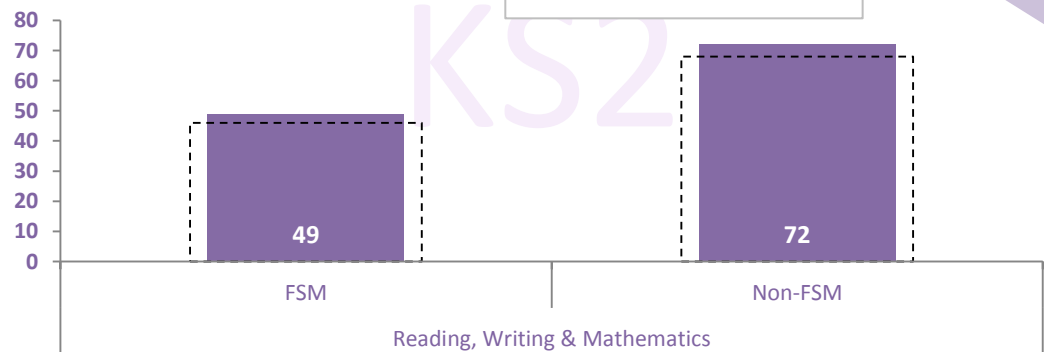
The progress scores of pupils were higher than the national average (0.0)

Percentage of Pupils Reaching Higher Standard at KS2 - 2018

## Reading, Writing & Maths



Percentage of Pupils Reaching Expected Standard FSM and Non-FSM at KS2 - 2018



## Key Stage Two (KS2)

Main attainment measures:

- Expected standard - A pupil is working at the expected standard if they achieve scaled score of 100 or above in the reading and maths test and the expected standard in the writing teacher assessment
- Higher standard - A pupil is working at the higher standard if they achieve scaled score of 110 or above in the reading and maths test and assessed as working at greater depth within the expected standard in the writing teacher assessment
- Key stage 1 to 2 progress - the progress measure aims to capture the progress a child makes from the end of KS1 to the end of KS2. This is a value-added measure which means that a pupils' KS2 results are compared nationally to other pupils' who had a similar prior attainment (results at KS1)

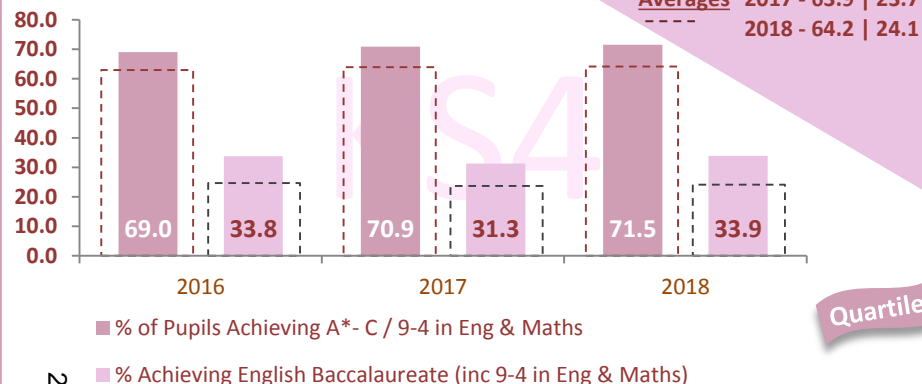
Definitions:

- Free School Meals (FSM) - A child who is eligible and claiming a free school meal
- Non Free School Meals (non-FSM) - A child who is not eligible for free school meals or eligibility was unclassified or could not be determined
- Teacher Assessment (TA)

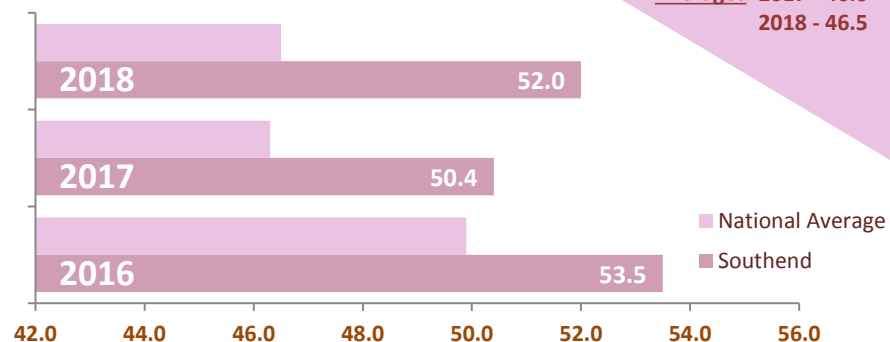
# Annual Education Report - 2018

## Attainment

Attainment at KS4 - 2018



Average Attainment 8 score at KS4



Southend continues to perform better than the national average following changes to the attainment 8 point score distribution which now uses grades 9-1

## Key Stage 4

Performance was above the national average in the headline attainment measures

Southend was ranked in the top 25% of all local authorities in the English and maths 'basics' measure and the English Baccalaureate. In 2018 the new EBACC APS measure Southend performed better than national average with a score of 4.61 compared to 4.04

Southend's pupils made significantly more progress from KS2 than the national average, particularly in open slots

### Trend Info

	2017	201	
O	0.06	0.1	↑
E	0.11	0.1	↑
M	0.06	0.0	↓
E	0.04	0.1	↑
OS	0.04	0.1	↑

## Rank Info

Of 152 LAs

Attainment 8 13th

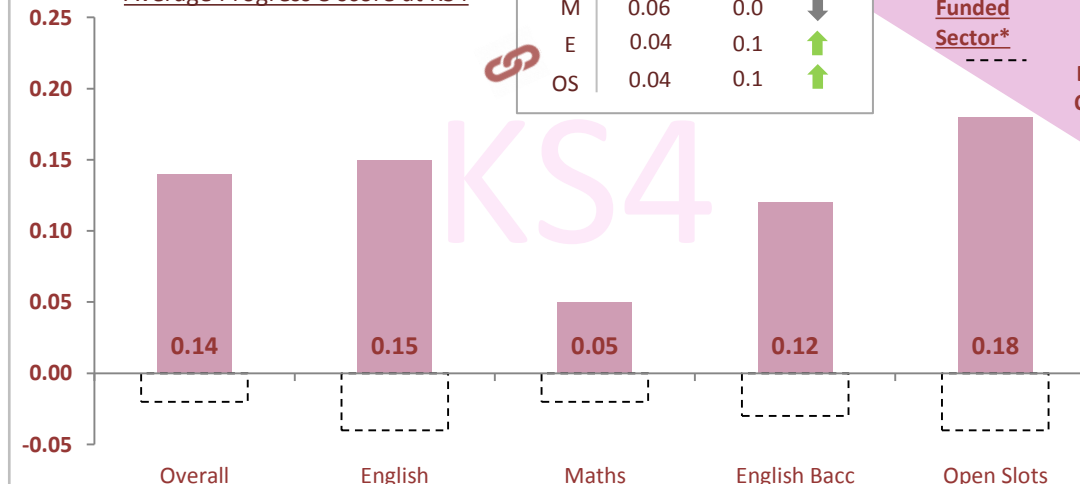
% achieving a strong pass in English and Maths 10th

% achieving EBacc inc 9-5 in English and Maths 8th

Progress 8 32nd

**Total State Funded Sector\***  
 O -0.02  
 E -0.04  
 M -0.02  
 EB -0.03  
 OS -0.04

Average Progress 8 score at KS4



## **Key Stage Four (KS4)**

### Main attainment measures:

- English & Maths - The percentage of pupils achieving in both English and Maths. Pupils can achieve the English component of this by either taking English Language or Literature. There is no requirement to sit both exams
- Attainment 8 - Attainment 8 measures the average achievement of pupils in up to 8 qualifications including English (double weighted if the combined English qualification, or both language and literature are taken), Maths (double weighted), three further qualifications that count in the English Baccalaureate (EBacc) and three further qualifications that can be GCSE qualifications (including EBacc subjects) or any other non-GCSE qualifications
- English Baccalaureate Entry - A pupil is included in the EBACC measure if they take a subject in each of the EBACC pillars which are English, Maths, Science, a Language and History or Geography
- English Baccalaureate (9 - 4 / 9 - 5) - A pupil achieving either a grade 9-4 or 9-5 in all of the EBACC pillars
- English Baccalaureate APS (EBACC APS) - From 2018, the headline EBacc attainment measure is the EBacc average point score (EBACC APS). This replaces the previous threshold EBacc attainment measure. EBacc APS measures pupils' point scores across the five pillars of the EBACC – with a zero for any missing pillars. This ensures the attainment of all pupils is recognised, not just those at particular grade boundaries, encouraging schools to enter pupils of all abilities, and support them to achieve their full potential
- Progress 8 - Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4. It compares pupils' achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or 'prior attainment'), calculated using assessment results from the end of primary school. Progress 8 is a relative measure, therefore the national average Progress 8 score for mainstream schools is very close to zero

### Definitions:

- \* Total state funded sector - state funded sector figures only cover achievements for pupils in state-funded schools
- English Baccalaureate (EBACC)

# Annual Education Report - 2018

## Achievement



### Key Stage 5

Southend was ranked in the top 20 local authorities for each of these measures

#### Rank Info

Of 152 LAs

3+ A\* - A 12th

AAB or Better 9th

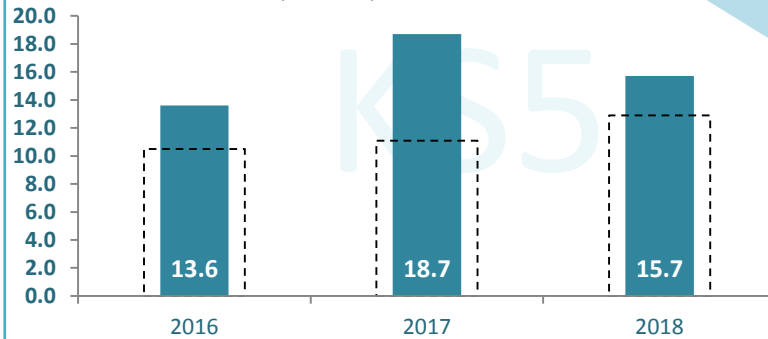
AAB inc. 2 facilitating subjects 11th

APS Per entry 9th

APS per entry (best 3) A-Levels 9th

Percentage Achieving 3+ A\*/A Grades at KS5 (A-levels)

**National Averages**  
2016 - 10.5  
2017 - 11.1  
2018 - 12.9



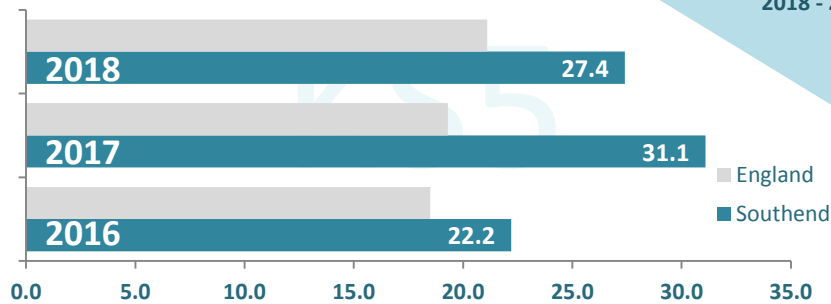
Quartile 1

The percentage of students achieving 3 or more A\*-A grades has reduced since last year but remains above the national average

The average point score per entry has increased since 2017 and remains above the national, equivalent to a B-

Percentage Achieving AAB or better at KS5 (A-levels)

**National Averages**  
2016 - 18.5  
2017 - 19.3  
2018 - 21.1

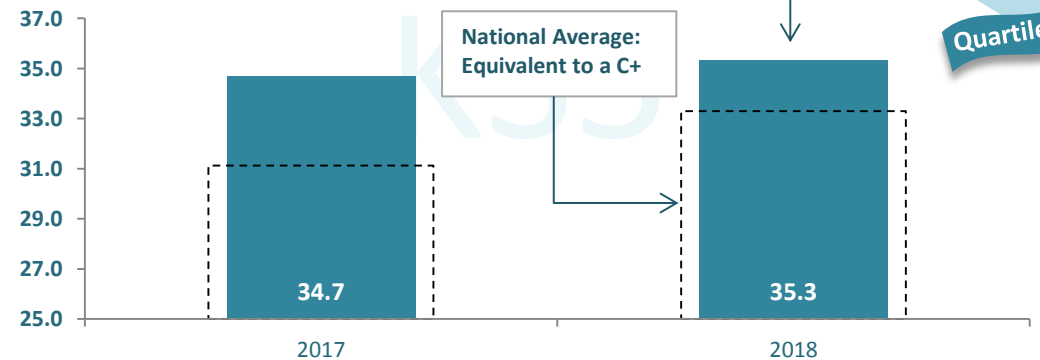


Southend remains above average in the proportion of pupils achieving AAB or better

Quartile 1

Average Point Score per Entry (A-Levels)

**National Averages**  
2017 - 31.1  
2018 - 33.3



Southend:  
Equivalent to a B-

National Average:  
Equivalent to a C+

Quartile 1

## Key Stage Five(KS5)

Main attainment measures:

- 3+ A\*/A - Percentage of pupils achieveing 3 or more A\*/A grade A levels
- Percentage achieving AAB or better - percentage of pupils achieving AAB or better across 3 or more A levels
- Average point score per entry for A level students - Average point score per entry for A level students. It is calculated by dividing the total point score by the total size of entries. APS per entry gives an indication of the average result achieved per qualification taken and provides a comparison of achievement over time, regardless of the volume of qualifications taken

# Southend-on-Sea Borough Council

## Report of Strategic Director (Finance & Resources)

to  
**Cabinet**  
on  
**12 March 2019**

Agenda  
Item No.

9

Report prepared by:  
Ian Ambrose, Head of Corporate Finance  
Caroline Fozzard, Group Manager for Financial Planning and  
Control

---

### Revenue and Capital Budget Monitoring 2018/19 – January 2019

#### 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 £1,631,000 net surplus for the General Fund and the forecast £119,000 net surplus for the Housing Revenue Account, as at January 2019;
- 2.2 Note the planned management actions of £721,000 to achieve that forecast outturn;
- 2.3 Approve the planned budget transfers (virements) of £377,000;
- 2.4 Approve the transfer of £300,000 to the Public Health Reserve as a result of unspent ring fenced grant;
- 2.5 Approve the transfer of £200,000 from the Interest Equalisation Reserve to mitigate against the impact of a change in Government regulations;

- 2.6 Approve the transfer of £65,000 from the Supporting People Reserve to mitigate the temporary non-delivery of a budget saving;
- 2.7 Approve the transfer of £790,000 from the Grants Reserve to release surplus funds within the Reserve;
- 2.8 As a result of the forecast net surplus, approve the following one-off investments totalling £480,000 as set out below;
- £100,000 to support secondary schools
  - £130,000 additional support for children and vulnerable adults subject to gang exploitation
  - £100,000 for a deep clean of the High Street
  - £100,000 for Place branding, marketing and signage costs
  - £50,000 for additional parking enforcement provision
- 2.9 Note the potential transfer of £1,151,000 to the Business Transformation Reserve in respect of the residual forecast General Fund net surplus; and
- 2.10 Note the potential transfer of £119,000 to the HRA Capital Investment Reserve in respect of the forecast HRA net surplus.

That, in respect of the 2018/19 Capital Budget Monitoring as set out in appendix 2 of this report, Cabinet:

- 2.11 Note the expenditure to date and the forecast outturn as at January 2019 and its financing;
- 2.12 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 January is for a net surplus of £1,631,000 (1.3%) of net expenditure or (2.1%) of council tax requirement. This compares to a forecast surplus of £1,553,000 at the end of December.
- 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 January (period 10). 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 The year end forecast for the General Fund is derived as follows:

£2,759,000 initial portfolio overspend
<b>less</b> £721,000 management actions, principally being <ul style="list-style-type: none"> <li>• £400,000 adults transformation savings (Adults &amp; Housing)</li> <li>• £50,000 childrens savings (Children &amp; Learning)</li> <li>• £210,000 troubled families income target (Children &amp; Learning)</li> </ul>
<b>results</b> in £2,038,000 forecast portfolio overspend, principally being <ul style="list-style-type: none"> <li>• <u>Overspends</u> <ul style="list-style-type: none"> <li>• £120,000 civic centre maintenance (Growth)</li> <li>• £270,000 Learning Disabilities and Mental Health residential care (Adults &amp; Housing)</li> <li>• £115,000 Supporting People and Housing (Adults &amp; Housing)</li> <li>• £940,000 childrens social care placements (Children &amp; Learning)</li> <li>• £490,000 childrens social care staffing (Children &amp; Learning)</li> <li>• £325,000 parks and open spaces income shortfall (Healthy Communities &amp; Wellbeing)</li> <li>• £700,000 highways (Infrastructure)</li> <li>• £750,000 car parking (Infrastructure)</li> <li>• £690,000 streetwork permit income (Infrastructure)</li> </ul> </li> <li>• <u>Underspends</u> <ul style="list-style-type: none"> <li>• (£380,000) additional rental income (Growth)</li> <li>• (£195,000) additional planning income (Growth)</li> <li>• (£345,000) Older People residential care (Adults &amp; Housing)</li> <li>• (£170,000) customer services staffing (Healthy Communities &amp; Wellbeing)</li> <li>• (£300,000) Public Health staffing and contract delivery (Healthy Communities &amp; Wellbeing)</li> <li>• (£235,000) flood defences (Public Protection)</li> <li>• (£760,000) waste disposal and management (Public Protection)</li> </ul> </li> </ul>
<b>less</b> £414,000 non portfolio underspends, principally being <ul style="list-style-type: none"> <li>• (£450,000) release of unused contingency</li> </ul>
<b>less</b> £755,000 from earmarked reserves
<b>less</b> £2,500,000 additional funding <ul style="list-style-type: none"> <li>• (£2,500,000) additional income associated with business rates</li> </ul>
<b>results in £1,631,000 forecast net surplus by the year end</b>

- 3.4 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.
- 3.5 The forecast for the Housing Revenue Account indicates that the HRA will have a net surplus of £167,000 in 2018/19, (3.7%) of net operating expenditure. Of this £48,000 will be used to fund additional revenue contributions to capital, with the remaining £119,000 being transferred to the HRA Capital Investment Reserve.
- 3.6 As a result of the forecast general fund net surplus, discussions have taken place as to a small number of one-off interventions that can be undertaken that will be of immediate benefit to the Borough. These are:
- £100,000 to support three secondary schools yet to be graded as good by Ofsted so that all our children get the best education

- £130,000 for additional support for children and vulnerable adults subject to gang exploitation. This money will fund 2 social workers and a media campaign
- £100,000 to undertake a spring deep clean of the High Street in line with the Southend 2050 ambition and outcomes
- £100,000 for branding and marketing of the Borough as well as some wayfinding signage within the borough
- £50,000 for additional out of hours parking enforcement

3.7 Cabinet are recommended to approve these one-off investments totalling £480,000.

### **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 and the budget was further revised at February Cabinet to £52.648M.

3.9 This report details the projected outturn position for 2018/19 based on information as at the end of January (period 10). 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 £1,448,000 of 2018/19 scheme budgets into future years;
- Bring forward £987,000 of budget from future years into 2018/19;
- Add scheme budgets totalling £233,000 into 2018/19 where new external funding has been received;

3.11 As at the end of January the expected capital outturn for 2018/19 is £52,420,000.

3.12 The 2018/19 capital budget is part of the wider capital investment programme spanning several years.

## **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 – January 2019

Appendix 2 Capital Investment Programme Budget Monitoring 2018/19 –  
January 2019

This page is intentionally left blank



# Revenue Budget Monitor 2018/2019 - January 2019

## Contents

### General Fund

Summary	3
Overall Budget Performance	4
Performance against Budget Savings Targets	6
Portfolio Performance	8
Leader	8
Growth	9
Adults and Housing	11
Children and Learning	13
Healthy Communities and Wellbeing	16
Infrastructure	18
Public Protection	21
Non Portfolio Performance	23
Financing Costs	23
Contingency	23
Revenue Contribution to Capital	24
General Fund Earmarked Reserves	24
Funding the Budget	25

### Housing Revenue Account

Summary	26
Overall Budget Performance	27
Revenue Contribution to Capital	27
HRA Earmarked Reserves	27

<b>Budget Transfers (Virements)</b>	<b>28</b>
-------------------------------------	-----------

<b>Decisions Required</b>	<b>28</b>
---------------------------	-----------

### Appendices

Leader
Growth
Adults and Housing
Children and Learning
Healthy Communities and Wellbeing
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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
Leader	13,384	(2,448)	10,936	620	13,935	(2,379)	11,556	11,416	0	11,416	(140)	↓
Growth	8,880	(5,799)	3,081	591	14,398	(10,726)	3,672	3,272	0	3,272	(400)	↑
Adult and Housing	69,994	(27,117)	42,877	(1,456)	70,043	(28,622)	41,421	41,918	(400)	41,518	97	↑
Children and Learning	108,037	(74,481)	33,556	4,579	105,895	(67,760)	38,135	39,910	(260)	39,650	1,515	↑
Healthy Communities and Wellbeing	119,551	(105,915)	13,636	1,268	103,141	(88,237)	14,904	14,814	(30)	14,784	(120)	↓
Infrastructure	28,408	(14,235)	14,173	1,046	29,429	(14,210)	15,219	17,416	0	17,416	2,197	↑
Public Protection	17,515	(3,733)	13,782	778	18,108	(3,548)	14,560	13,480	(31)	13,449	(1,111)	↓
<b>Portfolio Net Expenditure</b>	<b>365,769</b>	<b>(233,728)</b>	<b>132,041</b>	<b>7,426</b>	<b>354,949</b>	<b>(215,482)</b>	<b>139,467</b>	<b>142,226</b>	<b>(721)</b>	<b>141,505</b>	<b>2,038</b>	<b>↑</b>
Reversal of Depreciation	(39,074)	10,793	(28,281)	(2,134)	(45,228)	14,813	(30,415)	(30,415)	0	(30,415)	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	8,270	0	8,270	36	↑
Contingency	5,716	0	5,716	(2,211)	3,505	0	3,505	3,055	0	3,055	(450)	↔
Pensions Upfront Funding	(3,734)	0	(3,734)	0	(3,734)	0	(3,734)	(3,734)	0	(3,734)	0	↔
<b>Non Portfolio Net Expenditure</b>	<b>(27,912)</b>	<b>10,793</b>	<b>(17,119)</b>	<b>(4,653)</b>	<b>(36,585)</b>	<b>14,813</b>	<b>(21,772)</b>	<b>(22,186)</b>	<b>0</b>	<b>(22,186)</b>	<b>(414)</b>	<b>↑</b>
<b>Net Operating Expenditure</b>	<b>337,857</b>	<b>(222,935)</b>	<b>114,922</b>	<b>2,773</b>	<b>318,364</b>	<b>(200,669)</b>	<b>117,695</b>	<b>120,040</b>	<b>(721)</b>	<b>119,319</b>	<b>1,624</b>	<b>↑</b>
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	(95)	5,341	0	5,341	4,586	0	4,586	(755)	↓
<b>Net Expenditure / (Income)</b>	<b>348,351</b>	<b>(225,315)</b>	<b>123,036</b>	<b>0</b>	<b>326,085</b>	<b>(203,049)</b>	<b>123,036</b>	<b>124,626</b>	<b>(721)</b>	<b>123,905</b>	<b>869</b>	<b>↓</b>
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	910	(910)	0	0	↔
<b>Council Tax Requirement</b>	<b>348,351</b>	<b>(272,142)</b>	<b>76,209</b>	<b>0</b>	<b>326,085</b>	<b>(249,876)</b>	<b>76,209</b>	<b>76,209</b>	<b>(1,631)</b>	<b>74,578</b>	<b>(1,631)</b>	<b>↓</b>

<b>Use of General Reserves</b>	
Balance as at 1 April 2018	11,000
(Use) / contribution to in Year	0
<b>Balance as at 31 March 2019</b>	<b>11,000</b>

11,000	11,000		11,000	0	↔
0	910	(910)	0	0	↔
<b>11,000</b>	<b>11,910</b>	<b>(910)</b>	<b>11,000</b>	<b>0</b>	<b>↔</b>

## Overall Council Revenue Budget Performance

### The Council is forecasting a net year end surplus of £1,631,000 as at the end of January 2019

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2018/2019, based on the views of the Deputy Chief Executive's, Strategic Directors, Directors and their Management Teams, in light of the performance of expenditure and income to 31 January 2019. 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 January is a net surplus of (£1,631,000) which is (1.3%) of net expenditure or (2.1%) of council tax requirement. This compares to a net surplus of £1,553,000 at the end of December. This end of year forecast is derived as follows:

£2,759,000 initial portfolio overspend
<b>less</b> £721,000 management actions, principally being
<ul style="list-style-type: none"> <li>• £400,000 adults transformation savings (Adults &amp; Housing)</li> <li>• £50,000 childrens savings (Children &amp; Learning)</li> <li>• £210,000 troubled families income target (Children &amp; Learning)</li> </ul>
<b>results</b> in £2,038,000 forecast portfolio overspend, principally being
<ul style="list-style-type: none"> <li>• <u>Overspends</u></li> <li>• £120,000 civic centre maintenance (Growth)</li> <li>• £270,000 Learning Disabilities and Mental Health residential care (Adults &amp; Housing)</li> <li>• £115,000 Supporting People and Housing (Adults &amp; Housing)</li> <li>• £940,000 childrens social care placements (Children &amp; Learning)</li> <li>• £490,000 childrens social care staffing (Children &amp; Learning)</li> <li>• £325,000 parks and open spaces income shortfall (Healthy Communities &amp; Wellbeing)</li> <li>• £700,000 highways (Infrastructure)</li> <li>• £750,000 car parking (Infrastructure)</li> <li>• £690,000 streetwork permit income (Infrastructure)</li> <li>• <u>Underspends</u></li> <li>• (£380,000) additional rental income (Growth)</li> <li>• (£195,000) additional planning income (Growth)</li> <li>• (£345,000) Older People residential care (Adults &amp; Housing)</li> <li>• (£170,000) customer services staffing (Healthy Communities &amp; Wellbeing)</li> <li>• (£300,000) Public Health staffing and contract delivery (Healthy Communities &amp; Wellbeing)</li> <li>• (£235,000) flood defences (Public Protection)</li> <li>• (£760,000) waste disposal and management (Public Protection)</li> </ul>
<b>less</b> £414,000 non portfolio underspends, principally being
<ul style="list-style-type: none"> <li>• (£450,000) release of unused contingency</li> </ul>
<b>less</b> £755,000 from earmarked reserves
<b>less</b> £2,500,000 additional funding
<ul style="list-style-type: none"> <li>• (£2,500,000) additional income associated with business rates</li> </ul>
<b>results in £1,631,000 forecast net surplus by the year end</b>

This represents an improved position compared to December 2018.



**General Fund Portfolio Forecast Comparison 2018-19  
as at Period 10 - January 2019**

Portfolio	Latest Budget 2018/19 £000	Projected Outturn 2018/19 £000	January Forecast Variance £000	December Forecast Variance £000	Trend
Leader	11,556	11,416	(140)	(80)	↓
Growth	3,672	3,272	(400)	(408)	↑
Adult and Housing	41,421	41,518	97	0	↑
Children and Learning	38,135	39,650	1,515	1,085	↑
Healthy Communities and Wellbeing	14,904	14,784	(120)	140	↓
Infrastructure	15,219	17,416	2,197	1,871	↑
Public Protection	14,560	13,449	(1,111)	(1,039)	↓
<b>Total Portfolio</b>	<b>139,467</b>	<b>141,505</b>	<b>2,038</b>	<b>1,569</b>	<b>↑</b>
Non-Service Areas	(21,772)	(22,186)	(414)	(422)	↑
Earmarked Reserves	5,341	4,586	(755)	(200)	↓
Source of Funding	(46,827)	(49,327)	(2,500)	(2,500)	↔
<b>Net Expenditure / (Income)</b>	<b>76,209</b>	<b>74,578</b>	<b>(1,631)</b>	<b>(1,553)</b>	<b>↓</b>

### 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	2,235	0	2,235	90	90	0
Children and Learning	840	180	150	330	510	360	150
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	4,197	150	4,347	947	797	150
Non-Portfolio	2,300	2,300	0	2,300	0	0	0
	7,594	6,497	150	6,647	947	797	150

The current forecast is showing £947,000 of savings as being undeliverable in year. These savings are

	£000		Explanation	Mitigation
<b>Leader</b>				
PL18	80	Print Contract Savings	Saving not deliverable due to on-going management fee funding requirements with new provider	Mitigated through other one off underspends
<b>Children and Learning</b>				
PE10	100	Children Services transformation	Savings not deliverable due to required workforce to meet case load demand	Mitigated through an internal children department budget transfer
PE11	165	Children service savings		
PE2	150	Review of placements	Saving not deliverable due to current numbers of Children in Care in the external market	No financial mitigation available within portfolio service
PE4	25	Passenger transport	Procurement saving not deliverable in year, but	In year mitigation through an

			due to be delivered in 2019/20	underspend in the use of the education public transport provision
PE5	70	Education savings	Specific in year savings relating to a service contract and a traded income target undeliverable	Mitigated by additional DfE grant income in 2018/19 £50k and in year underspends within schools support services
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	Mitigated by use of the Pothole Action Fund from DfT in 2018/19
Public Protection				
PL9	15	Trade Licence to use Public Highway	Charging arrangements not in place for 2018/19; will be delivered in 2019/20	Mitigated by staffing vacancies in 2018/19
PL11	3	Food Hygiene Rating Scheme Re-assessment		
Adult Social Care				
PE4	25	Passenger transport	Procurement saving not delivered in 2018/19 but due to be delivered in 2019/20	Mitigated through an internal LD budget transfer
PE8	65	Procurement Plan	Procurement savings not delivered in 2018/19 on Supporting People contracts. There are plans to deliver in 2019/20	Requested to draw down from earmarked reserves.
947				

Against these undeliverable savings, in year mitigations of £797,000 have been identified against the required savings total of £7.594 million.

**Portfolio Performance – Leader**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
11,556	11,416	0	11,416	(140)

There is currently a forecast underspend of (£140,000) in the Leader's Portfolio which equates to 1.2% of the £11.556M net budget allocation.

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 (£30,000) 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 (£20,000) underspend at year-end.

There is a projected underspend of (£70,000) on Accountancy due to vacancies and a semi-retirement in Financial Management and Financial Planning & Control. This is despite a pressure on the income budget due to more schools converting to Academy status and no longer buying into the School Finance Team's service.

The Internal Audit team continue to make use of Contractors to deliver their programme which is funded by vacancies. Notwithstanding this, a (£80,000) underspend at year end is expected.

It is projected there will be a £40,000 pressure on the Human Resources budget which is mainly due to the additional costs of job evaluations, pension enrolments and a vacancy factor which will not been met. The team are managing a number of projects which has resulted in higher than usual use of Agency staff.

The expansion of the Emergency Planning team to make it more resilient and fit for purpose has been mostly funded by Contingency in year. An overspend of £20,000 is still expected at year-end as a result of Job Evaluations and one off recruitment fees.

**Portfolio Performance – Growth**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
3,672	3,272	0	3,272	(400)

The forecast underspend of (£400,000) in the Growth Portfolio is 10.9% of the £3.672M net budget allocation.

**Asset and Facilities Management**

The Council's strategy to develop income streams through Commercial Property acquisitions is resulting in a forecast underspend of (£380,000) at year-end. In the main this income has been generated from the units at Fossetts Farm, rent increases on existing leases and higher than expected turnover rent at Southend Airport.

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 (£22,000). 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

**Tourism**

Due to the major investment in the pier structure there are a greater number of inspections taking place. As a result of this, additional repairs and maintenance work is being identified and this is resulting in a forecast over spend of £40,000. Additional works are also being undertaken by our water testing contractor at a range of sites including the City Beach Fountains and the 3 Shells Lagoon. These additional works are creating an overspend on the Pier and Foreshore repairs and maintenance budget of £120,000.

Due to a record year for visitor numbers at the Pier in the 2018 calendar year, the income target is expected to be exceeded by (£160,000) by the end of the financial year.

**Portfolio Performance – Adults and Housing**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
41,421	41,918	(400)	41,518	97

The Adults and Housing Portfolio are forecasting a final year end overspend of £97,000. This forecast is assuming the delivery of all the (£400,000) management actions so this forecast is being closely monitored because of the volatility of Adult Social Care budgets.

**Adult Social Care**

Adult social care is reporting an underspend of (£18,000) as at the end of period 10. 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.

Strategy, Development and Commissioning – the year end forecast variance on Commissioning is an underspend of (£65,000). This is due to vacancies across Commissioning, Performance and Planning and Engagement teams.

Older People – The management action on Older People is (£300,000). This reflects the outstanding 2018/19 savings which are currently being reported as amber. The forecast variance is an underspend of (£345,000) due to an overall reduction in the actual commitment on older people residential and domiciliary care. We are continuing to see an increase in the overall commitment on interim residential placements. This is expected, as clients go in interim placements in the first instance, to support them to eventually go back home. Reablement is also going up as more intensive support is provided to help people live independently at home. The residential placements have reduced slightly 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 10 is £143,000, and this assumes full delivery of the (£100,000) management actions. There is currently an increase in the commitment on residential placements and supported living. This increase is due to a slight increase in the numbers of people in residential and supported living placements. There is also a pressure on LD transport on day care services and this pressure is being dealt with within LD budgets.

Mental Health – The forecast year end pressure on mental health is £230,000, which is an increase on period 9 of £130,000. The main pressure is on residential placements, with the current year commitment being higher, and we have seen an increase in the commitment on supported living placements. This increase is also due to a demand increase on residential placements. There has also been more use of agency staff to cover vacant social worker posts on the mental health team, which is costing more than permanent staff.

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.

### **Private Sector Housing**

Private Sector Housing is forecasting to underspend by (£140,000) as at the end of period 10. This is because of the vacant posts currently in the team, some of which are being temporarily covered by agency staff. There has recently been a recruitment drive to recruit on a permanent basis.

### **Supporting People**

The forecast variance on Supporting People contracts is £65,000 overspend. This is an increase on the reported online position at period 9, and reflects the non-delivery of the management action. £35,000 of the 2018/19 £100,000 savings has been delivered. It is therefore recommended that the £65,000 is drawn from the earmarked reserve. There are plans to deliver the savings in 2019/20.

### **Housing and Homelessness**

General fund housing is forecasting an overspend position of £190,000 at the end of period 10. 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 continued to see an increase in active homeless cases compared to same period last year. At the end of January 2018 we had 205 active cases, and in January 2019 we had 358 active cases, a 75% increase. 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**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
38,135	39,910	(260)	39,650	1,515

The Portfolio for Children and Learning is currently forecasting a final year end overspend variance of £1.515M or equivalent 4.0% compared to the latest net budget allocation of £38.135M, and this is after the expectation that all current in year management actions of (£260,000) to reduce the initial outturn forecasts are delivered.

The management actions of (£260,000) 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 (£150,000) outstanding 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 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 (including required agency social workers), recruitment, training and development has been required to support child in need a budget pressure of £492,000 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, whereby this is practically apparent in the external residential care market. Children Social Care have also been required to place 5 children in secured residential accommodation for their safety this year. Whilst these placements are not long term, they are unfortunately at significant cost for Local Authorities. As previously referenced and illustrated under the use of ear marker reserves additional one off funding has been approved and drawn to support the cost of the secured placements. However, the budget to support the cost of external placements (Private and Independent placements) remains with a forecasted budget pressure of £620,000 this year.

And however whilst, the work of the Edge of Care team is proving to prevent further placements entering the care system where safe to do so and appropriate for the child. The overall numbers of children currently in care (as also demonstrated through the performance reports) has slightly increased from 2017/18, and this remains apparent within the external

under -16 residential care market. Therefore the 2018/19 planned budgeted saving PE2 has been undeliverable, and is recognised as part of the £620,000 remaining budget pressure on Private and Independent placements. (It must also remain minded that this is both a local and national issue)

It also needs to continue 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 a supported accommodation type placement. Therefore due to the increase in the numbers of looked after children who are then transitioned to the leaving care team, this has also added an ongoing budget pressure of £220,000.

Children social care is also required to provide support to families who are under the status of 'no recourse to public funds' with temporary accommodation, whereby they are assessed as in need and eligible, a budget pressure of £93,000 this year.

The children with disabilities budget is now also reporting a £100,000 overspend pressure, there has been an increase in the overall cost provision where support packages are tailored to the assessed need of the child.

The directorate continues to look towards reducing the ongoing financial pressures on a longer term basis, but remains a challenge given the volatility in the nature of service provision.

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 (£50,000), although these savings are either yet to be achieved or currently at risk of delivery in full.

### **Youth and Family Support**

Youth and Family Support is forecasting a small net underspend of (£10,000), 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.

The Youth and Family support service will be providing an update on this financial management action, for next period.

### **Education and Schools**

Education and Schools is forecasting a final net expenditure position on-line to budget, therefore remaining in balance to budget overall.

However, 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, offset by a (£100,000) underspend within the Councils element of High Need educational funding due to a continued, due to an 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.

### **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 previous budget monitoring reports, and the Education Board - Dedicated School Grant financial 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, resulting in a current total DSG deficit reserve balance of (£537,000). This local financial position again is not just a local issue but a recognised 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.

It must also be noted, there was a recent and welcome announcement from the Department for Education on the 17<sup>th</sup> December formally recognising the DSG funding pressures related to High needs which have been mainly driven by the SEND reforms of 2014. This announcement included an increase in funding of £250M nationally (£125M in both 2018/19 and 2019/20) and of which £410,000 is applicable for Southend in both years.

The assessment of this new £410,000 funding announcement in terms of both the potential positive impact on both DSG reserve balances and funding applied to settings will be considered in further Education Board DSG finance reports. This is also in recognition of the continued and positive joint work of the local authority and education board.

### **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**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
14,904	14,814	(30)	14,784	(120)

The forecast underspend of (£120,000) in the Healthy Communities and Wellbeing Portfolio is 0.8% of the £14.904M net budget allocation.

**Culture**

The delivery partner of Twenty One terminated their agreement with us earlier this year and as a result, the venue is now only open for private events. 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 understood that the increase in budget gyms and the uptake of cycling and running 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 a number of 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.

Although the Museums and Galleries service is fully staffed, there has been a requirement to provide peak relief staff during busy periods throughout the year to provide cover and this is resulting in a forecast pressure of £40,000.

**Customer Services**

The Group Manager of the Customer Services team has been leading the “Channel Shift” Project meaning that a proportion of her salary costs can be capitalised. This is creating an underspend against her salary budget. Despite high costs for agency staff, this, along with other staff vacancies, has resulted in an underspend of (£170,000) being forecast. The team have completed a management restructure with all the vacant posts now appointed to.

**Revenues and Benefits**

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**

The Public Health grant is a specific ring fenced grant for local authorities to discharge their public health functions as set out in the National Health Service Act (2006) S73B.

There is an anticipated (£100,000) underspend on school nursing because the team has had several vacant posts over the year. There are also staffing savings on the general public health team budget due to vacant posts (£100,000). The Smoking Cessation budget is also anticipated to underspend by (£100,000). When the budget was originally set, the Smoking Cessation target was higher than the current target of 781 and this will result in an underspend. Because of the conditions of this grant, Public health is forecasting an online position as at the end of period 10, the total forecast underspend of (£300,000) will be transferred to the public health reserve at the end of the year.

It should be noted that the Council are currently out to tender for 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**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
15,219	17,416	0	17,416	2,197

The forecast overspend of £2.197M in the Infrastructure Portfolio is 14.4% of the £15.219M net budget allocation. The key variances are £698,000 within the highways maintenance budget, £755,000 relating to car parking and a £686,000 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 previously. 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 £475,000 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 pressure of £75,000 at the end of the year is anticipated based on current assumptions.

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 15% increase in the number of PCN's (Penalty Charge Notice) issued against the same time period last year and a £152,000 increase in the income collected for those tickets as at the end of January. However there is still an anticipated shortfall in the income budget of £195,000. Due to a significant write off of historic debt which can no longer be collected, it is anticipated that (£215,000) 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 £30,000 in decriminalised parking and £45,000 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 10, 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 £365,000. There is also an anticipate shortfall in the income generated from season tickets and resident permit schemes of £135,000. Security at the University Square car park has been increased to 24 hours which increases the pressure on this budget to £105,000 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 £365,000. 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. There has also been a number of write offs agreed in January which is putting an additional pressure of £320,000 on the income target.

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**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
14,560	13,480	(31)	13,449	(1,111)

The forecast underspend of (£1.111M) in the Public Protection Portfolio is 7.6% of the £14.560M 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 (£35,000). A carry forward request has been made for the remaining capital funding and a further capital bid has been submitted for 2019/20.

The recruitment for the Borough Wide Patrol team has concluded and the permanent team will be in post shortly. In order to ensure a smooth transition from the temporary arrangement in place, there will a period of dual running to ensure that the new staff are trained and ready to patrol the Borough. As a result of this dual running and the recruitment of staff it is anticipated that there will be an overspend of £69,000

**Cemeteries and Crematorium**

Income received for Cremation services is higher than originally forecast. An underspend of (£90,000) has been estimated which anticipates a pressure due to the hospital processing more Public Health Act funerals. To date more costs have been incurred and less income has been collected when compared to last year's outturn.

**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 (£235,000).

**Regulatory Services**

Due to internal promotions there is currently a vacancy within the team which will result in a staffing underspend of approximately (£80,000). 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. The MBT has recently been switched off to some waste streams and as a result some waste has been diverted to landfill. 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 (£525,000). 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 (£235,000).

**Non Portfolio Performance**

<b>Current Budget</b>	<b>Initial Outturn</b>	<b>Management Actions</b>	<b>Expected Outturn</b>	<b>Forecast Variance</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
(21,772)	(22,186)	0	(22,186)	(414)

**Financing Costs**

The £36,000 adverse variance is a reduced forecast from Period 8 which was £28,000 and is due to;

- A shortfall of £60,000 in the Property Investment Fund due to a revision of the full year estimate based on quarter 3 performance;
- 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 (£252,000) 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.
- A favourable variance of (£41,000) due to short-term borrowing is partly offsetting a pressure of £52,000 which has materialised due to the statutory mitigation implemented in November's report.
- There is expected to be an adverse variance of £309,000 due to greater Capital Expenditure in 2017-18 than expected.
- Due to delays in long term borrowing, low balances are being kept in Money Market Funds which is resulting in an adverse variance of £60,000.

**Contingency**

The Strategic Director of Finance and Resources has delegated authority to release funds held as contingencies within the approved budget. As at Period 10 the following drawdowns have been approved:-

	<b>£000</b>
Drawdowns agreed as at period 9	2,139
• Funding for Contaminated Land Survey	21
• Funding for Planning Support	4
• Funding for Enforcement Bid (Public Protection)	9
• Event Support within Public Health	20
• Redaction Officer, Adults & Housing Business Support	17
<b>Total</b>	<b>2,210</b>

A thorough review of contingency balances has been conducted resulting in an underspend of (£450,000) being forecast.

## 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 from reserves totalling (£95,000). Total net transfers from reserves for 2018/19 are therefore forecast to be £5,341,000.

The net change of (£94,900) comprises the following agreed additional transfers

### Transfers to Earmarked Reserves

- £2,736,000 to the Capital Reserve due to programme re-profiling
- £300,000 from Contingency for Welfare Reforms to the Welfare Reform Reserve

### Transfers from Earmarked Reserves

- (£1,518,600) 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.
- (£555,300) 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.
- (£185,000) 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
- (£472,000) from the Dedicated Schools Grant Reserve, to support in year DSG funding pressures

However, as part of the proposed management actions, there is a request to transfer a further £755,000 of earmarked reserves; namely

- £300,000 to the Public Health reserve as a result of a forecast underspend on the ringfenced grant
- (£200,000) from the Interest Equalisation Reserve to mitigate against the impact the change in government regulations has on recognition of interest income
- (£65,000) from the Supporting People Reserve to mitigate the unachieved element of saving PE8
- (£790,000) release of surplus funds within the Grants Reserve

Providing the request to transfer (£755,000) above is agreed, there will be a need to transfer £1,631,000 to the Business Transformation Reserve for the projected residual underspend at year end.

### **Funding the Budget**

The funding 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 a part of 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 in year to support the Council Budget.

## Housing Revenue Account

	Original Budget			Virement	Latest Budget			Initial Outturn	Proposed Management Action	Expected Outturn	Forecast Variance	Movement from Period 9
	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	770	0	770	(20)	↑
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)	↔
<b>Gross Expenditure</b>	<b>22,917</b>	<b>0</b>	<b>22,917</b>	<b>507</b>	<b>23,424</b>	<b>0</b>	<b>23,424</b>	<b>23,394</b>	<b>0</b>	<b>23,394</b>	<b>(30)</b>	<b>↑</b>
			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)	(25,595)	0	(25,595)	(188)	↓
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	↔
<b>Non Department Net Expenditure</b>	<b>0</b>	<b>(27,464)</b>	<b>(27,464)</b>	<b>(507)</b>	<b>0</b>	<b>(27,971)</b>	<b>(27,971)</b>	<b>(28,108)</b>	<b>0</b>	<b>(28,108)</b>	<b>(137)</b>	<b>↓</b>
<b>Net Operating Expenditure</b>	<b>22,917</b>	<b>(27,464)</b>	<b>(4,547)</b>	<b>0</b>	<b>23,424</b>	<b>(27,971)</b>	<b>(4,547)</b>	<b>(4,714)</b>	<b>0</b>	<b>(4,714)</b>	<b>(167)</b>	<b>↓</b>
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	2,741	0	2,741	119	↑
Contribution to/ (from) General Reserves	0	0	0	0	0	0	0	0	0	0	0	↔
<b>Net Expenditure/ (Income)</b>	<b>27,464</b>	<b>(27,464)</b>	<b>0</b>	<b>0</b>	<b>27,971</b>	<b>(27,971)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>↔</b>

<b>Use of general Reserves</b>	
Balances as at 1 April 2018	3,502
(Use)/ contribution to in Year	0
<b>Balance as at 31 March 2019</b>	<b>3,502</b>

3,502	3,502	0	3,502	0	↔
0	0	0	0	0	↔
<b>3,502</b>	<b>3,502</b>	<b>0</b>	<b>3,502</b>	<b>0</b>	<b>↔</b>

## 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 January 2019 indicates that the HRA will have an operating surplus of £4,714,000, an increase of (£167,000) in 2018/19. The main reasons are as follows:

- (£20,000) 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.
- (£188,000) 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 £119,000 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 over £50,000 in this period for approval	377	(377)
Transfers over £50,000 previously reported	25,836	(25,836)
Transfers approved under delegated authority	206	(206)
<b>Total Budget Transfers</b>	<b>26,419</b>	<b>(26,419)</b>

The budget transfers for Cabinet approval this period are:

	£000
1) Allocation of remaining Public Health Grant 18/19.	258
2) Move Occupational Therapy Posts from Housing to OT Team.	119
<b>Total</b>	<b>377</b>

## Decisions Required

Members are asked to

- Note the forecast outturn for the General Fund and Housing Revenue Accounts as at January 2019
- Note the planned management actions of £721,000 to achieve that forecast outturn;
- Agree the planned budget transfers (Virements) of £377,000;
- Note the potential transfer of £1,631,000 to the Business Transformation Reserve in respect of the forecast General Fund net surplus; and
- Note the potential transfer of £119,000 to the HRA Capital Investment Reserve in respect of the forecast HRA net surplus

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Corporate Planning and Policy</b>												
a. Corporate and Non-Distributable Costs	1,919	(184)	1,735	(141)	1,778	(184)	1,594	1,564	0	1,564	(30)	↓
<b>Corporate Services</b>												
b. Department of the Chief Executive	634	0	634	(2)	632	0	632	612	0	612	(20)	↔
<b>Financial Services</b>												
c. Accountancy	2,131	(295)	1,836	0	2,131	(295)	1,836	1,766	0	1,766	(70)	↓
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	423	0	423	(80)	↓
h. Corporate Fraud	225	(52)	173	1	226	(52)	174	174	0	174	0	↔
i. Corporate Procurement	621	0	621	136	757	0	757	757	0	757	0	↔
<b>Human Resources &amp; Organisational Development</b>												
j. Human Resources	1,815	(505)	1,310	129	1,944	(505)	1,439	1,479	0	1,479	40	↔
k. People and Organisational Development	414	(115)	299	(1)	413	(115)	298	298	0	298	0	↔
l. Tickfield Training Centre	370	(156)	214	5	375	(156)	219	219	0	219	0	↔
<b>Legal and Democratic Services</b>												
m. Democratic Services Support	371	0	371	0	371	0	371	371	0	371	0	↔
n. Mayoralty	191	0	191	7	198	0	198	198	0	198	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	369	0	369	0	↔
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	↔
<b>Other Services</b>												
s. Emergency Planning	82	0	82	70	152	0	152	172	0	172	20	↔
t. Corporate Subscriptions	85	0	85	70	155	0	155	155	0	155	0	↔
u. Strategy and Performance	692	0	692	113	805	0	805	805	0	805	0	↔
<b>Total Net Budget for Department</b>	<b>13,384</b>	<b>(2,448)</b>	<b>10,936</b>	<b>620</b>	<b>13,935</b>	<b>(2,379)</b>	<b>11,556</b>	<b>11,416</b>	<b>0</b>	<b>11,416</b>	<b>(140)</b>	<b>↓</b>

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Asset and Facilities Management</b>												
a. Asset Management	416	(16)	400	0	416	(16)	400	400	0	400	0	↔
b. Corporate and Industrial Estates	177	(3,319)	(3,142)	1,026	4,533	(6,649)	(2,116)	(2,496)	0	(2,496)	(380)	↔
c. Property Management and Maintenance	469	(111)	358	(11)	458	(111)	347	347	0	347	0	↔
d. Buildings Management	2,543	(110)	2,433	150	2,693	(110)	2,583	2,743	0	2,743	160	↔
<b>Economic Development and Regeneration</b>												
e. Economic Development	1,004	(578)	426	(45)	2,365	(1,984)	381	381	0	381	0	↔
f. Town Centre	206	(59)	147	(1)	205	(59)	146	83	0	83	(63)	↓
g. Better Queensway	0	0	0	0	0	0	0	0	0	0	0	↔
<b>Planning</b>												
h. Development Control	895	(631)	264	0	895	(631)	264	132	0	132	(132)	↔
i. Regional and Local Town Plan	284	0	284	135	419	0	419	419	0	419	0	↔
<b>Tourism</b>												
j. Resorts Services Pier and Foreshore	2,828	(957)	1,871	(662)	2,357	(1,148)	1,209	1,224	0	1,224	15	↑
k. Tourism	58	(18)	40	(1)	57	(18)	39	39	0	39	0	↔
<b>Total Net Budget for Department</b>	<b>8,880</b>	<b>(5,799)</b>	<b>3,081</b>	<b>591</b>	<b>14,398</b>	<b>(10,726)</b>	<b>3,672</b>	<b>3,272</b>	<b>0</b>	<b>3,272</b>	<b>(400)</b>	<b>↑</b>

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Adult Social Care</b>												
a. Adult Support Services and Management	298	0	298	226	524	0	524	524	0	524	0	↔
b. Business Support Team	1,776	(184)	1,592	17	1,793	(184)	1,609	1,609	0	1,609	0	↔
c. Strategy, Development and Commissioning	2,228	(590)	1,638	16	2,314	(660)	1,654	1,589	0	1,589	(65)	↓
d. People with a Learning Disability	14,427	(1,922)	12,505	(353)	14,012	(1,860)	12,152	12,395	(100)	12,295	143	↑
e. People with Mental Health Needs	3,653	(198)	3,455	555	4,397	(387)	4,010	4,240	0	4,240	230	↑
f. Older People	29,566	(16,464)	13,102	(2,608)	29,528	(19,034)	10,494	10,449	(300)	10,149	(345)	↓
g. Other Community Services	5,877	(4,574)	1,303	601	4,477	(2,573)	1,904	1,904	0	1,904	0	↔
h. People with a Physical or Sensory Impairment	4,614	(1,222)	3,392	436	5,078	(1,250)	3,828	3,847	0	3,847	19	↑
i. Service Strategy and Regulation	124	(69)	55	(1)	123	(69)	54	54	0	54	0	↔
<b>Council and Private Sector Housing Investment</b>												
j. Private Sector Housing	3,780	(1,119)	2,661	(54)	3,726	(1,119)	2,607	2,467	0	2,467	(140)	↓
k. Supporting People	2,433	0	2,433	(188)	2,245	0	2,245	2,310	0	2,310	65	↑
<b>Homelessness</b>												
l. Housing Needs and Homelessness	994	(658)	336	(119)	1,586	(1,369)	217	407	0	407	190	↑
<b>Strategy and Advice</b>												
m. Strategy and Planning for Housing	224	(117)	107	16	240	(117)	123	123	0	123	0	↔
<b>Total Net Budget for Department</b>	<b>69,994</b>	<b>(27,117)</b>	<b>42,877</b>	<b>(1,456)</b>	<b>70,043</b>	<b>(28,622)</b>	<b>41,421</b>	<b>41,918</b>	<b>(400)</b>	<b>41,518</b>	<b>97</b>	<b>↑</b>

## General Fund

## Children and Learning Portfolio

Children and Learning : Cllr Helen Boyd

Service Department	Original Budget			Virement £'000	Latest Budget			Initial Outturn £'000	Proposed Management Action £'000	Expected Outturn £'000	Forecast Variance £'000	Movement from Period 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Childrens Social Care</b>												
a. Children Fieldwork Services	4,379	(5)	4,374	929	5,308	(5)	5,303	5,888	0	5,888	585	↑
b. Children with Disabilities	1,175	(183)	992	1	1,176	(183)	993	1,093	0	1,093	100	↑
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	1,644	(50)	1,594	220	↔
f. Private Voluntary Independent Provider Placements	3,825	(120)	3,705	1,603	5,428	(120)	5,308	5,928	0	5,928	620	↑
<b>Youth and Family Support</b>												
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	1,290	0	1,290	30	↑
i. Youth Service	597	(96)	501	(29)	518	(46)	472	432	0	432	(40)	↓
<b>Educational and Schools</b>												
j. School Support and Education Transport	23,116	(11,213)	11,903	168	23,794	(11,723)	12,071	12,171	0	12,171	100	↔
k. Early Years Development and Child Care Partnership	12,023	(10,825)	1,198	1,102	12,808	(10,508)	2,300	2,300	0	2,300	0	↔
l. High Needs Educational Funding	11,906	(11,028)	878	20	12,175	(11,277)	898	798	0	798	(100)	↔
m. Southend Adult Community College	3,400	(3,186)	214	(215)	3,373	(3,374)	(1)	(1)	0	(1)	0	↔
<b>Maintained Schools Delegated</b>												
n. Maintained Schools Delegated Budgets	32,454	(32,454)	0	0	24,692	(24,692)	0	0	0	0	0	↔
o. Pupil Premium	2,906	(2,906)	0	0	2,988	(2,988)	0	0	0	0	0	↔
<b>Total Net Budget for Department</b>	<b>108,037</b>	<b>(74,481)</b>	<b>33,556</b>	<b>4,579</b>	<b>105,895</b>	<b>(67,760)</b>	<b>38,135</b>	<b>39,910</b>	<b>(260)</b>	<b>39,650</b>	<b>1,515</b>	<b>↑</b>

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Community Resilience and Cohesion</b>												
a. Partnership Team	231	0	231	(1)	230	0	230	230	0	230	0	↔
b. Community Centres and Club 60	93	(1)	92	(4)	89	(1)	88	88	0	88	0	↔
<b>Culture</b>												
c. Arts Development	499	(233)	266	78	577	(233)	344	379	0	379	35	↑
d. Amenity Services Organisation	3,673	(683)	2,990	110	3,783	(683)	3,100	3,250	0	3,250	150	↑
e. Culture Management	146	(6)	140	0	146	(6)	140	105	0	105	(35)	↓
f. Library Service	3,378	(397)	2,981	12	3,390	(397)	2,993	3,043	(30)	3,013	20	↑
g. Museums and Art Gallery	1,995	(80)	1,915	(8)	1,987	(80)	1,907	1,947	0	1,947	40	↑
h. Parks and Amenities Management	1,812	(786)	1,026	635	2,451	(790)	1,661	1,836	0	1,836	175	↓
i. Sports Development	54	0	54	(1)	53	0	53	53	0	53	0	↔
j. Sport and Leisure Facilities	589	(304)	285	80	669	(304)	365	365	0	365	0	↔
k. Southend Theatres	647	(27)	620	26	673	(27)	646	646	0	646	0	↔
<b>Customer Services</b>												
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)	↔
<b>Revenues and Benefits</b>												
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	↔
<b>Health</b>												
r. Public Health	6,323	(6,480)	(157)	261	6,713	(6,609)	104	(196)	0	(196)	(300)	↓
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	↔
<b>Voluntary and Community Services</b>												
u. Support to Voluntary Sector	811	0	811	15	826	0	826	841	0	841	15	↔
<b>Total Net Budget for Department</b>	<b>119,551</b>	<b>(105,915)</b>	<b>13,636</b>	<b>1,268</b>	<b>103,141</b>	<b>(88,237)</b>	<b>14,904</b>	<b>14,814</b>	<b>(30)</b>	<b>14,784</b>	<b>(120)</b>	<b>↓</b>

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Transport</b>												
a. Highways Maintenance	10,956	(1,708)	9,248	(741)	10,215	(1,708)	8,507	9,205	0	9,205	698	↓
b. Bridges and Structural Engineering	414	0	414	46	460	0	460	425	0	425	(35)	↔
c. Decriminalised Parking	1,171	(1,699)	(528)	(1)	1,170	(1,699)	(529)	(549)	0	(549)	(20)	↓
d. Car Parking Management	1,170	(7,222)	(6,052)	2,357	3,527	(7,222)	(3,695)	(2,940)	0	(2,940)	755	↑
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	21	438	(65)	373	466	0	466	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)	451	0	451	728	↑
i. Traffic and Parking Management	600	(5)	595	53	653	(5)	648	769	0	769	121	↓
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	5	555	(344)	211	211	0	211	0	↔
<b>m. Digital Futures</b>	6,193	(1,183)	5,010	(821)	5,372	(1,183)	4,189	4,189	0	4,189	0	↔
<b>Other Services</b>												
n. Enterprise Tourism and Enviroment Central Pool	1,451	0	1,451	(1)	1,450	0	1,450	1,497	0	1,497	47	↔
<b>Total Net Budget for Department</b>	<b>28,408</b>	<b>(14,235)</b>	<b>14,173</b>	<b>1,046</b>	<b>29,429</b>	<b>(14,210)</b>	<b>15,219</b>	<b>17,416</b>	<b>0</b>	<b>17,416</b>	<b>2,197</b>	<b>↑</b>

## 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 9
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000					
<b>Community Safety</b>												
a. Closed Circuit Television	549	(33)	516	(1)	548	(33)	515	480	0	480	(35)	↑
b. Community Safety	216	(32)	184	132	348	(32)	316	385	0	385	69	↑
<b>Energy</b>												
c. Climate Change	111	(144)	(33)	164	275	(144)	131	131	0	131	0	↔
<b>Cemeteries and Crematorium</b>												
d. Cemeteries and Crematorium	1,161	(2,566)	(1,405)	52	1,213	(2,566)	(1,353)	(1,443)	0	(1,443)	(90)	↔
<b>Flooding</b>												
e. Flood and Sea Defences	811	(11)	800	(5)	806	(11)	795	560	0	560	(235)	↓
<b>Regulatory Services</b>												
f. Regulatory Business	35	(14)	21	0	35	(14)	21	36	0	36	15	↑
g. Regulatory Licensing	100	(469)	(369)	204	119	(284)	(165)	(150)	0	(150)	15	↔
h. Regulatory Management	1,134	0	1,134	16	1,150	0	1,150	1,070	0	1,070	(80)	↔
i. Regulatory Protection	71	(13)	58	33	104	(13)	91	96	0	96	5	↔
j. Building Control	443	(440)	3	(1)	442	(440)	2	48	(31)	17	15	↔
<b>Waste and Street Scene</b>												
k. Public Conveniences	550	0	550	16	566	0	566	566	0	566	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	4,511	0	4,511	(526)	↓
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	212	0	212	(29)	↓
q. Waste Manangement	296	0	296	(2)	294	0	294	59	0	59	(235)	↓
<b>Total Net Budget for Department</b>	<b>17,515</b>	<b>(3,733)</b>	<b>13,782</b>	<b>778</b>	<b>18,108</b>	<b>(3,548)</b>	<b>14,560</b>	<b>13,480</b>	<b>(31)</b>	<b>13,449</b>	<b>(1,111)</b>	<b>↓</b>

This page is intentionally left blank



**Capital Investment Programme  
Budget Monitoring 2018/19**

**Period 10**

**as at 31<sup>st</sup> January 2019**

**Summary by Investment Area**

## Capital Investment Programme Monitoring Report – January 2019

### 1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2018/19 financial year is £52.648million which includes all changes agreed at February Cabinet. Actual capital spend at 31<sup>st</sup> January is £38.479million representing approximately 73% of the revised budget. This is shown in Section 3. (Outstanding creditors totalling £0.191million 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 31 <sup>st</sup> January 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000
Works to Property	1,289	434	1,289	-
Social Care	881	529	881	-
General Fund Housing	1,438	738	1,438	-
Schools	13,086	13,709	14,078	992
Culture & Tourism	4,801	3,706	4,801	-
Enterprise & Regeneration	3,941	3,827	4,041	100
ICT	3,458	2,524	3,458	-
Southend Pier	3,158	1,009	2,009	(1,149)
Highways & Infrastructure	10,243	5,892	10,004	(239)
S106/S38/CIL	963	228	1,031	68
Energy Saving	133	109	133	-
Community Safety	199	67	199	-
Council Housing & New Build Programme	9,058	5,707	9,058	-
<b>Total</b>	<b>52,648</b>	<b>38,479</b>	<b>52,420</b>	<b>(228)</b>

The above investment is proposed to be funded as follows:

	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	Total Budget £'000
<b>Total Budget</b>	<b>25,299</b>	<b>25,913</b>	<b>1,436</b>	<b>52,648</b>
As a percentage of total budget	48.1%	49.2%	2.7%	
External Funding Received to date		18,180	1,334	<b>19,514</b>
External Funding Outstanding		7,733	102	<b>7,835</b>

## **Progress of Schemes for 2018/19**

### **Works to Property**

The Heritage expert's report has now been received on the demolition of 62 Avenue Road and a way forward can now be decided.

Woks are now complete on the demolition schemes at Darlows Green and Leigh Cliffs.

The contract has now been let for the Pier arches external landlord works and the contractors are currently on site.

The replacement coffin charger has been ordered and delivery is scheduled for March 2019 utilising the full budget before the end of 2018/19.

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.

### **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.

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 £707k 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. Retentions of £6k are being held for works completed last year at four primary schools.

The Devolved Formula Capital scheme is an annual devolution of dedicated capital grant to all maintained schools. Following a recent announcement, the grant has been increased from £125k to £317k for 2018/19 which will be allocated to schools before the year end. The budget will be increased by £192k in the report to June Cabinet.

A purpose built nursery at the Renown Centre which faces Friars Primary School is now complete 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 has now been completed.

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. An accelerated delivery request of £800k will be included in the report to June Cabinet to fund works that will be completed ahead of programme.

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 early 2019. Two further schools have commenced 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 and Southchurch High School have now entered the snagging stage as the schools have now taken possession of the buildings.

### **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. Work is progressing to RIBA stage three.

Contractors are on site for works on the Allotments water supply upgrade but the weather is currently causing delays. Part of the budget has already been carried forward to 2019/20 but it is hoped that the remaining 2018/19 allocation will be utilised before year end.

Works are now complete on the outer tow path at Southchurch Park and final invoices are expected in the coming weeks to bring the costs within budget.

Further orders have been raised for the Replacement of Parks Furniture scheme and the first batch of refurbished dog bins are due to be delivered by the end of February.

The scheme to replace play equipment is progressing well with a Supernova roundabout installed in Christchurch Park during January.

### **Enterprise and Regeneration**

The contract for the remaining phase one utility works has now been awarded on the Airport Business Park scheme. Procurement for Phase two and Phase three is ongoing. Design work for the Launchpad is progressing and procurement for the operator contract has now commenced. An accelerated delivery request of £100k will be included in the report to June Cabinet to fund works taking place in 2018/19.

Works have now been completed at the Hive as part of the Incubation Centre scheme and the full budget provision will be spent in 2018/19. Marketing is now underway to find tenants for the new premises.

Competitive dialogue is continuing on the Better Queensway scheme and a report on the appointment of the preferred bidder and subsequently the joint venture partner was approved at February Cabinet.

## **ICT**

Works to extend WiFi in council premises is continuing with installation works being carried out in Priory and Delaware during February.

The migration of data has been completed and the new service has gone live for the Northgate Revenues and Benefits scheme. A few elements of the scheme remain and expect to be finalised in early 2019/20.

Phase two is continuing on the Liquid Logic scheme with the delegation portal go-live scheduled for March 2019.

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. Installation and testing work is continuing with go-live scheduled for April 2019.

Symology and Uniform integration testing commenced on 11<sup>th</sup> February for the Channel Shift scheme with Building Control and Development Control integration to be handed over for testing by the end of February.

## **Southend Pier**

Phase one of the bearing refurbishment is on-going and the contract will span two financial years. A carry forward request of £569k will be included in the report to June Cabinet to finalise the works in 2019/20.

Despite delays in the tender document for condition works on the pier, works are progressing and a carry forward request of £50k will be included in the report to June Cabinet.

Some issues have been experienced with the structural engineering consultants on the Prince George Extension scheme and the Timber Outer pier Head scheme and most of the works will now take place in 2019/20. Carry forward requests of £60k and £470k respectively will therefore be included in the report to June Cabinet.

## **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 Clifftown Gardens and the cliff path adjacent to the lift. A carry forward request of £50k will be included in the report to June Cabinet to continue the works in 2019/20. The Manor Road

cliff stabilisation scheme is also out to tender and a further carry forward request of £50k will be included for this scheme.

#### 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.

Various LTP schemes are underway including works on verge hardening, electric vehicle charging points and travel centres bus stop flag upgrades.

Another round of bridge inspections is planned along with a list of remedial works to continue the bridge maintenance programme.

The parking strategy scheme is still in the early stages and it is unlikely to progress this financial year. A carry forward request of £199k will therefore be included in the report to June Cabinet.

#### 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 9<sup>th</sup> 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 spring 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. An accelerated delivery request of £60k will be included in the report to June Cabinet to fund review works and traffic data surveys taken place in 2018/19.

#### **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.

Various accelerated delivery requests will be included in the report to June Cabinet for S38 schemes at Fossetts Farm, the Garrison and the Airport totalling £27k. A new budget will also be included for £41k for a S106 scheme to delivery primary care facilities.

## **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**

The tender for the CCTV equipment renewal is ready to go out in early 2019. Phases one and two will be undertaken in 2019/20 for which carry forwards have already taken place.

External engineers have now submitted their final report on the Security Measures scheme and work on the recommendations can now commence. These recommendations will be overlaid with other proposed town planning works in order that town centre security requirements are referenced and incorporated within other planned works to avoid duplication and reduce costs.

## **Council Housing & New Build Programme**

The planned works for the 2018/19 Decent Homes capital programme are progressing as planned. The tender for the kitchen, bathroom and electrical works contract is progressing well. Works on one lift replacement have been delayed due to structural issues and it is likely that further carry forwards may be required at year end. A value for this carry forward will be known closer to the end of March. All other allocated works will be completed by year end.

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.

Phase two of the housing construction scheme is progressing well and is ahead of programme due to a proactive contractor and a long period of good weather. The bungalow in Audleys Close was handed over on 9<sup>th</sup> January ahead of programme and the new tenant is in the process of moving in. The internal works are continuing in Rochford Road with kitchens and heating in the process of being fitted. The external works are also now underway. The contractor expects completion to be during May 2019.

## 2. Requested Changes to the 2018/19 Capital Programme

### Carry Forwards to Future Years

Scheme	Proposed Forward £000	Carry
Southend Pier - Bearing Refurbishment (Phase One)		(569)
Southend Pier - Condition Works Engineers		(50)
Southend Pier - Prince George Extension		(60)
Southend Pier - Timber Outer Pier Head		(470)
Cliff Slip Investigation Works		(50)
Manor Road Cliff Stabilisation		(50)
Parking Strategy		(199)
<b>Total Carry Forwards</b>		<b>(1,448)</b>

### Accelerated Deliveries from Future Years

Scheme	Proposed Accelerated Delivery £000
School Improvement & Provision for School Places	800
Airport Business Park	100
S38 Fossetts (const&maint fee)	19
S38 Garrison NBP Road Supp Fee	5
S38/S278 Airport 0901960 Fulm	3
Southend Transport Model	60
<b>Total Accelerated Deliveries</b>	<b>987</b>

### New External Funding

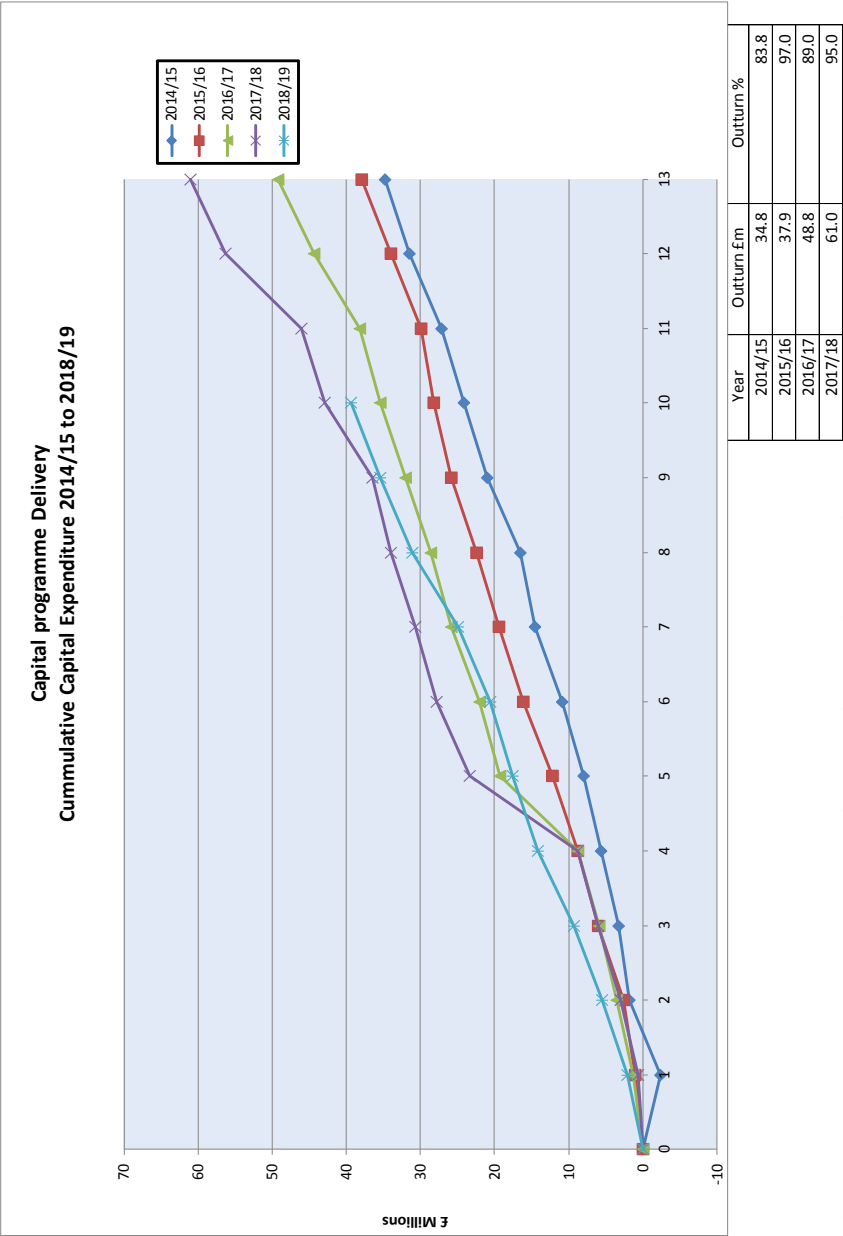
Scheme	Proposed External Funding £000	New
Devolved Formula Capital		192
S106 Bellway Prittlebrook - Primary Healthcare		41
<b>Total New External Funding</b>		<b>233</b>

### Summary of Capital Expenditure at 31st January 2019

#### 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	(4,559)	996	234	996	0	23%
Transformation	395	46	441	304	441	0	69%
People	25,591	(9,618)	15,973	14,974	16,965	992	94%
Place	52,031	(25,851)	26,180	17,260	24,960	(1,220)	66%
Housing Revenue Account	9,412	(354)	9,058	5,707	9,058	-	63%
	92,984	(40,336)	52,648	38,479	52,420	(228)	73%
<b>Council Approved Original Budget - February 2018</b>	<b>92,984</b>						
Finance and Resources amendments	(71)						
People amendments	(2,821)						
Place amendments	(20,308)						
HRA amendments	(2,167)						
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						
<b>Council Approved Revised Budget - November 2018</b>	<b>52,648</b>						
Actual compared to Revised Budget spent is £38.479M or 73%							

Section 4



## 1. Budget Performance and Financing by Department

Department	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> January 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000
Finance & Resources	996	234	996	-
Transformation	441	304	441	-
People	15,973	14,974	16,965	992
Place	26,180	17,260	24,960	(1,220)
Housing Revenue Account (HRA)	9,058	5,707	9,058	-
<b>Total</b>	<b>52,648</b>	<b>38,479</b>	<b>52,420</b>	<b>(228)</b>

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	992	-	4	<b>996</b>
Transformation	441	-	-	<b>441</b>
People	1,074	14,331	568	<b>15,973</b>
Place	14,105	11,582	493	<b>26,180</b>
Housing Revenue Account (HRA)	8,687	-	371	<b>9,058</b>
<b>Total</b>	<b>25,299</b>	<b>25,913</b>	<b>1,436</b>	<b>52,648</b>
As a percentage of total budget	48.1%	49.2%	2.7%	

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

The grants and external contributions position to 31<sup>st</sup> January 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	14,331	568	14,899	8,107	6,792
Place	11,582	493	12,075	11,036	1,039
Housing Revenue Account (HRA)	-	371	371	371	-
<b>Total</b>	<b>25,913</b>	<b>1,436</b>	<b>27,349</b>	<b>19,514</b>	<b>7,835</b>

## 2. Departmental Budget Performance

### Finance and Resources

The revised capital budget for Finance and Resources is £0.996million. The budget is distributed across various scheme areas as follows:

Finance and Resources	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> January 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Forecast Variance to Year End 2018/19 £'000
Asset Management (Property)	904	234	904	-
<b>Subtotal</b>	<b>904</b>	<b>234</b>	<b>904</b>	<b>-</b>
Priority Works (see table)	92	-	92	-
<b>Total</b>	<b>996</b>	<b>234</b>	<b>996</b>	<b>-</b>

Priority Works	£'000
Budget available	600
Less budget allocated to agreed schemes	(508)
Remaining budget	92

Actual spend at 31<sup>st</sup> January stands at £0.234million. This represents 23% of the total available budget.

## Transformation

The revised capital budget for Transformation is £0.441million. The budget is distributed across various scheme areas as follows:

Transformation	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> January 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Forecast Variance to Year End 2018/19 £'000
Transformation	393	293	393	-
Cemeteries & Crematorium	48	11	48	-
<b>Total</b>	<b>441</b>	<b>304</b>	<b>441</b>	<b>-</b>

Actual spend at 31<sup>st</sup> January stands at £0.304million. This represents 69% of the total available budget.

## Department for People

The revised Department for People budget totals £15.973million.

Department for People	Revised Budget 2018/19	Outturn to 31 <sup>st</sup> January 2018/19	Expected outturn 2018/19	Latest Expected Variance to Year End 2018/19
	£'000	£'000	£'000	£'000
Social Care	881	529	881	-
General Fund Housing	1,438	738	1,438	-
Housing S106 Agreements	568	-	568	-
Children & Learning Other Schemes	52	52	52	-
Condition Schemes	707	646	707	-
Devolved Formula Capital	125	125	317	192
Early Years	402	342	402	-
Secondary School Places	11,800	12,542	12,600	800
<b>Total</b>	<b>15,973</b>	<b>14,974</b>	<b>16,965</b>	<b>992</b>

Actual spend at 31<sup>st</sup> January stands at £14.974million. This represents 94% of the total available budget.

## Department for Place

The revised capital budget for the Department for Place is £26.180million. This includes all changes approved at February Cabinet. The budget is distributed across various scheme areas as follows:

Department for Place	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> January 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000
Culture – Leisure	204	99	204	-
Culture - Parks	485	399	485	-
Culture - Libraries	507	221	507	-
Culture - Theatres	449	305	449	-
Culture - Museums	13	17	13	-
Other Culture & Tourism	3,388	2,854	3,388	-
Culture S106 Agreements	161	106	161	-
ICT Programme	3,065	2,232	3,065	-
Airport Business Park	3,200	3,263	3,300	100
Better Queensway Regeneration	710	614	710	-
Incubation Centre	31	-	31	-
Southend Pier	3,158	1,009	2,009	(1,149)
Coastal Defence & Foreshore	394	127	294	(100)
Highways and Infrastructure	3,382	1,930	3,382	-
Highways S106 Agreements	169	8	169	-
Parking Management	450	186	251	(199)
Section 38, 278 & 78 / CIL	64	114	132	68
Local Transport Plan	2,680	967	2,680	-
Local Growth Fund	2,836	2,085	2,836	-
Community Safety	199	67	199	-
Community Safety S106	1	-	1	-
Transport	501	548	561	60
Energy Saving Projects	133	109	133	-
<b>Total</b>	<b>26,180</b>	<b>17,260</b>	<b>24,960</b>	<b>(1,220)</b>

Actual spend at 31<sup>st</sup> January stands at £17.260million. This represents 66% of the total available budget.

## Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2018/19 is £9.058million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2018/19	Outturn to 31st January 2018/19	Expected outturn 2018/19	Latest Expected Variance to Year End 2018/19
	£'000	£'000	£'000	£'000
Decent Homes Programme	6,229	3,527	6,229	-
Council House Adaptations	884	338	884	-
Other HRA	1,945	1,842	1,945	-
<b>Total</b>	<b>9,058</b>	<b>5,707</b>	<b>9,058</b>	<b>-</b>

The actual spend at 31<sup>st</sup> January of £5.707million represents 63% of the HRA capital budget.

This page is intentionally left blank

# Southend-on-Sea Borough Council

Report of Deputy Chief Executive (People)  
to

People Scrutiny Committee

on

9<sup>th</sup> April 2019

Report prepared by: Amanda Champ, Head of School  
Performance and Provision

Agenda  
Item No.

10

---

## 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

Members note and approve the information in the report.

### 3. Background

#### Ofsted Inspections

A section 8 inspection of the YMCA community school was undertaken in March 2019. However, the outcome of the inspection is not yet in the public domain.

Chalkwell Infants School is undertaking a “pilot” of the new inspection framework for September 2019 on 2/3<sup>rd</sup> of April 2019. This will be a non reported inspection.

There have been no other inspections since the last people scrutiny report.

#### New Ofsted framework

Michelle Winter, Regional her Majesty's Inspector, has attended the Directors briefing to update Head Teachers on the new Ofsted framework consultation.

The new framework proposes a shift that will rebalance inspection.

The key proposals for consultation include:

- a new 'quality of education' judgement, with the curriculum at its heart
- looking at outcomes in context and whether they are the result of a coherently planned curriculum, delivered well
- no longer using schools' internal performance data as inspection evidence, to ensure inspection does not create unnecessary work for teachers
- separate judgements about learners' 'personal development' and 'behaviour and attitudes'
- extending on-site time for short inspections of good schools to 2 days, to ensure inspectors have sufficient opportunity to gather evidence that a school remains good.

The 'leadership and management' judgement will remain, and will include looking at how leaders develop teachers and staff, while taking their workload and wellbeing into account. Inspectors will continue to make an overall effectiveness judgement about a school. All judgements will still be awarded under the current 4- point grading scale. Parents will still get the information they value and understand.

The consultation is open until 5th April 2019. Views are sought on the overall changes to the framework as well as on how they will work in practice for the individual education remits.

### **Academy conversions**

There have been no additional Academy conversions since September 1<sup>st</sup> 2018.

The re-brokering of Cecil Jones, following the judgement by OFSTED of inadequate in November 2017, and, subsequent re-brokering by the regional schools Commissioner to Loxford Multi Academy Trust, has been delayed from its intended start date of March 2019. Local authority officers continue to work with the Regional Schools Commissioner's office and new sponsors to ensure that re-brokering takes place as swiftly as possible.

### **Social mobility visit (DFE request)**

Southend-on-Sea's overall rankings rose 138 places in the social mobility index from 201 in 2016 up to 63 (a social mobility hotspot) in 2017.

The percentage of children eligible for Free School Meals (FSM) achieving 5 good GCSEs including English and maths rose 211 places from 295 in 2016 to 84 in 2017.

As a result of these figures, the DFE have requested that young people from Norwich learn about social mobility by visiting their peers in Southend-on-Sea to discover how education is helping them fulfil their potential.

A group of 35 Norwich pupils, from Year 7 to Year 12 are holding discussions with students, teachers, support staff and council representatives at the end of this month. Following the visit, it is intended that the young people present their learning to key stakeholders including headteachers and the Department for

Education's Opportunity Area (OA) partnership board to help them improve outcomes for young people in Norwich.

### **Phonics CPLD programme (to improve the outcomes of Key Stage 1 phonics across Southend Primary schools.)**

Members of Scrutiny Committee will recall that following the publication of the Annual Education Report, one area that was not quite as strong as all other areas was aspects of Key Stage One.

As a result, research has been undertaken into the programmes currently used by all Southend Primary Schools for the delivery of Key Stage 1 phonics.

All Southend schools provided information to The Primary Teaching School Alliance regarding phonics schemes used (31.0% RWI, 37.9% Letters & Sounds, 17.2% Jolly Phonics, 6.9% Phonics Play, 3.4% own schemes) 5 schools using RWI and 7 schools using Letters and Sounds.

CPLD package has been identified and booked: 18<sup>th</sup> March (1 day – teachers CPLD); 25<sup>th</sup> March (1 day – LSAs CPLD); 2<sup>nd</sup> May (1/2 day parental engagement); 4<sup>th</sup> July (1 day – phonics into writing).

### **Every child, every school same opportunities program (pupil premium strategy)**

Impact of Universal Offer -spring term 2019

- 11 local primary schools attend pupil premium network meeting focusing on Mastery in maths for disadvantaged pupils; disadvantaged pupils' attendance; Leading parent partnerships.
- Aspirational leadership programme implemented across 6 schools focused on effective use of data to track outcomes for disadvantaged pupils.

Impact of Bespoke Offer-spring term 2019

- Implementation of Pupil Premium reviews undertaken by SLE/LLEs to enhance professional dialogue for next step planning within target schools.– The new strategy report has clear objectives and is based on the needs of the pupils, funding is allocated to different aspects of support for disadvantaged pupils.

### **Supporting the secondary schools not yet deemed good**

As a result of the additional funds allocated to support vulnerable secondary schools (subject to the approval of full Council), Officers have been speaking with the Headteachers and CEOs of the three academy trusts concerning a project to support them in their improvement journey.

Although they are no longer maintained by the Local Authority, we are committed to supporting the Trusts to improve their schools to become good or better. The funding will be used, alongside funds from both the Trusts and the

Department for Education to firstly identify the barriers to that improvement, and secondly undertake collaborative action to support these improvements.

The measure of success will be the improvement in OFSTED rating, although in all three cases, this is not expected within the next 12-18 months.

**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 place and local actively, and knowledgeably talking up Southend.

**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 with school improvement is covered by the core staffing budget and the SLAs with the to 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**

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

This page is intentionally left blank

# Southend-on-Sea Borough Council

Report of Strategic Director  
(Legal and Democratic Services)

To

People Scrutiny Committee

On

9<sup>th</sup> April 2019

Report prepared by: Fiona Abbott

Agenda  
Item No.

11

---

## 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 report and recommendations from the in depth scrutiny project attached at **Appendix 1** be agreed and the Chairman be authorised to agree any final amendments to the draft report and that in accordance with Scrutiny Procedure Rule 10 (Part 4 (e) of the Constitution), to agree that the Chair (or Vice-Chair) of the Committee present the report to a future Cabinet meeting.

#### 3. Quality Report / Account – 1<sup>st</sup> April 2018 – 31<sup>st</sup> March 2019

3.1 The Scrutiny Committee, as a statutory consultee is invited to comment on the draft Quality Accounts received from health bodies. Unfortunately there is no discretion in the statutory timescales. In 2018, the draft Quality Accounts from Essex Partnership University NHS Foundation Trust (EPUT) and Southend Hospital were circulated to Committee members for any comments and a submission was sent to the Trusts in the time frame (Minute 151 refers).

3.2 EPUT have recently advised that the draft Quality Account for 2018/19 will be sent on the 18<sup>th</sup> April 2019. Southend Hospital are likely to send the document through in the third week of April. These documents will be circulated to the Committee as soon as they are received. There is a requirement that any comments must be received by the Trusts within 30 days, in accordance with the Regulations.

#### 4. In depth scrutiny project

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 8<sup>th</sup> November 2018, held 2 workshops on 21<sup>st</sup> and 22<sup>nd</sup> November 2018 and a witness session on 6<sup>th</sup> December 2018 with invited stakeholders, as outlined in the agreed project plan.
- 4.3 The project team meeting met on 6<sup>th</sup> February 2019 to consider the interim report and met again on 13<sup>th</sup> March 2019 to discuss the final report.
- 4.4 The final report from the in depth scrutiny review undertaken in 2018/19 is now attached at **Appendix 1**. The Scrutiny Committee is recommended to endorse the conclusions from the review, for approval by Cabinet.

## **5. Other Issues**

- 5.1 St Luke's Health Centre – an update from the CCG and EPUT was circulated to the Committee in early February on the development of the St Luke's Health Centre. This included an update on the intermediate care beds and dementia care in Southend. A further copy is attached at **Appendix 2**.
- 5.2 Southend Youth Council Mental Health and Emotional Wellbeing Charter – the Committee will recall that the Youth Council give a presentation to the meeting in November on the work undertaken with regard to the mental health school survey and in particular the draft Mental Health Charter (Minute 483 refers). The '1757 Voices' Charter has now been officially launched<sup>1</sup> and a copy of the Charter is attached at **Appendix 3**.
- 5.3 Mid & South Essex Sustainability and Transformation Partnership (STP) referral to the Secretary of State for Health and Social Care – in early March officers contacted the Department of Health and Social Care for an update on the Council's referral to the Secretary of State. We have been advised that the referral is still with Minister for consideration and as the Thurrock HOSC referral relates to the same STP, the 2 referrals have been sent to Ministers together. Any update on the position will be reported at the meeting.
- 5.4 Children's Services Improvement Plan Scrutiny Panel – the Committee will recall that the Scrutiny Panel was established in late 2016 to help provide additional challenge to the implementation of the Children's Services action plan. The Panel has now met on 12 occasions with the most recent meeting taking place on 14<sup>th</sup> March 2019.

## **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.

---

<sup>1</sup> See [www.southendyouthcouncil.co.uk](http://www.southendyouthcouncil.co.uk) #1757voicescharter

- 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**

- Notes from project team meetings.
- Emails regarding Quality Accounts; letter from EPUT regarding Quality Account / Report process.

## **8. Appendices**

**Appendix 1 – in depth scrutiny report – *to follow***

**Appendix 2 – update on St Luke’s Health Centre**

**Appendix 3 – The 1757 Voices Charter**

This page is intentionally left blank



**Essex Partnership University NHS Foundation Trust  
NHS Southend Clinical Commissioning Group**

Dear Councillors and co-opted members,

We wanted to write to you to provide you with some positive news around the development of the St Luke's Health Centre.

In October 2018, members of People Scrutiny Committee, and later the Full Council, considered a paper presented by Officers from both Essex Partnership University NHS Foundation Trust (EPUT) and NHS Southend Clinical Commissioning Group (CCG). The paper is at Appendix 1 to this briefing note.

The paper outlined a proposal that would realise a £1.7million NHS investment in the St Luke's ward by reorganising the provision of intermediate care and dementia care at The Cumberlege Lodge and Maple Ward respectively.

**UPDATE: Development of a new health centre**

Following the successful and safe relocation of intermediate care patients from Cumberlege Lodge, refurbishment works are expected to commence in March, subject to final leases being agreed.

£1.7 million of NHS England funding has been approved and will be used to:

- refurbish the Cumberlege Lodge to provide modern healthcare facilities in the St Luke's ward that is fit-for-purpose now and into the future
- provide, as a consequence of the refurbishment, additional space to increase access to GP services for the local population
- provide the infrastructure for better joined up health and care services to reduce duplications and ensure people don't fall through the cracks
- help to reduce demand for hospital-based urgent care through better provision and access to a wider range of services in the community

The partial refurbishment of Cumberlege Lodge and the relocation of the St Luke's GP practice is the first stage of the programme of works to develop the site. It is anticipated that this will take around 10 months and the CCG will work with the GP practice to agree a timeline to move into the new premises.

The next stage relates to the development of the remainder of the site to deliver Community and other integrated service, potentially incorporating services from Southend-on-Sea Borough Council and voluntary organisations.

**UPDATE: Intermediate Care beds**

We are delighted to confirm that plans are progressing, to schedule, with works to refurbish the Maple Ward at Rochford Hospital, nearing completion. The ward has been reshaped to ensure it is wholly suited to being an intermediate care facility and provide a quality of accommodation that far exceeds the current environment in the Cumberlege Intermediate Care Centre (CICC). It is expected that patients will begin to benefit from the newly-refurbished facility from the end of February.

As discussed in October, these changes are temporary to ensure patients continue to receive safe, effective care. No decision will be made on any permanent changes until we undertake a full engagement process with stakeholders and patients/relatives, to ensure that we have a clear picture of the implications of any permanent changes.

**UPDATE: Dementia care in Southend**

Pre-refurbishment, Maple Ward at Rochford Hospital was home to south east Essex dementia care assessment beds.

To ensure people with dementia continued to receive care close to where they live, an additional five beds were made available at Clifton Lodge in Southend and community dementia services were strengthened.

We are pleased to report that the dementia system is currently functioning without the beds in Maple ward and this is currently being overviewed by a task and finish group, of which I Chair. To date, no residents living in south east Essex have needed to travel out of the local area for care.

NHS Southend CCG, with its partners across south east Essex, continues to work to make sure local people in St Luke's and the wider south east Essex, receive safe, high quality care, in fit-for-purpose premises.

Finally, we want to assure you that we are committed to continuing our engagement with all key audiences on a regular basis and throughout the entirety of the project until its completion, ensuring close liaison with St Luke's Patient Participation Group (PPG) and patients, as these are the core groups affected by this project.

If you have any questions, or should you require clarification on any of the above, please do not hesitate to contact us.

Yours sincerely

**Dr José Garcia Lobera**  
**Local GP and Chair**  
NHS Southend Clinical Commissioning  
Group

6<sup>th</sup> floor, Civic Centre  
Southend-on-Sea Borough Council  
Victoria Avenue  
Southend SS2 6HE

Tel: 01702 215050

[www.southendccg.nhs.uk](http://www.southendccg.nhs.uk)

**Malcolm McCann**  
**Executive Director of Community**  
**Services and Partnerships**  
Essex Partnership University NHS  
Foundation Trust

Trust Head Office  
The Lodge, Lodge Approach  
Runwell, Wickford  
Essex SS11 7XX

Tel: 0300 123 0808

[www.eput.nhs.uk](http://www.eput.nhs.uk)

Enc. Appendix 1

**JOINT BRIEFING NOTE FOR MEMBERS REGARDING THE PROPOSED  
CREATION OF ADDITIONAL MENTAL HEALTH ‘IN PATIENT BEDS’ AND THE  
PROPOSED TEMPORARY RELOCATION OF CICC TO FACILITATE THE ST  
LUKE’S PRIMARY CARE CENTRE DEVELOPMENT**

**1 Purpose and Introduction**

**Purpose**

- 1.1 To provide a briefing note on behalf of Southend Borough Council (SBC) and Southend Clinical Commissioning Group (SCCG) which will update all Members on the developments regarding;
- St Luke’s primary care centre;
  - The creation of additional mental health ‘in patient’ beds; and
  - The re-organisation of intermediate care beds at Cumberlege Intermediate Care Centre (CICC) and Dementia Care Assessment beds.

**Introduction**

- 1.2 At Scrutiny on 9 October 2018 Members considered a paper presented by Officers from both Essex Partnerships University NHS Trust (EPUT) and SCCG, the paper is at **Appendix 1** to this briefing note.
- 1.3 Appendix 1 outlines a proposal which would facilitate the improved provision of primary care at St Luke’s by reorganising the provision of intermediate care and dementia care at CICC and Maple Ward respectively. Appendix 1 also outlines the creation of additional adult mental health inpatient beds which would reduce system pressures both within the community and Southend hospital.
- 1.4 The case for change and links between these schemes is detailed in the report and can be summarised as;
- The requirement to develop St Luke’s primary care centre through NHS England capital funding (circa £1.5M);
  - The requirement to address pressures on adult mental health beds across south Essex and the adverse impact this is having on both their treatment and wellbeing; and
  - The maintenance of local dementia services through local beds and an enhanced community service to keep more people in their own homes more of the time.
- 1.5 Both primary care services and the primary care estate in Southend are in urgent need of investment. A Southend Primary Care Strategy has been developed which aims to increase and upskill the workforce, invest in primary

care premises and improve outcomes for patients. SCCG has successfully applied for £1.5M capital funding to improve the facilities at St Luke's. To enable this re-development CICC will need to move to another suitable local facility.

- 1.6 Demand for adult mental health inpatient beds for patients in Southend and across south Essex has reached unprecedented levels. This is leading to delays in admitting patients who need a bed. This means that patients in crisis who go to Southend Hospital A&E Department may have to spend an extended period in a busy and unsuitable environment when they are in a highly distressed state. The difficulty in admitting patients to the local beds is also leading to more people having to be taken to other places where beds are available, in some instances as far away as Southampton. This proposal facilitates the development of an additional 16-20 adult inpatient beds at the Mental Health Unit at Basildon Hospital at no extra cost.
- 1.7 The revised plan (post Scrutiny) outlined in Section 2 will deliver better outcomes for the residents of Southend. At Scrutiny a number of concerns were raised by Members and the purpose of this briefing note is to address these concerns so that Members can consider and debate at Full Council on 18 October 2018.
- 1.8 Scrutiny were asked to note that the circumstances of patient safety and the desire to facilitate the development of the St Luke's Primary Care Centre underpin the request to defer consultation until the point of determining permanent moves.

## **2 The Proposal**

- 2.1 To access £1.5M NHS England capital funding by 31 March 2019 which will facilitate the improvement of St Luke's primary care centre. Thus enhancing facilities and access to primary care in Southend. In addition, an opportunity to increase the current list size by circa 4,000 patients from its' current 6,000 to 10,000. To achieve this the following steps are proposed;
  - Move intermediate care beds from CICC to Maple Ward at Rochford Hospital. This will increase capacity for intermediate care provision from 16 to 22 beds (South East Essex), with the potential for 2 additional beds if SCCG want to commission.
  - Move existing south east Essex dementia care assessment beds from Maple Ward to Meadowview Ward at Thurrock Community Hospital in Grays. As these patients have an urgent need for specialist assessment and treatment they need to be formally detained under the Mental Health Act, and that means they have to be admitted to a hospital (and not any other facility such as a nursing or care home). There are currently seven patients from Southend in Maple Ward, four of whom are still subject to their initial detention under the Mental Health Act.
  - After CICC has relocated to Maple Ward any patients needing this urgent specialist assessment and treatment will be admitted to Meadowview in Thurrock. No patients currently on Maple Ward will move to Meadowview as they will be discharged in the normal way when it is appropriate to do so
  - Since Scrutiny the proposal outlined in Appendix 1 has developed and now includes the creation of 5 beds for patients with dementia at Clifton Lodge. These beds will be ring fenced for Southend patients for as long as they are needed. At the point at which patients can appropriately have their Mental

Health Act detention removed they can be transferred to Clifton Lodge for any on-going treatment, monitoring and discharge planning.

- Through consolidating Maple and Meadowview Wards funding will be released from the existing financial envelope to allow for the creation of an additional 16-20 adult mental health inpatient beds at Gloucester Ward, Basildon. This will address the fact that mental health patients are experiencing long waits at Southend A&E; enhanced local capacity is required to avoid out of area admissions and there are poor levels of patient experience at Southend A&E.
- Funding would be released from within the system to fund 2 additional nurses working within the community support offer. The nationally recognised best practice model is for people with dementia to be supported at home wherever possible, this includes meeting their treatment, care and support needs. When a crisis emerges support will be provided through intensive support teams and social care support packages.

2.2 The proposal outlined in para 2.1 will deliver improved outcomes for residents of Southend. These are explored further in Section 3. With any change there are compromises and challenges that need to be addressed and mitigated. Members at Scrutiny raised concerns regarding patient outcomes; patient safety; service provision remaining local and the impact on staff, including EPUTs lack of consultation. In Section 4 the mitigations are explored in greater detail.

### **3 Outcomes / benefits for Southend patients**

- 3.1 **Improving the access to and provision of primary care and primary care estate in St Luke's.** These proposals would increase the current list size from 6,000 to 10,000. The provision of improved facilities would allow the creation of an integrated locality hub with social care, health and 3rd sector all able to work together under one roof.
- 3.2 **New facility for intermediate care** addressing weaknesses and inadequacies of current provision. Intermediate care capacity would increase from 16 to 22 with potential for further 2 beds (subject to commissioning). The enhancement of intermediate care would provide a safer and better rehab environment.
- 3.3 **Improved outcomes for dementia patients.** Through investment in the community support team and the ring fencing of 5 beds at Clifton Lodge the model of care would be aligned to nationally recognised best practice models for dementia care. Additionally, all partners to these proposals are committed to a clinical review, led by Dr Garcia (Chair SCCG), to report by 31 March 2019. The clinical review will set out options to be consulted on.
- 3.4 **Reduced lengths of stay and better access to beds** at Southend Hospital as a result of more capacity in CICC.
- 3.5 **Improved service for mental health patients at A&E.** Reduced waits and better care for mental health patients at Southend A&E.
- 3.6 **Enhanced local services for people with dementia.** People with dementia will be supported at home where ever possible, this includes meeting their treatment, care and support needs. When a crisis emerges support will be provided through intensive support teams and social care support packages; care at home provides better outcomes. This proposal includes an investment

in the community support team and a clinically led review of local dementia services.

- 3.7 **Improved adult inpatient mental health care provision.** Through consolidating Meadowview and Maple Wards an additional 16-20 adult MH beds in south Essex will be creating within the current financial envelope. This will deliver better care for mental health adults, not having to travel to Southampton for a bed for example.

#### 4 **Links and dependencies between the proposals**

- 4.1 At Scrutiny on 9 Oct 2018 Members raised a number of concerns. Since Scrutiny the concerns have been addressed and are outlined below;

- **Locally based dementia care assessment beds.** Admission for treatment for those with dementia to a mental health ward would nearly always be subject to a Section of the Mental Health Act, in this case; Meadowview Ward. Once assessed and treated patients care will be transferred to Clifton Lodge so that the most appropriate discharge pathway could be agreed.

Acknowledging that dementia care assessment beds are to be relocated in Thurrock, SCCG can provide assurance that, subject to the outcome of the clinical review and appropriate finance being made available, dementia care assessment beds will be based in South East Essex once the reconfiguration of services and clinical review is complete. SCCG and SBC have invested resource to work in partnership and develop an integrated commissioning function. A key priority for our joint function is to ensure that dementia patients receive appropriate care in the right place.

Additionally these proposals include an investment in the Community Support team to ensure patients with dementia will be supported at home wherever possible, this includes meeting their treatment, care and support needs.

- **Planning permission.** Temporary planning permission for the current St Luke's primary care centre (based in a portakabin) runs out on 10th November 2018. An 8 week period to apply for an extension has been advised. Planners have also advised that they would need a clear commitment from health regarding the detail of the plan if an extension was required.
- **Patient safety.** EPUT have confirmed that patient safety is the principle concern. The proposal to develop additional adult in-patient beds was prompted by discussions with clinicians concerning patient safety. Discussions on patient safety have guided all aspects of our proposal and have the support of lead clinicians and nurse leaders. Additionally, EPUT have confirmed that they are confident in their ability to staff Meadowview so that any patient cared for will receive expert medical and nursing care in a safe environment.
- **Impact on workforce.** EPUT have confirmed the following with regards to minimising the impact on staff;
  - Trade Unions have supported the approach to consultation and are fully appraised of the proposals and impact these may have on their members. Appropriate support to answer questions any staff may have;

- Following the Full Council meeting (if supported ) EPUT will be meeting staff on 19 October 2018 to explain the process set out in policy on organisational change;
- Consultation paper on the proposed changes to be produced. Staff will have a period of time to consider the proposals and feedback is encouraged. Each comment received will be considered and each issue raised will be responded to. 1-1 meetings will be held. EPUT HR have also been aligned so that they can support our staff during this time.
- EPUT have committed to a clinical review which will be led by Dr Garcia. EPUT have confirmed that they will ensure all clinicians and staff across health and care can contribute to the discussions and shape the options which can be consulted upon post April 19. EPUT are keen to extend the invite to their staff member Councillor Robinson.
- Staff entitlements e.g. travel protection are set out in relevant HR policies that are available for EPUT staff and their Union reps. Overall aim is to avoid and minimise redundancies. EPUT have confirmed that they have successfully redeployed staff during other organisational change.
- **Transfer and transport for patients, friends and family.** EPUT have committed to ensuring that transfer and transport issues for patients, friends and family will be addressed on an individual basis in consultation with the individuals. Healthwatch have confirmed that they will work with individual patients and families in association with EPUT to monitor and ensure the arrangements are suitable and appropriate.

## 5 Clinical view

- 5.1 Dr Jose Garcia, the GP mental health clinical lead for Southend CCG and the Consultant for Older People's Mental Health at EPUT, have stressed the importance of patients with dementia staying where they live. Maintaining their own routine, seeing familiar faces and having the right support is vital for them. Collectively, health and social care are working to offer this to patients and we are getting better and better at responding to sudden change, deterioration and challenge. In those situations, keeping patients in their natural environment provides a higher chance of recovery.
- 5.2 The reorganization that EPUT is proposing for re-locating CICC and dementia assessment beds, together with the proposal of having local beds for dementia patients to come back to after they have received a specialist inpatient dementia assessment along with a stronger community offer to reduce the need for admissions will give a safe and meaningful locally focused offer for patients and their families, with safe support for those patients in crisis in the short term.
- 5.3 The clinical group that is being established as part of these proposals will ensure that people have safe and appropriate care over the winter. The group will review and lead changes to enhance inpatient and community treatment, care and support going forward. This will include the current approach to specialist inpatient dementia assessment (the beds on Maple Ward); more changes to bring services closer to home; and a more holistic approach for both patients and those who look after them to improve their physical and emotional health and wellbeing.

## **6 Community provision**

- 6.1 The Dementia Intensive Support Team has been developed over the last four years to provide more support to people in their own homes. As part of the further work undertaken since Scrutiny EPUT has now confirmed that they will fund two more nursing posts and an initial one half day per week of consultant older people psychiatrist time to add to this team to facilitate discharge from Meadowview and Clifton Lodge with higher level of support in the community. This community approach will be further enhanced through the work of the clinically led group established to oversee these changes to local dementia services and advise on the best way of meeting the needs of people in Southend going forward.

## **7 Appendices**

- 7.1 Appendix 1 – The proposed creation of additional adult mental health ‘inpatient beds’ and associated temporary ward moves. The proposed temporary relocation of CICC to facilitate the St Luke’s Primary Care Centre development.

Cathy Gritzner  
Interim Accountable Officer  
NHS Southend CCG &  
NHS Castle Point and Rochford CCG

Simon Leftley  
Deputy Chief Executive (People)  
Southend on Sea Borough Council

This page is intentionally left blank



# The 1757 Voices Charter

## The Southend Youth Council Mental Health and Emotional Well-being Charter



### Introduction

"We, the 1757 Southend students who gave our opinions in the SYC Mental Health survey, believe in better Mental Health and Emotional Well-being provision in schools for all Southend pupils. Our views on our personal Mental Health experiences, the available support services and what we think our schools could provide for us have inspired this Charter, which condenses these wishes and gives greater transparency for our aims. Based directly from our survey responses, these Charter terms specify how we feel our schools can ensure every Southend pupil be better supported with their Mental Health and Emotional Well-being in four key areas: by strengthening trust, having better promotion, increasing support and by creating a more open and safe school environment."

### 1 Trust

We should be informed about our confidentiality rights when we disclose information about our Mental Health and Emotional Well-being. This should be treated as confidential and handled discreetly. However, if the information raises a concern about the safety of that student or another person we need to be told who else it might be disclosed to and why.

We need to be able to organise appointments for use of Mental Health and Emotional Well-being services discreetly and be able to access them without being collected by a member of staff in person.

We should be able to choose how we contact any Mental Health and Emotional Well-being support services in school and have the option of contacting pastoral support staff via an email address or in a location that ensures us privacy and discretion.

Our counselling sessions should be out of the view of peers.

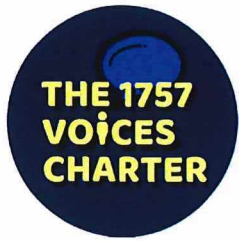
Students should have the option to speak to pastoral support staff who are not in positions of authority over them.

### 2 Promotion

Our schools should regularly ensure that all students be made aware of how to contact and access the Mental Health and Emotional Well-being and pastoral support within school.

We would like our schools to advertise the Mental Health and Emotional Well-being support services available within school and locally e.g. via posters or assemblies.

We would like to be consulted on the development of our schools' anti-bullying and Mental Health and Emotional Well-being strategies and these should be clearly displayed on our schools' websites.



# The 1757 Voices Charter

## The Southend Youth Council Mental Health and Emotional Well-being Charter



### 3 Support

Our schools' staff need to have regular opportunities to be trained and supported to have the necessary skills, information and awareness to support students' Mental Health and Emotional Well-being.

If there are limits on session numbers for internal school counselling, students should be provided with the option of referral to an external counsellor.

We need our schools to provide us with a designated 'safe space' room in a private and comforting location for students to access freely and discreetly to support students' Mental Health and Emotional Well-being.

### 4 School environment

Our schools should deal with all issues of bullying and cyberbullying immediately and consistently.

We need our schools to provide all students with timetabled PSHE lessons which include discussion and learning of Mental Health and Emotional Well-being and coping strategies.

We would like our schools to provide students with awareness and education of Mental Health and Well-being issues, including acknowledging the stressors of everyday life, through forms such as assemblies to create a more understanding and tolerant school environment.

## Evidence

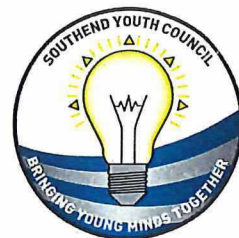
Our schools should provide yearly evidence of how well they are delivering the principles of the Charter through methods such as case studies, examples of changes made, and student feedback.



# The 1757 Voices Charter

## The Emotional Wellbeing and Mental Health Charter

### Supporting notes for Schools



## What are the supporting notes?

The supporting notes are a set of guidelines and suggestions to help schools to adhere to the points of the charter. The guidelines offer more detailed advice including examples of charities and organisations to help with teacher training and support for students.

1

## Trust

Making young people aware that after 16 they can re-register with the GP with their own number. This could be explained in PSHE lessons for over 16s or put in informational leaflets.

Develop links with local GPs and invite them to speak to pupils about Emotional Wellbeing and Mental Health and how they can get help or help themselves.

Let young people know that EWMHS (Emotional Wellbeing and Mental Health Service) will not always accept a referral without parental involvement.

Inform students of safeguarding procedures and confidentiality rights before starting counselling for the first time.

Pastoral support email addresses could be visible on the school's website with the caveat that only school emails can contact them.

Counselling rooms could be dedicated rooms with a closed door or classrooms which are not used by other students at counselling times. Only the counsellor, the student seeking counselling and those they have chosen to bring in should be present during counselling.

If a school is providing a counselling service, the counsellors shouldn't be a subject teacher. A counsellor shouldn't be a teacher and that they may actually be being mentored rather than receiving formal counselling. If they're calling them counsellors then they should be qualified counsellors and this should be stated.

Young people could be given a card to be used discreetly and to leave class to go to appointments.

2

## Promotion

Each school year could have an assembly presentation to tell them about who they should contact and what support is available and then the presentation should be made available on the school's website.

Useful contacts and where to go for support could be included in student's planners.

Support Mental Health awareness week, generally held in May. This could involve talks on Emotional Well-being and Mental Health from local services or charities.

# The School Emotional Wellbeing and Mental Health Charter -Supporting notes

Schools to acknowledge the challenges that students face during modern day living – bullying, exam stress, anxiety, stress, lack of sleep and in some cases abuse.

Schools can use posters, informational leaflets and other forms of advertising to ensure that students know about different sources of support and information available to them.

Schools could create a group representative of year groups to consult on anti-bullying and Mental Health and Emotional Well-being strategies or bring to the current school council if there is one.

Organisations that provide mental health support for young people in the UK:

## **Relate South Essex**

Website: <http://www.relatesouthessex.co.uk>

Tel: 01702 342901

A charity providing youth counselling and meditation, among other things, for those based in Basildon, Thurrock and Southend. The counselling is often at cost depending on income. They have a location in Southend.

## **Kooth**

Website: <https://www.kooth.com>

A digital mental health support service where children and young people have easy access to an online community of peers and a team of experienced counsellors. The access is free, has no waiting lists and is completely anonymous. Many counties in the UK have commissioned Kooth, including Essex.

## **Young Minds**

Website: <https://youngminds.org.uk>

A UK based charity for supporting young people's mental health. They offer resources to educate on mental health issues and teaching resources. They also offer teacher training and speakers for those working with children and young people.

## **Mind**

Website: <https://www.mind.org.uk>

A UK based charity that provides advice and support to empower anyone experiencing a mental health problem. They campaign to improve services, raise awareness and promote understanding. They have an Infoline to offer callers confidential help and provide information on mental health.

## **Samaritans**

Website: <https://www.samaritans.org>

UK Hotline: 116 123

A 24/7 mental health hotline for those experiencing mental health issues.

## **Childline**

Website: <https://www.childline.org.uk>

Hotline: 0800 1111

A confidential service for those who are under 19 in the UK to talk about issues they might be going through. They can be contacted by telephone, email or a one-to-one counselling chat.

# The School Emotional Wellbeing and Mental Health Charter -Supporting notes

## **The Mix**

Website: <https://www.themix.org.uk>

Tel: 0808 808 4994

A UK based charity who provide mental health support and information for under 25s. They have options to access support with them over phone, email, peer to peer and counselling services.

## **SOS Domestic Abuse Projects**

Website: <https://www.sosdap.org>

Admin Tel: 01702 868026

A Southend based charity that aims to support people affected by domestic abuse. They can help educate about the impact of domestic abuse, support individuals and families to make healthy choices and provide refuge accommodation to high risk women and children.

Each school year could have an assembly presentation to tell them about who they should contact and what support is available and then the presentation should be made available on the school's website.

## 3

## **Support**

Information about appointments to be shared electronically and privately e.g. direct email or option to send receive/text messages

The school office inform the young people's teacher that they will be leaving for an appointment.

Being able to choose how young people are invited and brought to sessions e.g. waiting somewhere first and then being brought in.

Schools staff should have regular opportunities either in house or outside to be trained on Emotional Well-being and Mental Health e.g. Healthy Schools or EWMHS training.

Students should be given the option to speak to someone who isn't in a position of authority over them and doesn't teach them. For example, if only teaching staff are available, it's acceptable as long as the student can speak to someone who doesn't teach them and doesn't have a role of authority (e.g. head of year) over their year group.

Pastoral support staff should inform students of external options for counselling and the possibility of referral if there are limits on session numbers which mean a student must stop counselling.

The "safe space" room could provide somewhere for students who are struggling with anxiety or stress during class to be dismissed to and would allow students to have somewhere to calm down from the stresses of school life during other times.

# The School Emotional Wellbeing and Mental Health Charter -Supporting notes

## 4 School environment

Schools to have a dedicated Emotional Well-being and Mental Health Champion or representative.

Emotional Well-being and Mental Health support staff e.g. pastoral support staff." Have a regular Emotional Well-being and Mental Health agenda point for School Council and staff meetings.

Offering relaxation sessions at around periods of stress e.g. exam time.

Dedicating one of the inset days to Emotional Well-being and Mental Health.

Participating in existing accreditation e.g. Healthy Schools awards.

Regular surveys to establish what young people and staff think about how the school is performing with regards to Emotional Well-being and Mental Health.

Assemblies and PSHE lessons can explain what Mental Health and Emotional Wellbeing is and help to de-stigmatise it. Coping strategies and how to best help friends can also be covered.

## 5 Evidence

Evidence should be submitted by case studies, written or electronic feedback from students in their own words, through surveys or polls and by encouraging students to review how Emotional Well-being and Mental Health is supported in their school.

Schools could sign up to annual SHUE survey (Health and Well-being) – there is a focus on Mental Health for years 8 and 10.

In addition, feedback from school staff could be included to share successes and ideas and to celebrate progress.

Evidence could document changes made to follow the charter or examples of how the school keeps to the charter with their practice.

Students who use or have used support services could be given questionnaires regarding whether they are satisfied with their support. This could include different areas such as privacy, whether they feel it has helped them or ease of access. - a suggestion that would allow students to review their own mental health services within their school.

Evidence will be collected electronically by Southend Youth Council on an annual basis and reviewed in line with the Charter.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank