

**Public Document Pack**  
**SOUTHEND-ON-SEA BOROUGH COUNCIL**

**Policy and Resources Scrutiny Committee**

**Date: Wednesday, 10th October, 2018 @ 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 Thursday, 12th July, 2018**
- 5 Monthly Performance Report**  
Members are reminded to bring with them the most recent MPR for period end July 2018.

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

**\*\*\*\* ITEMS CALLED IN / REFERRED DIRECT FROM CABINET - Tuesday 18th September, 2018**

- 6 Housing and Homeless Strategy**  
Minute 264 (Cabinet Book 1, Agenda Item No. 8)  
Called-in by Councillors Jones and Gilbert
- 7 Senior Management Arrangements**  
Minute 269 (Cabinet Book 1, Agenda Item No. 13)  
Called in by Councillors Ayling and Woodley
- 8 Annual Comments, Compliments and Complaints Report**  
Minute 271 (Cabinet Book 1 Agenda Item No. 15)  
Referred direct to all three Scrutiny Committees
- 9 Fees and Charges Policy**  
Minute 277 (Cabinet Book 2, Agenda Item No. 21)  
Called-in by Councillors Wexham, Mulroney, Terry and Woodley
- 10 Standing Order 46 Report**  
Minute 284 (Cabinet Book 2, Agenda Item No. 28)  
Item 2.1 - Disposal of 7 Ceylon Road, Westcliff on Sea only  
Called-in by Councillors Ware-Lane and Gilbert

**\*\*\*\* PRE-CABINET SCRUTINY ITEMS**

NONE

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

NONE

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

- 11 Update on in depth scrutiny project - additional enforcement resources for Southend**  
Report – to follow
- 12 In depth scrutiny project - Re-imaging the town centre for the future, in the context of the vision for Southend 2050**  
Initial Draft Project Plan

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

Councillor B Ayling (Chair), Councillor C Mulroney (Vice-Chair),  
Councillors B Arscott, D Burzotta, F Evans, N Folkard, D Garston, I Gilbert, R Hadley,  
H McDonald, D McGlone, D Nelson, D Norman MBE, G Phillips, M Stafford, M Terry and  
C Walker

# Public Document Pack

## SOUTHEND-ON-SEA BOROUGH COUNCIL

### Meeting of Policy and Resources Scrutiny Committee

**Date:** Thursday, 12th July, 2018  
**Place:** Committee Room 1 - Civic Suite

4

**Present:** Councillor C Mulroney (Vice-Chair)  
Councillors B Arscott, D Burzotta, F Evans, N Folkard, D Garston,  
I Gilbert, R Hadley, T Harp\*, H McDonald, D McGlone,  
D Norman MBE, J McMahon\*, G Phillips, M Terry and C Walker  
\*Substitute in accordance with Council Procedure Rule 31.

**In Attendance:** Councillors J Lamb, T Cox, M Flewitt and L Salter (Cabinet Members)  
Councillor D Garne  
J K Williams, F Abbott, S Houlden, G Halksworth, C Fozzard,  
M Gatrell and J Ruffle

**Start/End Time:** 6.30 - 8.40 pm

#### 134 Apologies for Absence

Apologies for absence were received from Councillor Ayling (substitute Cllr Harp), Councillor Nelson (substitute Cllr McMahon) and Councillor Stafford (no substitute).

Councillor McDonald acted as Vice Chair at the meeting.

#### 135 Declarations of Interest

The following interests were declared at the meeting:-

- (a) Councillors Lamb, Salter, Flewitt and Cox (Cabinet Members) - Disqualifying non-pecuniary interests in all the called-in/referred items; attended pursuant to the dispensation agreed at Council on 19th July 2012, under S.33 of the Localism Act 2011;
- (b) Councillor McMahon - interest in agenda item relating to Annual Report - non-pecuniary – been a night shelter worker; member of SCF provision of services for the homeless; co-founder HARP – homeless facilities in Southend;
- (c) Councillor Hadley – disclosable pecuniary interest in agenda item relating to Future Delivery of a regulated Private Rented Housing Sector - attended pursuant to dispensation agreed by the Standards Committee on 21<sup>st</sup> November 2017, under S.33 of the Localism Act 2011 to participate in the debate and vote. However, Councillor Hadley confirmed that he would not be exercising his dispensation in terms of voting and would limit his contribution to speaking only;
- (d) Councillor Evans - disclosable pecuniary interest in agenda item relating to Future Delivery of a regulated Private Rented Housing Sector – withdrew;
- (e) Councillor Folkard – agenda item relating to Future Delivery of a regulated Private Rented Housing Sector – non-pecuniary – SBC appointed representative on SEAL;

- (f) Councillor Flewitt – agenda item relating to MPR – non-pecuniary – Hate Crime Ambassador.

Councillor Salter advised that she has a disclosable pecuniary interest in agenda item relating to Future Delivery of a regulated Private Rented Housing Sector (as a Private Sector landlord) but would be leaving the meeting prior to the item being discussed.

**136 Questions from Members of the Public**

Councillor Lamb, the Leader responded to a question from Mr Webb and Councillor Cox, Cabinet Member for Adults & Housing responded to a question from Mr Webb.

The responses to the 2 questions from Mrs Grubb will be forwarded to her as she was not present at the meeting.

**137 Minutes of the Meeting held on Thursday, 12th April, 2018**

Resolved:-

That the Minutes of the meeting held on Thursday, 12<sup>th</sup> April, 2018 be confirmed and signed as a correct record.

**138 Monthly Performance Report - May 2018**

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

In response to questions about the format of this Report, the Leader said that he would ascertain why information on Public Protection and Partnership Indicators (Section 4) was not included this time.

The Cabinet Member for Public Protection reported verbally on the latest crime statistics received from the District Commander and confirmed that he would circulate the information to Members shortly.

Resolved:-

That the report be noted.

Note:- This is an Executive Function.

Executive Councillor:- As appropriate to the item.

**139 Social Value Policy**

The Committee considered Minute 45 of the meeting of Cabinet held on 19th June 2018, which had been called in to Scrutiny, together with a report of the Chief Executive setting out the proposed Social Value Policy to be applied across all Council procurement activities from June 2018.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the Council’s Social Value Policy from June 2018, as set out in Appendix 1 to the submitted report, be adopted.

2. That the aims, objectives and principles stated in the Policy, be approved.”

Note: This is an Executive Function

Cabinet Member: Cllr Lamb

#### **140 Annual Report and 2017/18 Year End Performance Report**

The Committee considered Minute 46 of the meeting of Cabinet held on 19th June 2018, which had been called in to Scrutiny, together with a report of the Chief Executive setting out the approach to the Council’s Annual Report and the end of year position of the Council’s corporate performance for 2017/18 and 2018/19 targets.

Resolved:-

That the following decisions of Cabinet be noted:-

“1. That the suggested approach to the Council’s Annual Report, set out in Appendix 2 to the submitted report and draft design set out in Appendix 3 to the report, be approved.

2. That the 2017/18 end of year performance report and targets for 2018/19, be noted.”

Note: This is an Executive Function

Cabinet Member: as appropriate for the item.

#### **141 Corporate Risk Register 2018/19**

The Committee considered Minute 47 of the meeting of Cabinet held on 19th June 2018, which had been called in to Scrutiny, together with a report of the Chief Executive presenting the revised 2018/19 Corporate Risk Register.

Resolved:-

That the following decision of Cabinet be noted:-

“That the risks identified by the Corporate Management Team (CMT) be included in the 2018/19 Corporate Risk Register (these will be presented to the Audit Committee on 25<sup>th</sup> July 2018).”

Note: This is an Executive Function

Cabinet Member: Cllr Lamb

**142 Notice of Motion - Jewish Manifesto for Local Government**

The Committee considered Minute 61 of the meeting of Cabinet held on 19th June 2018, which had been called in to Scrutiny.

At the meeting of Council held on 19<sup>th</sup> April 2018, Members received a Notice of Motion proposing that the Council supports the launch of the Jewish Manifesto for Local Government published by the Board of Deputies, the Security Council for British Jews.

Resolved:-

That the following decision of Cabinet be noted:-

“That the Notice of Motion proposing the launch of the Jewish Manifesto for Local Government, be adopted.”

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

**143 Council Procedure Rule 46**

The Committee considered Minute 62 of the meeting of Cabinet held on 19<sup>th</sup> June 2018, relating to item 3.1, acquisition of 6 flats at St Mary’s Court, Victoria Avenue, Southend-on-Sea.

In response to questions from the Committee, the Director of Adult Services and Housing said that she would ascertain the reasons for the properties becoming available at this time.

Resolved:

That the following decision of Cabinet be noted:-

“That the submitted report be noted.”

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

**144 Compulsory Licensing Scheme**

(This is a pre-Cabinet Scrutiny item).

The Committee considered a report by the Deputy Chief Executive (People) by way of pre-Cabinet scrutiny.

The Committee discussed the Report in detail and in particular the merits of the Options presented, in particular Option 1 (revise the present delivery to incorporate enhanced enforcement) and Option 3 (strict application of all powers available & consider discretionary licensing).

Resolved:-

The Committee recommended that the Cabinet should pursue the approach set out in Option 1 in the Report.

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

#### **145 Policing in Southend**

In accordance with Council Procedure Rule 35.1 (d), Councillor Terry requested that the following item be raised at the meeting – “To discuss the outcome of the unanimous decision by Full Council on 19<sup>th</sup> April 2018 to call for more policing in Southend (Minute 937 refers) and the content of the letter sent to the Home Secretary / Government.

The Cabinet Member responded to questions raised and confirmed that letters have been sent to Mr Hirst, the Police, Fire & Crime Commissioner and to the Home Office (although this would be confirmed to all Members). He also agreed to arrange for the circulation of the letter to Mr Hirst and his response.

The Committee expressed concern about the delay in the despatch of the letters, and some of the content which did not reflect the agreement made by the Council in April. The Leader undertook to brief the Group Leaders on the situation.

Resolved:-

That the situation be noted.

#### **146 In depth Scrutiny Projects 2018/19 and Summary of Work**

The Committee considered a report of the Chief Executive concerning the possible in depth scrutiny project to be undertaken by the Scrutiny Committee in 2018/19. The report also attached some information about the work carried out by the Scrutiny Committee in the 2017/18 Municipal Year.

The Committee noted that the Place Scrutiny Committee at its meeting on 9<sup>th</sup> July 2018 had considered the suggestion to undertake a joint study with the Policy & Resources Scrutiny Committee focussing on various aspects of the Town Centre, in the context of the vision for Southend 2050. Such a joint study would enable cross cutting issues to be addressed effectively. This study could cover retail in a changing world, housing, community safety, acquisition of properties etc. (shaping here, living here).

Resolved:-

1. That the in depth scrutiny project for 2018/19 will be looking at the Town Centre, in the context of the vision for Southend 2050 and that this be a joint project with the Place Scrutiny Committee, to ensure that all cross cutting issues can be properly considered.

2. That a joint Working Party be established consisting of 8 Members drawn from both Scrutiny Committees and chaired by the Chairman of the Place Scrutiny Committee.
3. That Council be recommended to appoint the 8 Members of the Working Party at its meeting on 19th July 2018 (by convention proportionality shall apply) and endorse Councillor Robinson as Chairman of the Working Party.
4. That the information attached at Appendix 3 to the Report, the summary of work of the 3 Scrutiny Committees during 2017 / 2018, be noted.

Note:- This is a Scrutiny Function save for Resolution 3 above which is a Council function.

**147 Minutes of the Meeting of the Chairmen's Scrutiny Forum held on Monday, 11th June 2018**

Resolved:

That the Minutes of the meeting of Chairmen's Scrutiny Forum held on Monday, 11<sup>th</sup> June 2018 be received and noted and the recommendations therein endorsed.

Note: This is a Scrutiny Function.

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



# MONTHLY PERFORMANCE REPORT

## July 2018

**5**

### Contents

#### **Section 1**

Pages 1-8

#### **2018-19 Exceptions – Current Month's Performance**

Current Month's performance information for indicators rated Red or Amber and highlighted Green indicators with commentary.

#### **Section 2**

Pages 9 - 12

#### **2018-19 Corporate Performance Indicators**

Performance Information for all Corporate Priority Indicators

#### **Section 3**

Pages 13-25

#### **Detail of Indicators Rated Red or Amber**

Performance detail for indicators rated Red or Amber

#### **Section 4**

Pages 26-30

#### **Partnership Indicators**

Health Wellbeing Indicators

Local Economy Indicators

Community Safety Indicators

#### **Section 5**

Pages 31-51

#### **Revenue Budget Monitoring – Period 3**

Budget monitor and forecast by Portfolio

#### **Section 6**

Pages 52 - 65

#### **Capital Programme Budget Monitoring – Period 3**







Summary of Capital Expenditure

Version: **V1.0**

Published by the Policy, Engagement & Communication Team

Further information: [timmacgregor@southend.gov.uk](mailto:timmacgregor@southend.gov.uk) (01702) 534025 or [LouisaThomas@southend.gov.uk](mailto:LouisaThomas@southend.gov.uk) (01702) 212039

## Key to Columns and symbols used in report

Column Heading	Description
Minimise or Maximise	Indicates whether higher or lower number is better: Minimise = lower is better, maximise = higher is better
Latest Month	The latest month for which performance information is available
Month's Value	Performance to date for the latest month
Month's Target	Target to date for the latest month
Annual Target 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 Policy, Engagement & Communication Team

Further information: [timmacgregor@southend.gov.uk](mailto:timmacgregor@southend.gov.uk) (01702) 534025 or [LouisaThomas@southend.gov.uk](mailto:LouisaThomas@southend.gov.uk) (01702) 212039

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

Comments on Indicators rated Red or Amber

Generated on: 07 September 2018 15:26






**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 1.4	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	July 2018	79.6%	95%	95%			There is a concern that this number has dropped as children are on holiday. This is a continued area of focus and there is ongoing work with managers and staff to address the concerns. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	July 2018	62.3%	90%	90%			July was a busy month for ICPC's with 26 children being taken to conference. Of these 20 were within timeframes. 100% (18) in A&I were within timescales. The remaining were two families which took 24 and 27 days respectively to come to conference. We continue to see good performance and are working hard to achieve near to 100% compliance in this area.	People Scrutiny



**Expected Outcome** At risk of missing 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	July 2018	1,585	1,832	5,740			Targets for invites through GPs are being exceeded, and while health check delivery target has not been met, performance has improved. Delivery by ACE has also improved although not yet meeting trajectory target.	People Scrutiny







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



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]	Aim to Maximise	March 2018	47.21%	-	46.38%		-	2017/18 annual validated figure was reported in June 2018. First Quarter figures for April - June 2018/19 will be available at end of September. Activities that Veolia have been undertaking include: - Awareness raising activities – roadshows; events; coffee mornings; community meetings. Delivery and co-ordination of Customer Liaison Group; Street Champion and Recycling Champion act Anti-littering educational activities and supporting local community groups.	Place Scrutiny
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	July 2018	3,031	2,664	8,000			The missed collection target has marginally exceeded the target for July and this has been referred to Veolia Management to look into. This target will be tracked closely to ensure that the end of year target will be met.	Place Scrutiny

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



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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	July 2018	2.32	2.21	7.20			Year to date is currently running 0.10 days above the sickness absence target. HR are working with procurement to tender a new Occupational Health Service and Employee Assistance Programme. HR are also continuing to provide departments with targeted absence information to support managers in proactively managing their staffs absence.	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	July 2018	33.24	38 - 48	38 - 48			There has been a small increase in the number of children subject to child protection plans although still historically low. This is partly explained by increasing resources in Early Help and the use of other preventative interventions such as Family Group Conferences. We also regularly review decision making in the Multi-Agency Safeguarding Hub (MASH) plus and the outcome of Section 47 investigations. We have audited CIN cases and these were seen as being appropriately held at this level. We have commissioned a piece of work to provide further analysis - there has been a slight delay in this due to other work demands and will be available in September.	People Scrutiny
CP 1.2	Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]	Goldilocks	July 2018	71.84	57 - 67	57 - 67			The rate of children looked after remains above target. The rate did appear to stabilise in the mid-70s but has reduced over previous months. Other than children who need to become looked after in an emergency, the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary. We have commissioned a piece of work to review LAC numbers but this has been delayed in reporting due to other work demands but will report in September.	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	April 2018	86.2%	88.7%	88.7%			There is currently no reporting available on this indicator due to the implementation of the Liquid Logic adults system. Officers are working to ensure robust reporting will be available for the August performance, reported in September. April's comment: This performance indicator remains under the local target but above national target of 82.5%, 12 people were not at home after their reablement period, 11 of whom had died before the 91 day review.	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
									Analysis is being undertaken to ensure the appropriate cohort is being reflected in the figures reported. We are committed to ensuring all people are given the opportunity of reablement where appropriate. We are working with partners and staff to ensure they identify the appropriate people for reablement and we are working closely with providers to ensure they identify reablement potential early on and encourage a strength based approach that will maximise the person's independence.	
CP 3.4 12	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	April 2018	29.2%	33%	33%			<p>There is currently no reporting available on this indicator due to the implementation of the Liquid Logic adults system. Officers are working to ensure robust reporting will be available for the August performance, reported in September.</p> <p>April comment: Performance remains above the national benchmark of 28.3% and above the regional benchmark of 28.2%. As the domiciliary care is commissioned with the expectation of an enablement approach being adopted, aligned to localities, we are not surprised to see that people have trust in this offer and are choosing to access a direct service from us as opposed to a direct payment. The Service Contract to support people with Direct Payments is currently going through a tendering process, with adjustments to the specification to enhance the support for people using Direct Payments. It is anticipated that once the new contract is in place, we may see an increase in numbers of people choosing to have a direct payment option.</p>	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 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	July 2018	227	233	771			Continuing to support Primary Care to invite patients who are recorded as smokers into treatment, with a focus on long term conditions in practices with large numbers of smokers and practices in areas of high deprivation.	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
									Delivering refreshed action plan with particular focus on smoking in pregnancy/smokers with long term conditions including mental health. Ongoing discussions with Essex Partnership University Foundation Trust (EPUT) to embed smoking cessation within mental health treatment pathways.	

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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
13 CP 2.2	% acceptable standard of cleanliness: litter [Cumulative YTD]	Aim to Maximise	July 2018	93%	94%	94%			There has been a very slight performance dip to the litter cleansing target, which is usually the case in the summer season with high numbers of tourists visiting the town, especially with the exceptional summer that we are experiencing. It needs to be recognised that this is an exceptionally high standard of cleansing target and achieving over 93% is still a very high level of overall cleansing performance, which Veolia will be commended for. The end of year target will be met	Place Scrutiny
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	July 2018	6,521	6,500	19,500			<p>Music events; Lunchtime Recital: <b>2</b>, Local Concert: <b>30</b>, London Concert: <b>75</b>, BBC Proms: <b>360</b> Total =<b>467</b>  Sparkle; <b>121</b>  Bookstart; <b>85.5</b>  Library Volunteers: <b>707</b>  Home Library Service Volunteers: <b>75</b>  Museum Volunteers: <b>401</b>  Code club: <b>10</b>  Summer Reading Challenge: <b>425</b>  Leisure; <b>Awaiting Figures</b>  Focal Point; <b>Awaiting Figures</b>  Total – <b>2,291.5</b></p> <p>Volunteering for 18/19 started lower than expected, due to fewer larger scale events but with the Summer Reading Challenge in the Summer months, numbers have increased to reach target in July 2018.</p>	Place 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	July 2018	96%	95%	95%	✓	↑	This is above target. Four children (three families) were out of timescales - in relation to three children (two families) the children were seen and in the other case there was an unsuccessful home visit and another is being arranged. This is monitored on a weekly basis and Team Managers provide reassurance that children are safe.	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	July 2018	0.29	1.81	1.81	✓	↑	Delayed transfers of care from the acute and non-acute settings for health and social care maintains a positive and stable trajectory, with no anticipated decline in the short term. Performance continues to be supported by the strategic work being undertaken by the Service Transformation Team and the launch of a system wide Integrated Discharge Management Post, designed to support improvements across the Health and Social Care System. Work is commencing on strategies to support DTOC, including the co-location of the Integrated Discharge Service, and planning of the Discharge to Assess Model. Nationally released DTOC data for Jun-18 by LG Inform ranks Southend-on-Sea Borough Council as 11th within All English single-tier and county councils.	People Scrutiny
CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	July 2018	1.97	3.19	3.19	✓	↓	Only quarterly data is available, in line with national statistics and monthly updates continue to be provided for TA. Continued pressure in this area with 156 households in TA, up from 141 in Jun-18. Jul-18 performance is better than target and it should be noted that Dec-17 local performance stood at 1.54, compared to the England rate of 3.36 with local and national rates increasing. Southend ranks 99/294 reporting LAs, an improvement from 109/292 at the end of Sep-17 and the best position since Jun-16 (106th). This strong position is based on the proactive approach of the team, yet considerable pressures remain. Work is underway to improve the availability of	Policy and Resources Scrutiny



MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
									private sector properties to discharge our homelessness duty into, relieving pressure on the limited social housing stocks and reducing TA occupation levels. <b>Introduction of the Homelessness Reduction Act has seen a substantial increase in approaches, which is likely to lead to a further increase in demand for TA. Length of time applicants spend in TA is also likely to increase as a reflection of the 56 day relief duty.</b>	



**Expected Outcome** On course to achieve target

**Responsible OUs** Department for People; Public Health

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Comment - explanation of current performance, actions to improve performance and anticipated future performance	Scrutiny Committee
15 CP 3.7	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	July 2018	19	13	40			Move Out programme being delivered. Continuing to work collaboratively with economic development to engage businesses. Developing a bid to support employee retention for those with mental health & MSK problems.	People Scrutiny

**Expected Outcome** On course to achieve target

**Responsible OUs** Department of the Chief Executive

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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	July 2018	35.60%	35.60%	97.50%			The current collection for Council Tax as at the 31st July is 35.6%, this is equal to the target profile for the year. In monetary terms a total of £2.1 million additional tax has been collected to date compared to last year. Both enforcement agents are equal on collection of council tax with acceptable levels of collection rates. We continue to have large numbers of cases presented at the magistrate's court for non-payment; we will use all collection methods to recovery these arrears including attachment of earnings and attachments of benefits. For those residents that are struggling with arrears, we will	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
									continue to signpost to Step Change, CAB and other supporting agencies. Additional resource will be available shortly to support a review of our single person discounts, as well as students and a comprehensive review of empty properties.	
CP 4.4  16	% of Non-Domestic Rates for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	July 2018	39.20%	39.20%	98.30%	✓	↓	<p>The current collection for Business Rates as at 31st July 2018 is 39.2%. The collection equals the monthly target for this year.</p> <p>In monetary terms as at 31st July 2018 £16,000 more tax has been collected than at this stage last year in respect of the current year debt.</p> <p>The new position of revenues retention officer has now been filled, and will be starting work immediately on several reviews of reliefs and exemptions, including small business rates relief and charity reviews. We continue to work with our external partners to ensure we maximise collection where rates evasion tactics are being attempted.</p> <p>Our good working relationship with the Valuation Office is essential when looking to ensure a quick response to uploading new properties to our tax base, to maximise income for the authority.</p>	Policy & Resources Scrutiny
CP 5.5	Increase the number of people signed up to MySouthend to 45,000 [Cumulative YTD]	Aim to Maximise	July 2018	39,456	38,333	45,000	✓	↑	<p>Customers currently signed up to MySouthend are 39,456 which is a 1.66% increase from June 2018. We are continuing to encourage contact via the MySouthend Portal and the ambition remains to have a single MySouthend solution.</p>	Policy & Resources Scrutiny

## Section 2: 2018- 2019 Corporate Performance Indicators

Information for all 2013-2014 Corporate Priority Indicators

Generated on: 07 September 2018 15:26





**Performance Data Expected Outcome: At risk of missing target 6 On course to achieve target 16 Some slippage against target 7**

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









MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 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	July 2018	33.24	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	July 2018	71.84	57 - 67	57 - 67			John O'Loughlin	People Scrutiny
CP 1.4	Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.[Monthly Snapshot]	Aim to Maximise	July 2018	79.6%	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	July 2018	96%	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	July 2018	93%	94%	94%			Carl Robinson	Place Scrutiny
CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]	Aim to Maximise	March 2018	47.21%	- 9	46.38%		-	Carl Robinson	Place Scrutiny













MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]	Aim to Minimise	July 2018	3,031	2,664	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	July 2018	84.1%	74%	74%			Sharon Houlden	People Scrutiny
CP 3.2	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]	Aim to Maximise	April 2018	86.2%	88.7%	88.7%			Sharon Houlden	People Scrutiny
18 CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]	Aim to Maximise	April 2018	29.2%	33%	33%			Sharon Houlden	People Scrutiny
CP 3.5	Proportion of adults with a learning disability in paid employment. (ASCOF 1E) [Monthly Snapshot]	Aim to Maximise	April 2018	10.4%	10%	10%			Sharon Houlden	People Scrutiny
CP 3.6	Participation and attendance at council owned / affiliated cultural and sporting activities and events and visits to the Pier [Cumulative YTD]	Aim to Maximise	July 2018	1,531,171	1,466,667	4,400,000			Scott Dolling	Place Scrutiny
CP 3.7	PHRD Public Health Responsibility Deal [Cumulative YTD]	Aim to Maximise	July 2018	19	13	40			Krishna Ramkhelawon	People Scrutiny
CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]	Aim to Maximise	July 2018	1,585	1,832	5,740			Krishna Ramkhelawon	People Scrutiny
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]	Aim to Maximise	July 2018	62.3%	90%	90%			John O'Loughlin	People Scrutiny

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]	Aim to Maximise	July 2018	227	233	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	July 2018	0.29	1.81	1.81			Sharon Houlden	People Scrutiny

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

MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 4.3	% of Council Tax for 2018/19 collected in year [Cumulative YTD]	Aim to Maximise	July 2018	35.60%	35.60%	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	July 2018	39.20%	39.20%	98.30%			Joe Chesterton	Policy & Resources Scrutiny
CP 4.5	Major planning applications determined in 13 weeks [Cumulative YTD]	Aim to Maximise	July 2018	100.00%	79.00%	79.00%			Peter Geraghty	Place Scrutiny
CP 4.6	Minor planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	July 2018	99.33%	84.00%	84.00%			Peter Geraghty	Place Scrutiny
CP 4.7	Other planning applications determined in 8 weeks [Cumulative YTD]	Aim to Maximise	July 2018	98.52%	90.00%	90.00%			Peter Geraghty	Place Scrutiny
CP 4.8	Current Rent Arrears as % of rent due [Monthly Snapshot]	Aim to Minimise	July 2018	1.5%	1.77%	1.77%			Sharon Houlden	Policy and Resources Scrutiny
CP 4.9	Percentage of children in good or outstanding schools. [Monthly Snapshot]	Aim to Maximise	July 2018	83.9%	82.5%	82.5%			Brin Martin	People Scrutiny
CP 4.10	Rate of households in temporary accommodation per 1,000 households [Cumulative YTD]	Aim to Minimise	July 2018	1.97	3.19	3.19			Sharon Houlden	Policy and Resources Scrutiny


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

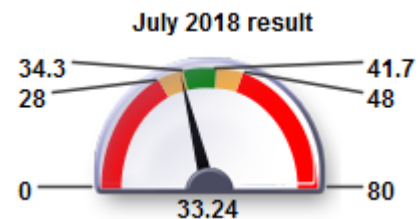
MPR Code	Short Name	Minimise or Maximise	Latest Month	Month's Value	Month's Target	Annual Target 2018/19	Expected Outcome	Better or worse than last year	Managed By	Scrutiny Committee
CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD]	Aim to Maximise	July 2018	6,521	6,500	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	July 2018	2.32	2.21	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	July 2018	39,456	38,333	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	July 2018	100%	95%	95%			Brin Martin	People Scrutiny

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

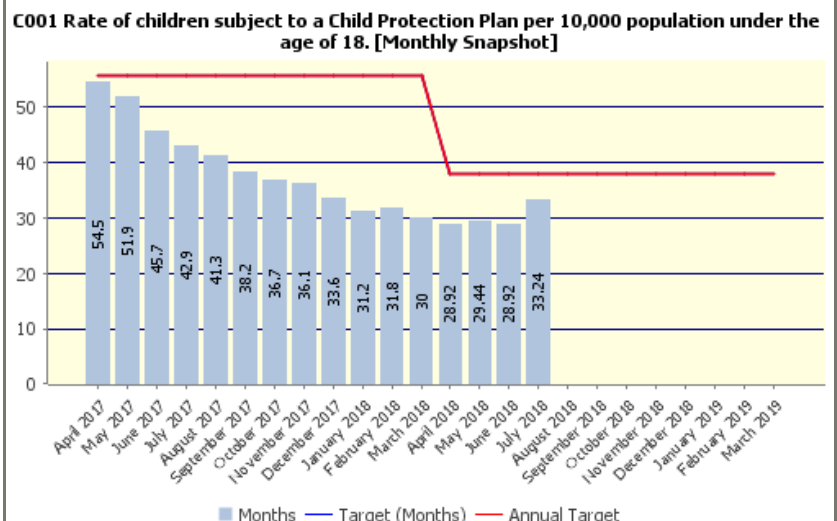
**Aim: SAFE: Priorities** • Create a safe environment across the town for residents, workers and visitors. • Work in partnership with Essex Police and other agencies to tackle crime. • Look after and safeguard our children and vulnerable adults.

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		



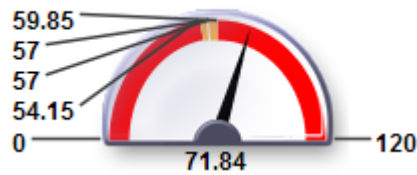
Date Range 1		
	Value	Target
April 2017	54.5	50.4 - 55.7
May 2017	51.9	50.4 - 55.7
June 2017	45.7	50.4 - 55.7
July 2017	42.9	50.4 - 55.7
August 2017	41.3	50.4 - 55.7
September 2017	38.2	50.4 - 55.7
October 2017	36.7	50.4 - 55.7
November 2017	36.1	50.4 - 55.7
December 2017	33.6	50.4 - 55.7
January 2018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



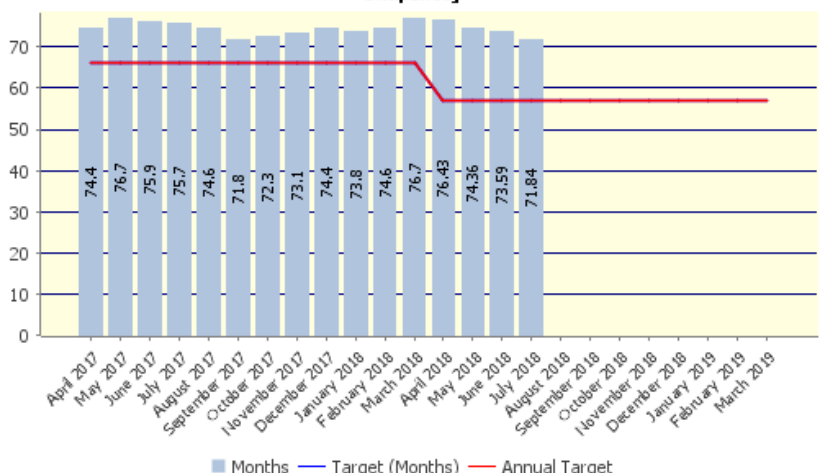
There has been a small increase in the number of children subject to child protection plans although still historically low. This is partly explained by increasing resources in Early Help and the use of other preventative interventions such as Family Group Conferences. We also regularly review decision making in the Multi-Agency Safeguarding Hub (MASH) plus and the outcome of Section 47 investigations. We have audited CIN cases and these were seen as being appropriately held at this level. We have commissioned a piece of work to provide further analysis - there has been a slight delay in this due to other work demands and will be available in September.

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		

July 2018 result



59.85
57
57
54.15
0
71.84
120

Date Range 1			C002 Rate of Looked After Children per 10,000 population under the age of 18. [Monthly Snapshot]
	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			
September 2018			
October 2018			
November 2018			
December 2018			
January 2019			
February 2019			
March 2019			

The rate of children looked after remains above target. The rate did appear to stabilise in the mid-70s but has reduced over previous months.

Other than children who need to become looked after in an emergency, the decision for a child to become looked after is made by the Placement Panel to ensure that all other options are considered before care is agreed. The Panel process has prevented the numbers escalating and, where safely, put other measures in place to support the family. Planned work around reunification should ensure that children do not remain in care for longer than necessary. We have commissioned a piece of work to review LAC numbers but this has been delayed in reporting due to other work demands but will report in September.




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]			<p>July 2018 result</p> <p>0% 79.6% 90.25% 95% 100%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	John O'Loughlin			
Year Introduced	2017			

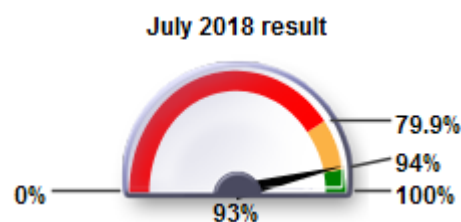
Date Range 1			C008 Percentage of children who have been LAC for at least 5 working days, who have had a visit in the 6 weeks (30 working days), prior to the last day of the month.[Monthly Snapshot]
	Value	Target	
April 2017	58.9%	90%	
May 2017	63.4%	90%	
June 2017	68.8%	90%	
July 2017	74.6%	90%	
August 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			
September 2018			
October 2018			
November 2018			
December 2018			
January 2019			
February 2019			
March 2019			

There is a concern that this number has dropped as children are on holiday. This is a continued area of focus and there is ongoing work with managers and staff to address the concerns. This is reported on a weekly basis and assurance is given that children are being appropriately safeguarded.

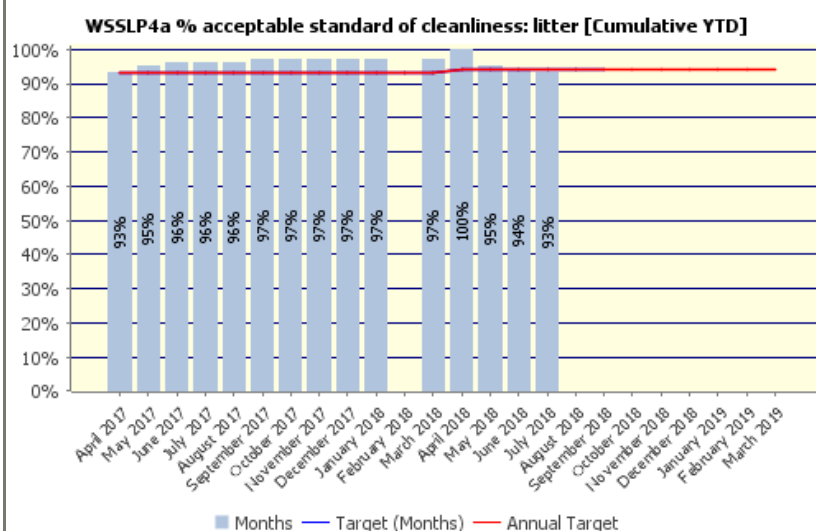
**Aim: CLEAN: Priorities** • Continue to promote the use of green technology and initiatives to benefit the local economy and environment. • Encourage and enforce high standards of environmental stewardship.

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

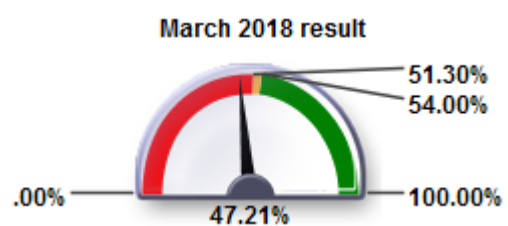

CP 2.2	% acceptable standard of cleanliness: litter [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Carl Robinson		
Year Introduced	2010		



Date Range 1		
	Value	Target
April 2017	93%	93%
May 2017	95%	93%
June 2017	96%	93%
July 2017	96%	93%
August 2017	96%	93%
September 2017	97%	93%
October 2017	97%	93%
November 2017	97%	93%
December 2017	97%	93%
January 2018	97%	93%
February 2018	N/A	93%
March 2018	97%	93%
April 2018	100%	94%
May 2018	95%	94%
June 2018	94%	94%
July 2018	93%	94%

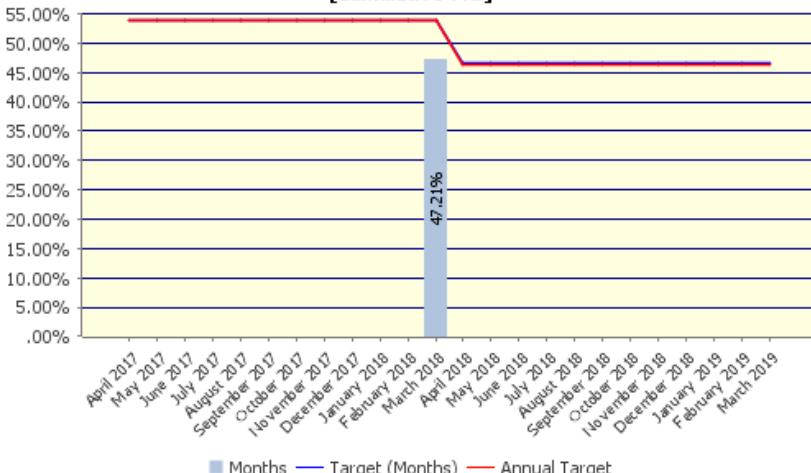


There has been a very slight performance dip to the litter cleansing target, which is usually the case in the summer season with high numbers of tourists visiting the town, especially with the exceptional summer that we are experiencing. It needs to be recognised that this is an exceptionally high standard of cleansing target and achieving over 93% is still a very high level of overall cleansing performance, which Veolia will be commended for. The end of year target will be met

CP 2.3	Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]			<p>March 2018 result</p>  <p>51.30% 54.00% 100.00% 47.21% .00%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Carl Robinson			
Year Introduced	2008			

Date Range 1		
	Value	Target
April 2017	N/A	54.00%
May 2017	N/A	54.00%
June 2017	N/A	54.00%
Q1 2017/18		
July 2017	N/A	54.00%
August 2017	N/A	54.00%
September 2017	N/A	54.00%
Q2 2017/18		
October 2017	N/A	54.00%
November 2017	N/A	54.00%
December 2017	N/A	54.00%
Q3 2017/18		
January 2018	N/A	54.00%
February 2018	N/A	54.00%
March 2018	47.21%	54.00%
Q4 2017/18	47.21%	
April 2018		46.48%

NI 192 Percentage of household waste sent for reuse, recycling and composting [Cumulative YTD]



55.00%  
50.00%  
45.00%  
40.00%  
35.00%  
30.00%  
25.00%  
20.00%  
15.00%  
10.00%  
5.00%  
.00%

April 2017 May 2017 June 2017 July 2017 August 2017 September 2017 October 2017 November 2017 December 2017 January 2018 February 2018 March 2018 April 2018 May 2018 June 2018 July 2018 August 2018 September 2018 October 2018 November 2018 December 2018 January 2019 February 2019 March 2019

Months Target (Months) Annual Target



2017/18 annual validated figure was reported in June 2018.

First Quarter figures for April - June 2018/19 will be available at end of September.

Activities that Veolia have been undertaking include: - Awareness raising activities – roadshows; events; coffee mornings; community meetings.

Delivery and co-ordination of Customer Liaison Group; Street Champion and Recycling Champion act

Anti-littering educational activities and supporting local community groups.

CP 2.4	Number of reported missed collections - per year value [Cumulative YTD]			<p>July 2018 result</p> 
Expected Outcome		Format	Aim to Minimise	
Managed By	Carl Robinson			
Year Introduced	2018			

Date Range 1		
	Value	Target
April 2018	758	666
May 2018	1,544	1,332
June 2018	2,346	1,998
July 2018	3,031	2,664
August 2018		3,330
September 2018		3,996
October 2018		4,662
November 2018		5,328
December 2018		5,994
January 2019		6,660
February 2019		7,326
March 2019		8,000

**WSSLP5 Number of reported missed collections - per year value [Cumulative YTD]**

The chart displays the cumulative number of reported missed collections (WSSLP5) from April 2017 to March 2019. The y-axis represents the number of missed collections, ranging from 0 to 8,000 in increments of 1,000. The x-axis shows the months from April 2017 to March 2019. Blue bars represent the monthly values, which are labeled for April 2018 (758), May 2018 (1,544), June 2018 (2,346), and July 2018 (3,031). A blue line represents the target (Months), which increases linearly from 0 in April 2017 to 8,000 in March 2019. A red horizontal line at 8,000 represents the Annual Target. The chart shows that the cumulative missed collections are below the target for most of the period, but they are approaching the target by March 2019.


Month	Months (Value)	Target (Months)	Annual Target
April 2017		0	8,000
May 2017		166	8,000
June 2017		332	8,000
July 2017		500	8,000
August 2017		666	8,000
September 2017		833	8,000
October 2017		1,000	8,000
November 2017		1,166	8,000
December 2017		1,332	8,000
January 2018		1,500	8,000
February 2018		1,666	8,000
March 2018		1,833	8,000
April 2018	758	2,000	8,000
May 2018	1,544	2,166	8,000
June 2018	2,346	2,332	8,000
July 2018	3,031	2,500	8,000
August 2018		2,666	8,000
September 2018		2,833	8,000
October 2018		3,000	8,000
November 2018		3,166	8,000
December 2018		3,332	8,000
January 2019		3,500	8,000
February 2019		3,666	8,000
March 2019		3,833	8,000

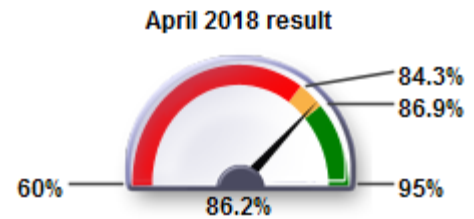
Legend: Months (Blue Bar), Target (Months) (Blue Line), Annual Target (Red Line)

The missed collection target has marginally exceeded the target for July and this has been referred to Veolia Management to look into. This target will be tracked closely to ensure that the end of year target will be met.

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

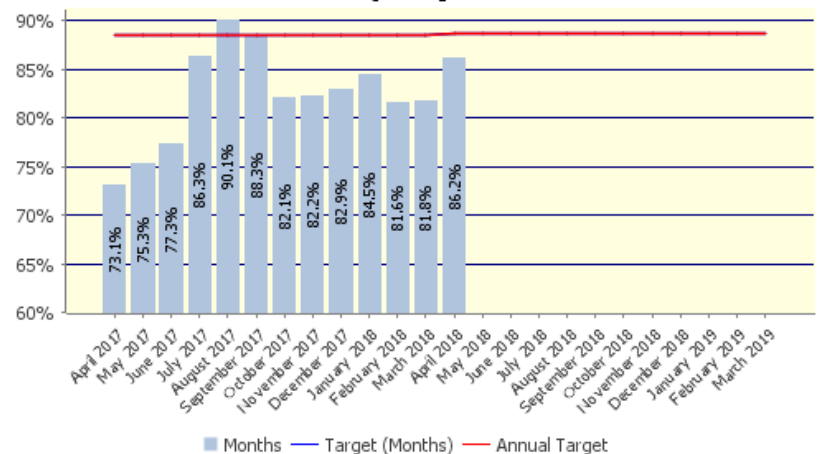
Expected Outcome: At risk of missing target 2 Some slippage against target 3

CP 3.2	<b>Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. [ASCOF 2B(1) [Rolling Quarter]</b>		
<b>Expected Outcome</b>		<b>Format</b>	Aim to Maximise
<b>Managed By</b>	<b>Sharon Houlden</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%
Q1 2017/18		
July 2017	86.3%	88.6%
August 2017	90.1%	88.6%
September 2017	88.3%	88.6%
Q2 2017/18		
October 2017	82.1%	88.6%
November 2017	82.2%	88.6%
December 2017	82.9%	88.6%
Q3 2017/18		
January 2018	84.5%	88.6%
February 2018	81.6%	88.6%
March 2018	81.8%	88.6%
Q4 2017/18		
April 2018	86.2%	88.7%
May 2018	-	88.7%
June 2018	-	88.7%

**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]**



There is currently no reporting available on this indicator due to the implementation of the Liquid Logic adults system. Officers are working to ensure robust reporting will be available for the August performance, reported in September.

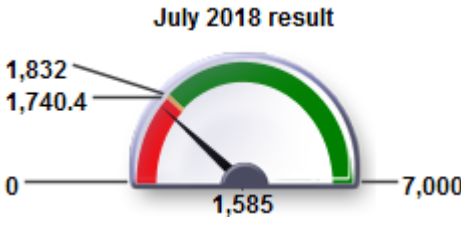

April's comment: This performance indicator remains under the local target but above national target of 82.5%, 12 people were not at home after their reablement period, 11 of whom had died before the 91 day review. Analysis is being undertaken to ensure the appropriate cohort is being reflected in the figures reported. We are committed to ensuring all people are given the opportunity of reablement where appropriate. We are working with partners and staff to ensure they identify the appropriate people for reablement and we are working closely with providers to ensure they identify reablement potential early on and encourage a strength based approach that will maximise the person's independence.

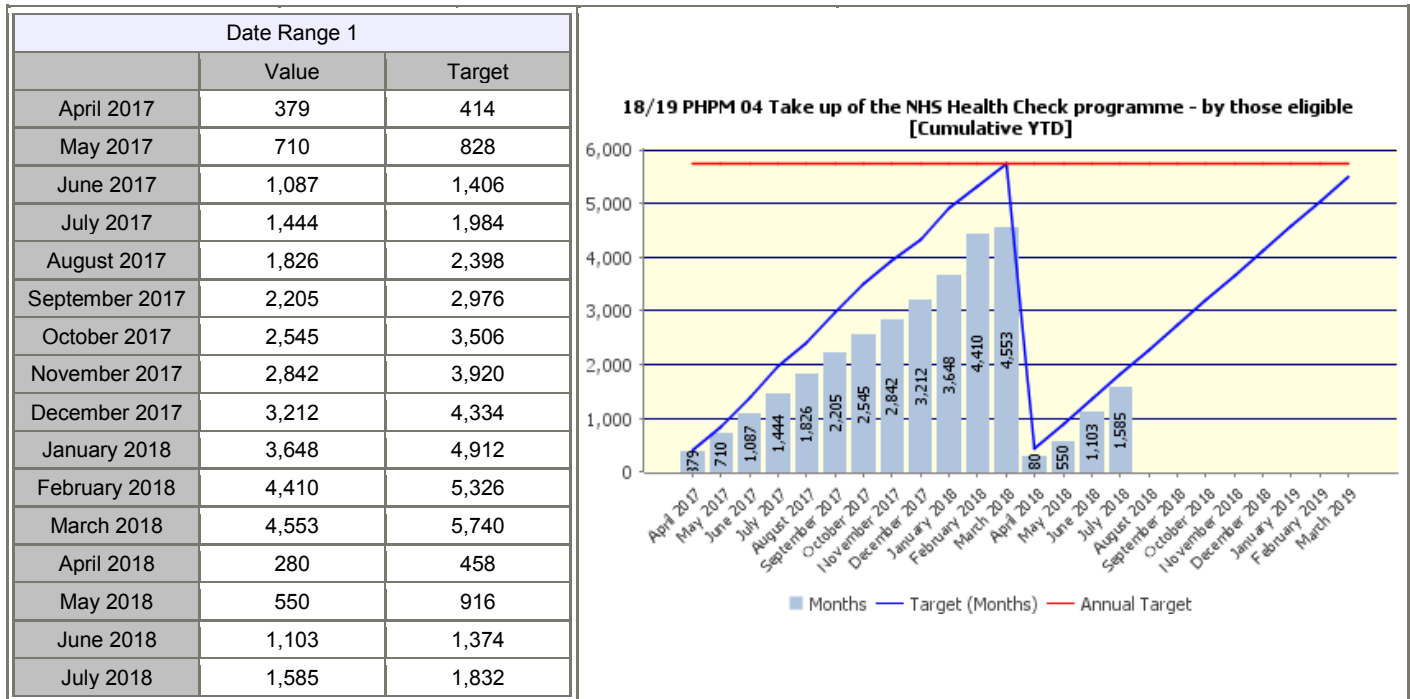
CP 3.4	The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]			<p>April 2018 result</p> <p>33% 28.05% 10% 29.2% 60%</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Sharon Houlden			
Year Introduced	2015			

Date Range 1			<b>A045 The proportion of people who use services who receive direct payments (ASCOF 1C (2A)) [YTD Snapshot]</b> <p>32.5% 30% 27.5% 25% 22.5% 20% 17.5% 15% 12.5% 10%</p> <p>April 2017 29.6% May 2017 29.6% June 2017 29.6% July 2017 29.4% August 2017 29.8% September 2017 30.2% October 2017 30.1% November 2017 29.9% December 2017 30.5% January 2018 29.2% February 2018 29.4% March 2018 29% April 2018 29.2% May 2018 29.2% June 2018 July 2018 August 2018 September 2018 October 2018 November 2018 December 2018 January 2019 February 2019 March 2019</p> <p>Months Target (Months) Annual Target</p>
	Value	Target	
April 2017	29.6%	33.5%	
May 2017	29.6%	33.5%	
June 2017	29.6%	33.5%	
July 2017	29.4%	33.5%	
August 2017	29.8%	33.5%	
September 2017	30.2%	33.5%	
October 2017	30.1%	33.5%	
November 2017	29.9%	33.5%	
December 2017	30.5%	33.5%	
January 2018	29.2%	33.5%	
February 2018	29.4%	33.5%	
March 2018	29%	33.5%	
April 2018	29.2%	33%	
May 2018			
June 2018			
July 2018			
August 2018			
September 2018			
October 2018			
November 2018			
December 2018			
January 2019			
February 2019			
March 2019			



There is currently no reporting available on this indicator due to the implementation of the Liquid Logic adults system. Officers are working to ensure robust reporting will be available for the August performance, reported in September.

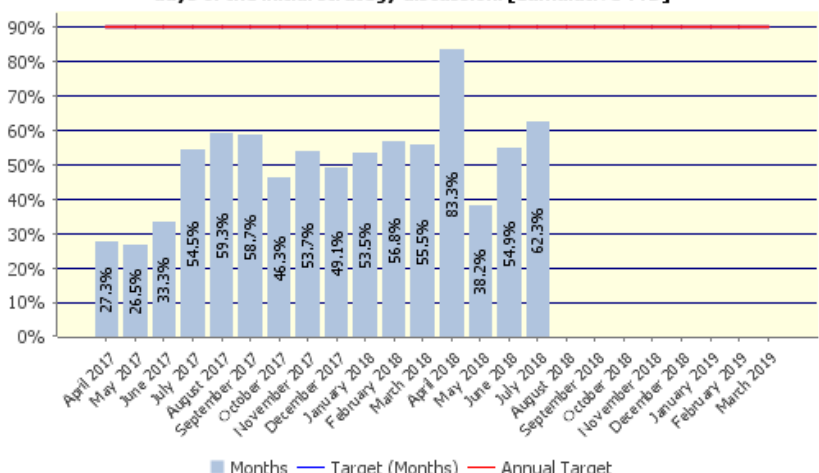
April comment: Performance remains above the national benchmark of 28.3% and above the regional benchmark of 28.2%. As the domiciliary care is commissioned with the expectation of an enablement approach being adopted, aligned to localities, we are not surprised to see that people have trust in this offer and are choosing to access a direct service from us as opposed to a direct payment. The Service Contract to support people with Direct Payments is currently going through a tendering process, with adjustments to the specification to enhance the support for people using Direct Payments. It is anticipated that once the new contract is in place, we may see an increase in numbers of people choosing to have a direct payment option.

CP 3.9	Take up of the NHS Health Check programme - by those eligible [Cumulative YTD]			 <p>July 2018 result</p> <p>1,832 1,740.4 0 1,585 7,000</p>
Expected Outcome		Format	Aim to Maximise	
Managed By	Krishna Ramkhelawon			
Year Introduced	2013			



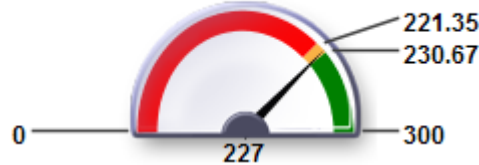

Targets for invites through GPs are being exceeded, and while health check delivery target has not been met, performance has improved. Delivery by ACE has also improved although not yet meeting trajectory target.

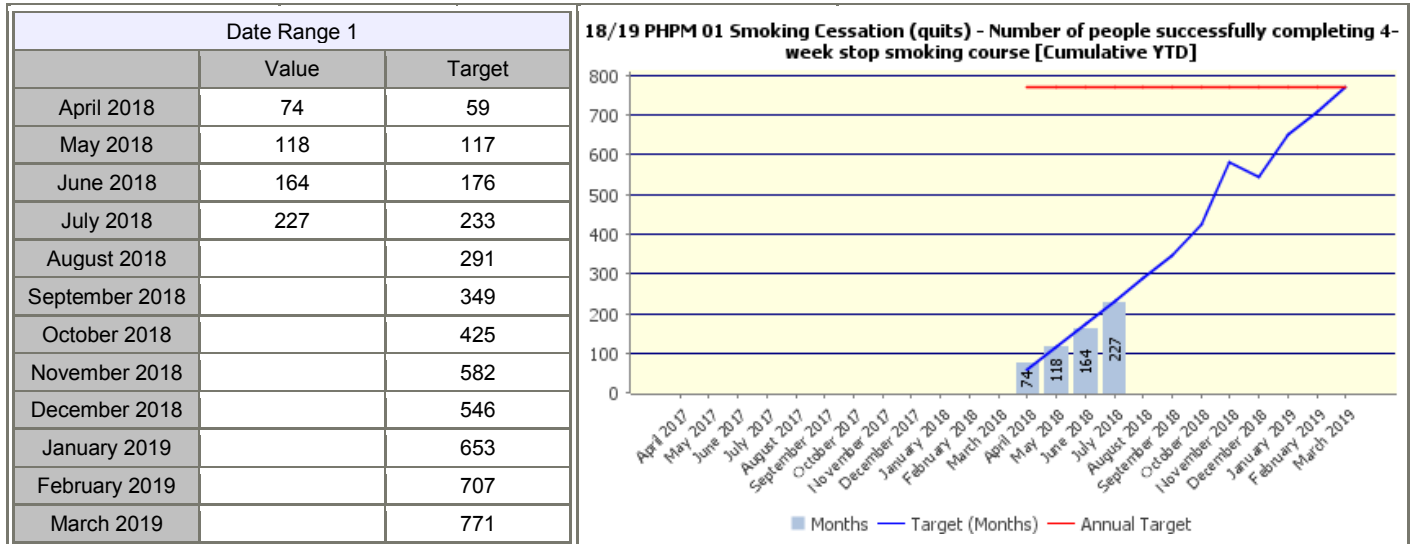
CP 3.10	Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]			<div>July 2018 result</div>  <table><tr><td>0%</td><td>85.5%</td><td>90%</td><td>100%</td></tr></table>	0%	85.5%	90%	100%
0%	85.5%	90%	100%					
Expected Outcome		Format	Aim to Maximise					
Managed By	John O'Loughlin							
Year Introduced	2017							

Date Range 1			C006 Percentage of Initial Child Protection Conferences that took place with 15 working days of the initial strategy discussion. [Cumulative YTD]
	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		90%	
September 2018		90%	
October 2018		90%	
November 2018		90%	
December 2018		90%	
January 2019		90%	
February 2019		90%	
March 2019		90%	

July was a busy month for ICPC's with 26 children being taken to conference. Of these 20 were within timeframes. 100% (18) in A&I were within timescales. The remaining were two families which took 24 and 27 days respectively to come to conference. We continue to see good performance and are working hard to achieve near to 100% compliance in this area.




CP 3.11	Smoking Cessation (quits) - Number of people successfully completing 4-week stop smoking course [Cumulative YTD]			<p>July 2018 result</p> 
Expected Outcome		Format	Aim to Maximise	
Managed By	Ian Diley			
Year Introduced				

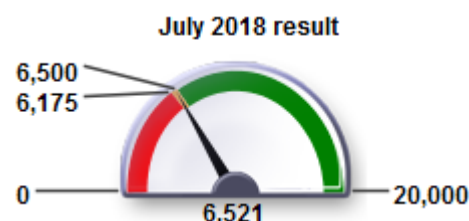


Continuing to support Primary Care to invite patients who are recorded as smokers into treatment, with a focus on long term conditions in practices with large numbers of smokers and practices in areas of high deprivation. Delivering refreshed action plan with particular focus on smoking in pregnancy/smokers with long term conditions including mental health. Ongoing discussions with Essex Partnership University Foundation Trust (EPUT) to embed smoking cessation within mental health treatment pathways.

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

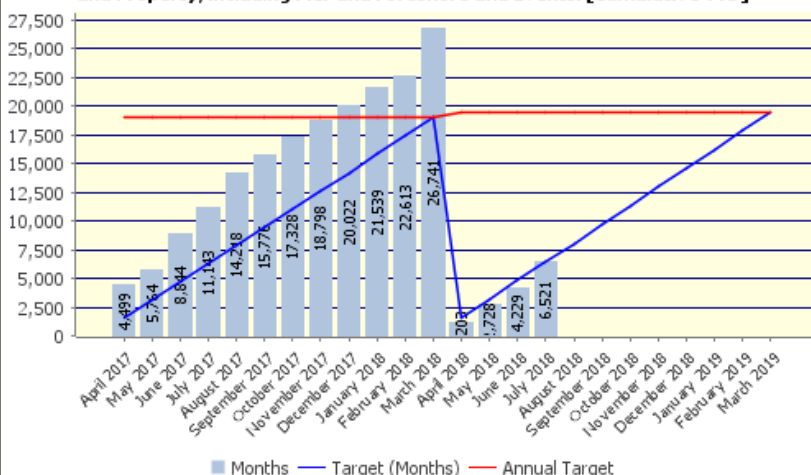
Expected Outcome: At risk of missing target 1 Some slippage against target 1

CP 5.1	Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD]		
Expected Outcome		Format	Aim to Maximise
Managed By	Scott Dolling		
Year Introduced	2012		





Date Range 1		
	Value	Target
April 2017	4,499	1,583
May 2017	5,764	3,167
June 2017	8,844	4,750
July 2017	11,143	6,333
August 2017	14,218	7,917
September 2017	15,776	9,500
October 2017	17,328	11,083
November 2017	18,798	12,667
December 2017	20,022	14,250
January 2018	21,539	15,833
February 2018	22,613	17,417
March 2018	26,741	19,000
April 2018	1,203	1,625
May 2018	2,728	3,250
June 2018	4,229	4,875
July 2018	6,521	6,500

Cult C6 (MPR) Number of hours delivered through volunteering within Culture, Tourism and Property, including Pier and Foreshore and Events. [Cumulative YTD]



Music events; Lunchtime Recital: **2**, Local Concert: **30**, London Concert: **75**, BBC Proms: **360**  
 Total =**467**  
 Sparkle; **121**  
 Bookstart; **85.5**  
 Library Volunteers: **707**  
 Home Library Service Volunteers: **75**  
 Museum Volunteers: **401**  
 Code club: **10**  
 Summer Reading Challenge: **425**  
 Leisure; **Awaiting Figures**  
 Focal Point; **Awaiting Figures**  
 Total – **2,291.5**

Volunteering for 18/19 started lower than expected, due to fewer larger scale events but with the Summer Reading Challenge in the Summer months, numbers have increased to reach target in July 2018.

CP 5.4	<b>Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]</b>			<p>July 2018 result</p> 
<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			<p><b>CC.0910.CC1.1 Working days lost per FTE due to sickness - excluding school staff [Cumulative YTD]</b></p>
	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	0.58	0.51	
May 2018	1.19	1.10	
June 2018	1.81	1.65	
July 2018	2.32	2.21	
August 2018			
September 2018			
October 2018			
November 2018			
December 2018			
January 2019			
February 2019			
March 2019			

Year to date is currently running 0.10 days above the sickness absence target. HR are working with procurement to tender a new Occupational Health Service and Employee Assistance Programme. HR are also continuing to provide departments with targeted absence information to support managers in proactively managing their staffs absence.

## **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 (monthly snapshot)  <a href="https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/file">https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/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>87.15%</b> (April - 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/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/file">https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/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>74.1%</b> (May 2018)  <b>Against 85% target</b>  74.5 out of 100 patients were treated within 62 days.
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/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/file">https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/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>95%</b> (May 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/july-2018/2325-item-16-appendix-1-integrated-performance-report-se-gb-july-2018/file">https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2325-item-16-appendix-1-integrated-performance-report-se-gb-july-2018/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>1.50%</b> (June 2018)  <b>Against target of 1.40%</b>  (A meeting to take place with CCGs and EPUT and on 28 <sup>th</sup> August 2018 to discuss concerns of waiting times)
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/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/file">https://southendccg.nhs.uk/news-events/governing-body-papers/july-2018/2324-item-16-performance-report-sccg-25th-july-2018/file</a>	Issue of increasing prevalence and concern among the public. Can be produced monthly and is easy to benchmark.	Southend achieved <b>75.3%</b> in May 2018 against the <b>66.7%</b> diagnosis ambition target.

	<a href="#">sccg-25th-july-2018/file</a>		
6.	<p><b>Primary Care</b> – GP Patient Survey: - Overall experience of the GP surgery (very/fairly good; fairly/very poor; neither good nor poor)</p> <p><a href="https://gp-patient.co.uk/Slidepacks2018">https://gp-patient.co.uk/Slidepacks2018</a></p>	Provides residents views on the quality of GP service in the borough. Survey is now produced annually.	<p><b>Overall experience of GP surgery – July 2018</b></p> <p>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></p> <p><b>National Average of patients rating ‘Good’ is 84%</b></p>
7.	<p><b>End of life care</b> - Preferred Place of Death (PPoD) – Percentage of patients referred to the Palliative Care Support Register (PCSE) who have expressed a preference for place of death and who achieve this preference. *</p>	<p>Nationally accepted as a key performance indicator for end of life care; integral to Ambitions for Palliative and End of Life Care: a national framework for local action 2015-2020.</p> <p>Can be produced monthly.</p>	<p><b>Southend: 82%</b></p> <p>The PPoD achievement for Southend in May 2018 is 50 out of 61.</p> <p><b>(no national target at present)</b></p>

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

## Local Economy Indicators

Performance Measures		Latest Performance Economic Scorecard Reported Quarterly											
1.	Average House Prices	<table><tr><td></td><td>May 2017</td><td>May 2018</td></tr><tr><td>Average Price</td><td>£264,965.00</td><td>£272,967.00</td></tr><tr><td>% Change</td><td>7.6% - (May 17-18)</td><td>3.0% (May 18-19)</td></tr></table>				May 2017	May 2018	Average Price	£264,965.00	£272,967.00	% Change	7.6% - (May 17-18)	3.0% (May 18-19)
	May 2017	May 2018											
Average Price	£264,965.00	£272,967.00											
% Change	7.6% - (May 17-18)	3.0% (May 18-19)											
2.	Planning Applications	<table><tr><td>June 2018</td><td>214</td></tr><tr><td>June 2017</td><td>209</td></tr></table>			June 2018	214	June 2017	209					
June 2018	214												
June 2017	209												
3.	Job Seekers Allowance Claimants	<table><tr><td></td><td>July 2017</td><td>July 2018</td></tr><tr><td>JSA Claimants (Number)</td><td>2,325</td><td>3,470</td></tr><tr><td>JSA Claimants %</td><td>2.1%</td><td>3.1%</td></tr></table> <p>Source: Office of National Statistics &amp; Southend-on-Sea Borough Council</p>				July 2017	July 2018	JSA Claimants (Number)	2,325	3,470	JSA Claimants %	2.1%	3.1%
	July 2017	July 2018											
JSA Claimants (Number)	2,325	3,470											
JSA Claimants %	2.1%	3.1%											

## Community Safety Indicators

Short name	Month's value (June 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]	3043	<p>Reports of ASB in the Eastwood and Leigh areas were proactively discouraged. Coffee with a copper across the Borough continues. A dispersal order was issued in the Chalkwell area to address intelligence of increased young person's using the area following GCSE exams. Theatre group N-ACT invited to work with schools to promote awareness of gang and knife crime. The Council proposed to invest £250k to create a larger community safety team.</p> <p><b>June 2018 BCS Breakdown:</b>  Theft of a vehicle – <b>3%</b>; Theft from a vehicle - <b>8%</b> ; Vehicle interference – <b>1%</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>17%</b>; HMIC Violence without injury – <b>40%</b>;  Wounding (Serious or Other) – <b>16%</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 (June 2018)</th><th>Essex Police Performance Summary Offences (Rolling 12 months to June 2018)</th></tr> </thead> <tbody> <tr> <td>10 BCS Crimes - total</td><td>1065</td><td>*</td></tr> <tr> <td>Theft of a vehicle</td><td>39</td><td>400</td></tr> <tr> <td>Theft from Vehicle</td><td>85</td><td>757</td></tr> <tr> <td>Vehicle Interference</td><td>12</td><td>181</td></tr> <tr> <td>Burglary in a dwelling (Pre-April 17 definition)</td><td>50</td><td>661</td></tr> <tr> <td>Bicycle theft</td><td>54</td><td>451</td></tr> <tr> <td>Theft from the person</td><td>20</td><td>253</td></tr> <tr> <td>Criminal Damage (exc 59)</td><td>182</td><td>1873</td></tr> <tr> <td>HMIC Violence Without Injury</td><td>427</td><td>1805</td></tr> <tr> <td>Wounding (Serious or Other)</td><td>173</td><td>*</td></tr> <tr> <td>Robbery (Personal Property)</td><td>23</td><td>242</td></tr> </tbody> </table> <p>*Not recorded</p>	Individual Components of 10 BCS Comparator Crime	BCS Crimes (June 2018)	Essex Police Performance Summary Offences (Rolling 12 months to June 2018)	10 BCS Crimes - total	1065	*	Theft of a vehicle	39	400	Theft from Vehicle	85	757	Vehicle Interference	12	181	Burglary in a dwelling (Pre-April 17 definition)	50	661	Bicycle theft	54	451	Theft from the person	20	253	Criminal Damage (exc 59)	182	1873	HMIC Violence Without Injury	427	1805	Wounding (Serious or Other)	173	*	Robbery (Personal Property)	23	242
Individual Components of 10 BCS Comparator Crime	BCS Crimes (June 2018)	Essex Police Performance Summary Offences (Rolling 12 months to June 2018)																																				
10 BCS Crimes - total	1065	*																																				
Theft of a vehicle	39	400																																				
Theft from Vehicle	85	757																																				
Vehicle Interference	12	181																																				
Burglary in a dwelling (Pre-April 17 definition)	50	661																																				
Bicycle theft	54	451																																				
Theft from the person	20	253																																				
Criminal Damage (exc 59)	182	1873																																				
HMIC Violence Without Injury	427	1805																																				
Wounding (Serious or Other)	173	*																																				
Robbery (Personal Property)	23	242																																				

		**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 June 2018		Rolling 12 month Increase/ Decrease %
2	Total number of crimes +/- incidents	Provides a broad indication of the level of crime in the borough, covering all crimes	Total number of Incidents	Total number of Crimes	Crimes – ↑TBC
			4311 (June 18)	TBC (June 18)	Incidents - ↑1.34%
3	Anti-social Behaviour reported	A key concern of members and public that is not reflected in the 10 BCS crimes performance measure.	6789		↓3.4%
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.	340		↑2.1%
5	‘Positive disposals’ (outcomes of crimes ‘cleared up’ other than a formal conviction –..)	Recognises the full range of possible outcomes taken following arrest, such as community resolution, cautions etc...	TBC		TBC
6	Number of domestic abuse incidents	High profile area of work and a demand pressure on resources.	2224		↓40.67%
7	Number of incidents of missing people reported	High profile area of work and a demand pressure on resources.	86		↓3.37%





# **Revenue Budget Monitoring 2018/19**

## **Period 4**

**as at 31<sup>st</sup> July 2018**

## **Portfolio Summary**

## Contents

Commentary	3
General Fund Summary Forecast	6
Portfolio:-	
Leader	7
Growth	9
Adult and Housing	11
Children & Learning	13
Healthy Communities and Wellbeing	15
Infrastructure	17
Public Protection	19
Housing Revenue Account Summary Forecast	21

## 1. Commentary

This report outlines the budget monitoring position for the General Fund and Housing Revenue Account for 2018/19, based on the views of the Directors and their Management Teams, in light of expenditure and income to 31<sup>st</sup> July 2018.

The starting point for the budget monitoring is the original budget as agreed by Council in February 2018.

## 2. Overall Budget Performance

As at the end of July, the forecast outturn is suggesting a net portfolio overspend of £2,028,000 (1.5% of net portfolio expenditure). The cause of the overspend lies entirely within Service Areas, with the most significant budget issues being within Children's Services and Traffic and Highways. In line with previous custom and practice, it is assumed that the residual overspend of £1,834,000 will be drawn down from earmarked reserves rather than impacting on the General Reserve as that would reduce General Reserves below the optimal level set by the Council's Section 151 Officer in his adequacy of balances statement to the Council in setting the 2018/2019 budget.

Portfolio	Latest Budget 2018/19 £000	Projected Outturn 2018/19 £000	July Forecast Variance £000	June Forecast Variance £000	Trend
Leader	11,110	11,086	(24)	(24)	↔
Growth	3,314	3,253	(61)	(18)	↓
Adult and Housing	41,484	41,554	70	70	↔
Children and Learning	36,615	37,240	625	625	↔
Healthy Communities and Wellbeing	13,679	13,945	266	250	↑
Infrastructure	14,095	15,749	1,654	1,585	↑
Public Protection	13,782	13,280	(502)	(890)	↑
Total Portfolio	134,079	136,107	2,028	1,598	↑
Non-Service Areas	(17,841)	(18,035)	(194)	(145)	↓
Earmarked Reserves	6,798	4,964	(1,834)	(1,453)	↓
<b>Net Expenditure / (Income)</b>	<b>123,036</b>	<b>123,036</b>	<b>0</b>	<b>0</b>	<b>↔</b>

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

## 3. Non Service Variances - £194,000 forecast underspend

### Financing Costs

The (£194k) favourable variance is due to additional property fund units which were purchased after the budget was set.

## 4. Appropriations to / from Earmarked Reserves

Net appropriations 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 appropriations to reserves totalling £1,362,000. Total net appropriations to reserves for 2018/19 are therefore forecast to be £6,798,000.

The net change of £1,362,000 comprises the following planned appropriations:-

**To Reserves**

- £2,547,000 to the Capital Reserve due to programme re-profiling

**From Reserves**

- (£1,095,000) from the Children's Social Care Reserve
- (£68,000) from the Business Transformation Reserve as agreed by CMT
- (£22,000) from the Troubled Families Reserve

Unless further management action and savings are identified, there will also be the need for an appropriation from the Business Transformation Reserve of £1,834,000 to rebalance the budget.

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

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 June 2018, this budget has now decreased to £2,583,000. The Capital Reserve will fund £2,129,000 of this, £238,000 is funded from the Agresso Reserve and the remaining £216,000 is funded from the People Workforce Strategy Team and energy savings generated from energy efficiency projects.

## 6. Performance against Budget savings targets for 2018/19

As part of setting the Council budget for 2018/19, a schedule of Departmental 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 Departmental Savings is shown below:

	a	b	c	b+c	d	e	a-(b+c+e)
	Target Saving £000	Green £000	Amber £000	Expected Delivery of Savings £000	Red - Estimated not Deliverable £000	Saving mitigated in year £000	Residual 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	550	1,775	2,325	0	0	0
Children and Learning	840	99	741	840	0	0	0
Healthy Communities and Wellbeing	504	355	149	504	0	0	0
Infrastructure	1,006	206	464	670	336	0	336
Public Protection	30	12	0	12	18	0	18
	5,294	1,731	3,129	4,860	434	80	354
Non-Portfolio	2,300	2,300	0	2,300	0	0	0
	7,594	4,031	3,129	7,160	434	80	354

The current forecast is showing a shortfall of £354,000 against the required savings total of £7.594 million. Directors have been advised of the need to continue to seek mitigations where planned

savings cannot be achieved so that a balanced budget for the Council can be achieved by financial year-end.

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

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 July 2018 indicates that the HRA will have an income surplus of £360,000 in 2018/19. This is because early predictions are showing higher rental income than budgeted for. The estimate assumes a 4% void allowance across all properties and the actual up to the end of July has been less.

## 8. Budget Virements

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

	DR	CR
	£000	£000
Virements over £50,000 in reported period	7,624	(7,624)
Virements over £50,000 previously reported	2,006	(2,006)
Virements approved under delegated authority	27	(27)
<b>Total Virements</b>	<b>9,657</b>	<b>(9,657)</b>

The virements for Cabinet approval this period are:

	£000
Re-allocation of Ofsted Funding	300
Re-allocation of the Waste Management Reserve in line with MTFS assumption	320
Allocation of iBCF funding	2,139
Allocation of iBCF funding	3,350
Refinancing of HRA capital programme	1,515
<b>Total</b>	<b>7,624</b>

## General Fund

## Portfolio Summary

Portfolio	Original Budget			Virement	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	Gross Expend £'000	Gross Income £'000	Net £'000		Gross Expend £'000	Gross Income £'000	Net £'000			
Leader	13,384	(2,448)	10,936	174	13,489	(2,379)	11,110	11,086	(24)	↔
Growth	8,880	(5,799)	3,081	233	8,805	(5,491)	3,314	3,253	(61)	↓
Adult and Housing	69,994	(27,117)	42,877	(1,393)	68,887	(27,403)	41,484	41,554	70	↔
Children and Learning	108,037	(74,481)	33,556	3,059	111,097	(74,482)	36,615	37,240	625	↔
Healthy Communities and Wellbeing	119,551	(105,915)	13,636	43	119,594	(105,915)	13,679	13,945	266	↑
Infrastructure	28,408	(14,235)	14,173	(78)	28,330	(14,235)	14,095	15,749	1,654	↑
Public Protection	17,515	(3,733)	13,782	0	17,515	(3,733)	13,782	13,280	(502)	↑
<b>Portfolio Net Expenditure</b>	<b>365,769</b>	<b>(233,728)</b>	<b>132,041</b>	<b>2,038</b>	<b>367,717</b>	<b>(233,638)</b>	<b>134,079</b>	<b>136,107</b>	<b>2,028</b>	<b>↑</b>
Reversal of Depreciation	(39,074)	10,793	(28,281)	0	(39,074)	10,793	(28,281)	(28,281)	0	↔
Levies	638	0	638	0	638	0	638	638	0	↔
Financing Costs	8,542	0	8,542	(308)	8,234	0	8,234	8,040	(194)	↓
Contingency	5,716	0	5,716	(617)	5,099	0	5,099	5,099	0	↔
Pensions Upfront Funding	(3,734)	0	(3,734)	0	(3,734)	0	(3,734)	(3,734)	0	↔
<b>Non Portfolio Net Expenditure</b>	<b>(27,912)</b>	<b>10,793</b>	<b>(17,119)</b>	<b>(925)</b>	<b>(28,837)</b>	<b>10,793</b>	<b>(18,044)</b>	<b>(18,238)</b>	<b>(194)</b>	<b>↓</b>
<b>Net Operating Expenditure</b>	<b>337,857</b>	<b>(222,935)</b>	<b>114,922</b>	<b>1,113</b>	<b>338,880</b>	<b>(222,845)</b>	<b>116,035</b>	<b>117,869</b>	<b>1,834</b>	<b>↑</b>
General grants	0	(2,380)	(2,380)	0	0	(2,380)	(2,380)	(2,380)	0	↔
Revenue Contribution to Capital	5,058	0	5,058	(2,475)	2,583	0	2,583	2,583	0	↔
Contribution to / (from) Earmarked Reserves	5,436	0	5,436	1,362	6,798	0	6,798	4,964	(1,834)	↓
Contribution to / (from) General Reserves	0	0	0	0	0	0	0	0	0	↔
<b>Net Expenditure / (Income)</b>	<b>348,351</b>	<b>(225,315)</b>	<b>123,036</b>	<b>0</b>	<b>348,261</b>	<b>(225,225)</b>	<b>123,036</b>	<b>123,036</b>	<b>0</b>	<b>↔</b>
<b>Use of General Reserves</b>										
Balance as at 1 April 2018			11,000				11,000	11,000	0	↔
(Use) / contribution to in Year			0				0	0	0	
<b>Balance as at 31 March 2018</b>			<b>11,000</b>				<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>↔</b>

## Leader Portfolio

Leader : Cllr John Lamb

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	73	1,992	(184)	1,808	1,808	0	↔
<b>Corporate Services</b>										
b. Department of the Chief Executive	634	0	634	0	634	0	634	610	(24)	↔
<b>Financial Services</b>										
c. Accountancy	2,131	(295)	1,836	0	2,131	(295)	1,836	1,836	0	↔
d. Accounts Payable	119	(4)	115	0	119	(4)	115	115	0	↔
e. Accounts Receivable	190	(77)	113	0	190	(77)	113	113	0	↔
f. Insurance	162	(247)	(85)	0	162	(247)	(85)	(85)	0	↔
g. Internal Audit	774	(271)	503	0	705	(202)	503	503	0	↔
h. Corporate Fraud	225	(52)	173	0	225	(52)	173	173	0	↔
i. Corporate Procurement	621	0	621	60	681	0	681	681	0	↔
<b>Human Resources &amp; Organisational Development</b>										
j. Human Resources	1,815	(505)	1,310	29	1,844	(505)	1,339	1,339	0	↔
k. People and Organisational Development	414	(115)	299	0	414	(115)	299	299	0	↔
l. Tickfield Training Centre	370	(156)	214	0	370	(156)	214	214	0	↔
<b>Legal and Democratic Services</b>										
m. Democratic Services Support	371	0	371	0	371	0	371	371	0	↔
n. Mayoralty	191	0	191	0	191	0	191	191	0	↔
o. Member Support	730	0	730	0	730	0	730	730	0	↔
p. Elections and Electoral Registration	354	0	354	0	354	0	354	354	0	↔
q. Local Land Charges	197	(297)	(100)	0	197	(297)	(100)	(100)	0	↔
r. Legal Services	1,308	(245)	1,063	0	1,308	(245)	1,063	1,063	0	↔
<b>Other Services</b>										
s. Emergency Planning	82	0	82	0	82	0	82	82	0	↔
t. Corporate Subscriptions	85	0	85	0	85	0	85	85	0	↔
u. Strategy and Performance	692	0	692	12	704	0	704	704	0	↔
<b>Total Net Budget for Department</b>	<b>13,384</b>	<b>(2,448)</b>	<b>10,936</b>	<b>174</b>	<b>13,489</b>	<b>(2,379)</b>	<b>11,110</b>	<b>11,086</b>	<b>(24)</b>	<b>↔</b>

**Forecast Outturn Variance**

- a.
- b. Full staffing budget will not be required
- c.
- d.
- e.
- f.
- g.
- h.
- i.
- j.
- k.
- l.
- m.
- n.
- o.
- p.
- q.
- r.
- s.
- t.
- u.



## Growth Portfolio

Growth : Cllr James Courtenay

47

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	↔
b. Corporate and Industrial Estates	177	(3,319)	(3,142)	308	177	(3,011)	(2,834)	(2,834)	0	↔
c. Property Management and Maintenance	469	(111)	358	0	469	(111)	358	378	20	↔
d. Buildings Management	2,543	(110)	2,433	0	2,543	(110)	2,433	2,433	0	↔
<b>Economic Development and Regeneration</b>										
e. Economic Development	1,004	(578)	426	(75)	929	(578)	351	351	0	↔
f. Town Centre	206	(59)	147	0	206	(59)	147	133	(14)	↓
g. Better Queensway	0	0	0	0	0	0	0	0	0	↔
<b>Planning</b>										
h. Development Control	895	(631)	264	0	895	(631)	264	197	(67)	↓
i. Regional and Local Town Plan	284	0	284	0	284	0	284	284	0	↔
<b>Tourism</b>										
j. Resorts Services Pier and Foreshore	2,828	(957)	1,871	0	2,828	(957)	1,871	1,871	0	↔
k. Tourism	58	(18)	40	0	58	(18)	40	40	0	↔
<b>Total Net Budget for Department</b>	<b>8,880</b>	<b>(5,799)</b>	<b>3,081</b>	<b>233</b>	<b>8,805</b>	<b>(5,491)</b>	<b>3,314</b>	<b>3,253</b>	<b>(61)</b>	<b>↓</b>

Forecast Outturn Variance	
a.	
b.	
c.	Lower capitalisation of salaries than anticipated.
d.	
e.	
f.	Income generated from Town Centre charges for promotions and events.
g.	
h.	Higher income within the Development Control team is being partially offset by the costs of Agency Staff in the Borough Wide team.
i.	
j.	
k.	

## Adults and Housing Portfolio

## Adults and Housing : Cllr Tony Cox

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	213	511	0	511	511	0	↔
b. Business Support Team	1,776	(184)	1,592	0	1,776	(184)	1,592	1,592	0	↔
c. Strategy, Development and Commissioning	2,228	(590)	1,638	30	2,258	(590)	1,668	1,668	0	↔
d. People with a Learning Disability	14,427	(1,922)	12,505	0	14,427	(1,922)	12,505	12,505	0	↔
e. People with Mental Health Needs	3,653	(198)	3,455	(25)	3,628	(198)	3,430	3,430	0	↔
f. Older People	29,566	(16,464)	13,102	(1,923)	29,792	(18,613)	11,179	11,179	0	↔
g. Other Community Services	5,877	(4,574)	1,303	500	4,193	(2,390)	1,803	1,873	70	↔
h. People with a Physical or Sensory Impairment	4,614	(1,222)	3,392	0	4,649	(1,257)	3,392	3,392	0	↔
i. Service Strategy and Regulation	124	(69)	55	0	124	(69)	55	55	0	↔
<b>Council and Private Sector Housing Investment</b>										
j. Private Sector Housing	3,780	(1,119)	2,661	0	3,780	(1,119)	2,661	2,661	0	↔
k. Supporting People	2,433	0	2,433	(188)	2,245	0	2,245	2,245	0	↔
<b>Homelessness</b>										
l. Housing Needs and Homelessness	994	(658)	336	0	1,280	(944)	336	336	0	↔
<b>Strategy and Advice</b>										
m. Strategy and Planning for Housing	224	(117)	107	0	224	(117)	107	107	0	↔
<b>Total Net Budget for Department</b>	<b>69,994</b>	<b>(27,117)</b>	<b>42,877</b>	<b>(1,393)</b>	<b>68,887</b>	<b>(27,403)</b>	<b>41,484</b>	<b>41,554</b>	<b>70</b>	<b>↔</b>

**Forecast Outturn Variance**

- a.
- b.
- c.
- d.
- e.
- f.
- g. Forecast overspend on Social Work teams because the teams are currently not meeting the budgeted vacancy factor which assume as certain level of staffing turnover.
- h.
- i.
- j.
- k.
- l.
- m.

## Children and Learning Portfolio

## Children and Learning : Cllr Helen Boyd

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	933	5,312	(5)	5,307	5,442	135	↓
b. Children with Disabilities	1,175	(183)	992	0	1,175	(183)	992	992	0	↔
c. Childrens Specialist Support and Commissioning	2,624	(164)	2,460	110	2,734	(164)	2,570	2,580	10	↑
d. Inhouse Fostering and Adoption	4,911	(236)	4,675	65	4,976	(236)	4,740	4,740	0	↔
e. Leaving Care Placements and Resources	1,104	(232)	872	500	1,604	(232)	1,372	1,562	190	↔
f. Private Voluntary Independent Provider Placements	3,825	(120)	3,705	1,190	5,015	(120)	4,895	5,185	290	↔
<b>Youth and Family Support</b>										
g. Early Help and Family Support	1,723	(1,201)	522	258	1,981	(1,201)	780	780	0	↔
h. Youth Offending Service	1,894	(632)	1,262	3	1,897	(632)	1,265	1,265	0	↔
i. Youth Service	1,067	(437)	630	0	1,067	(437)	630	630	0	↔
<b>Educational and Schools</b>										
j. School Support and Education Transport	22,646	(10,872)	11,774	0	22,646	(10,872)	11,774	11,774	0	↔
k. Early Years Development and Child Care Partnership	12,023	(10,825)	1,198	0	12,023	(10,825)	1,198	1,198	0	↔
l. High Needs Educational Funding	11,906	(11,028)	878	0	11,907	(11,029)	878	878	0	↔
m. Southend Adult Community College	3,400	(3,186)	214	0	3,400	(3,186)	214	214	0	↔
<b>Maintained Schools Delegated</b>										
n. Maintained Schools Delegated Budgets	32,454	(32,454)	0	0	32,454	(32,454)	0	0	0	↔
o. Pupil Premium	2,906	(2,906)	0	0	2,906	(2,906)	0	0	0	↔
<b>Total Net Budget for Department</b>	<b>108,037</b>	<b>(74,481)</b>	<b>33,556</b>	<b>3,059</b>	<b>111,097</b>	<b>(74,482)</b>	<b>36,615</b>	<b>37,240</b>	<b>625</b>	<b>↔</b>

---

**Forecast Outturn Variance**


---

- a. Staffing pressures because of the required use of agency staff to support children social worker caseloads.
  - b.
  - c.
  - d.
  - e. Cost pressures on children who are leaving care and their associated support costs.
  - f. The forecast variance pressure relates to the cost of provision for external care provided to looked after children. As previously reported, the pressures are both a local and national issue, and since the middle of 2016/17 Southend has experienced an increase in the number of local authority looked after children.
  - g.
  - h.
  - i.
  - j.
  - k.
  - l.
  - m.
-

## Healthy Communities and Wellbeing Portfolio

## Healthy Communities and Wellbeing : Cllr Lesley Salter

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	0	231	0	231	231	0	↔
b. Community Centres and Club 60	93	(1)	92	0	93	(1)	92	92	0	↔
<b>Culture</b>										
c. Arts Development	499	(233)	266	0	499	(233)	266	322	56	↑
d. Amenity Services Organisation	3,673	(683)	2,990	0	3,673	(683)	2,990	2,990	0	↔
e. Culture Management	146	(6)	140	0	146	(6)	140	140	0	↔
f. Library Service	3,378	(397)	2,981	0	3,378	(397)	2,981	2,981	0	↔
g. Museums and Art Gallery	1,995	(80)	1,915	0	1,995	(80)	1,915	1,915	0	↔
h. Parks and Amenities Management	1,812	(786)	1,026	0	1,812	(786)	1,026	1,236	210	↔
i. Sports Development	54	0	54	0	54	0	54	54	0	↔
j. Sport and Leisure Facilities	589	(304)	285	0	589	(304)	285	285	0	↔
k. Southend Theatres	647	(27)	620	0	647	(27)	620	620	0	↔
<b>Customer Services</b>										
l. Registration of Births Deaths and Marriages	330	(378)	(48)	0	330	(378)	(48)	(48)	0	↔
m. Customer Services Centre	1,976	(295)	1,681	35	2,011	(295)	1,716	1,716	0	↔
<b>Revenues and Benefits</b>										
n. Council Tax Collection	869	(607)	262	0	869	(607)	262	262	0	↔
o. Non Domestic Rates Collection	199	(306)	(107)	0	199	(306)	(107)	(107)	0	↔
p. Housing Benefit Administration	1,801	(1,195)	606	8	1,809	(1,195)	614	614	0	↔
q. Rent Benefit Payments	91,582	(91,685)	(103)	0	91,582	(91,685)	(103)	(103)	0	↔
<b>Health</b>										
r. Public Health	6,323	(6,480)	(157)	0	6,323	(6,480)	(157)	(157)	0	↔
s. Drug and Alcohol Action Team	2,270	(2,187)	83	0	2,270	(2,187)	83	83	0	↔
t. Young Persons Drug and Alcohol Team	273	(265)	8	0	273	(265)	8	8	0	↔
<b>Voluntary and Community Services</b>										
u. Support to Voluntary Sector	811	0	811	0	811	0	811	811	0	↔
<b>Total Net Budget for Department</b>	<b>119,551</b>	<b>(105,915)</b>	<b>13,636</b>	<b>43</b>	<b>119,594</b>	<b>(105,915)</b>	<b>13,679</b>	<b>13,945</b>	<b>266</b>	<b>↑</b>

Forecast Outturn Variance	
a.	
b.	
c.	The delivery partner of Twenty One have terminated their agreement with us and as a result, the venue is now only open for any events which were arranged prior to its closure. These events continue sporadically up until the end of August and many of them do not pay a hire charge for the venue. At this moment there is no agreed course of action for the future of the venue and therefore we remain liable for the Business Rates and running costs of the site.
d.	
e.	
f.	
g.	
h.	The income received from outdoor sports teams has been reducing over the last 5 years. There is currently a review underway to understand in which locations this has taken place and the sports mostly affected by this. It is believed that the increase in budget gyms and the uptake of cycling has had an impact on organised team sports nationally which subsequently has reduced the income this generates within our parks.
i.	
j.	
k.	
l.	
m.	
n.	
o.	
p.	
q.	
r.	
s.	
t.	
u.	



## Infrastructure Portfolio

## Infrastructure : Cllr Andrew Moring

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	0	10,956	(1,708)	9,248	9,641	393	↑
b. Bridges and Structural Engineering	414	0	414	0	414	0	414	414	0	↔
c. Decriminalised Parking	1,171	(1,699)	(528)	0	1,171	(1,699)	(528)	(93)	435	↑
d. Car Parking Management	1,170	(7,222)	(6,052)	0	1,170	(7,222)	(6,052)	(5,441)	611	↓
e. Concessionary Fares	3,307	0	3,307	0	3,307	0	3,307	3,307	0	↔
f. Passenger Transport	417	(65)	352	0	417	(65)	352	423	71	↔
g. Road Safety and School Crossing	229	0	229	0	229	0	229	229	0	↔
h. Transport Planning	1,672	(1,990)	(318)	0	1,672	(1,990)	(318)	(318)	0	↔
i. Traffic and Parking Management	600	(5)	595	0	600	(5)	595	709	114	↑
j. Dial A Ride Service	105	(19)	86	0	105	(19)	86	86	0	↔
k. Transport Management	173	0	173	0	173	0	173	173	0	↔
l. Vehicle Fleet	550	(344)	206	0	550	(344)	206	206	0	↔
<b>m. Digital Futures</b>	6,193	(1,183)	5,010	(78)	6,115	(1,183)	4,932	4,932	0	↓
<b>Other Services</b>										
n. Enterprise Tourism and Enviroment Central Pool	1,451	0	1,451	0	1,451	0	1,451	1,481	30	↑
<b>Total Net Budget for Department</b>	<b>28,408</b>	<b>(14,235)</b>	<b>14,173</b>	<b>(78)</b>	<b>28,330</b>	<b>(14,235)</b>	<b>14,095</b>	<b>15,749</b>	<b>1,654</b>	<b>↑</b>

---

**Forecast Outturn Variance**


---

- a. 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. 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 £400k 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.
  - b.
  - c. There has been a 33% increase in the amount of PCN income received to the end of July 2018 in comparison to the same time period for 2017/18, however a shortfall in income at the end of the year is still forecast. Although the value of old debt is reducing year on year, the anticipated bad debt provision is still £100k more than the budget provision. There has also been an increase in the number of PCN's registered with the Traffic Enforcement Centre which allows further opportunities for outstanding debts to be collected.
  - d. As at the end of July, 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 independent advice had 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).
  - e.
  - f. 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.
  - g.
  - h.
  - i. A number of staff who are budgeted on the basis of delivering the capital programme have not charged as much time to capital as anticipated due to the type of projects in the capital programme this year.
  - j.
  - k.
  - l.
  - m.
  - n. There have been delays in the implementation of a staffing restructure within the team after the feedback received from the necessary consultation.
-

## Public Protection Portfolio

## Public Protection : Cllr Mark Flewitt

Service Department	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	0	549	(33)	516	451	(65)	↔
b. Community Safety	216	(32)	184	0	216	(32)	184	184	0	↔
<b>Energy</b>										
c. Climate Change	111	(144)	(33)	0	111	(144)	(33)	(33)	0	↔
<b>Cemeteries and Crematorium</b>										
d. Cemeteries and Crematorium	1,161	(2,566)	(1,405)	0	1,161	(2,566)	(1,405)	(1,405)	0	↔
<b>Flooding</b>										
e. Flood and Sea Defences	811	(11)	800	0	811	(11)	800	800	0	↔
<b>Regulatory Services</b>										
f. Regulatory Business	35	(14)	21	0	35	(14)	21	21	0	↔
g. Regulatory Licensing	100	(469)	(369)	0	100	(469)	(369)	(369)	0	↔
h. Regulatory Management	1,134	0	1,134	0	1,134	0	1,134	1,134	0	↔
i. Regulatory Protection	71	(13)	58	0	71	(13)	58	58	0	↔
j. Building Control	443	(440)	3	0	443	(440)	3	124	121	↑
<b>Waste and Street Scene</b>										
k. Public Conveniences	550	0	550	0	550	0	550	550	0	↔
l. Waste Collection	4,695	0	4,695	220	4,915	0	4,915	4,915	0	↔
m. Waste Disposal	5,264	0	5,264	(220)	5,044	0	5,044	4,621	(423)	↑
n. Street Cleansing	1,360	0	1,360	0	1,360	0	1,360	1,360	0	↔
o. Household Recycling	477	(7)	470	0	477	(7)	470	470	0	↔
p. Environmental Care	242	(4)	238	0	242	(4)	238	238	0	↔
q. Waste Management	296	0	296	0	296	0	296	161	(135)	↔
<b>Total Net Budget for Department</b>	<b>17,515</b>	<b>(3,733)</b>	<b>13,782</b>	<b>0</b>	<b>17,515</b>	<b>(3,733)</b>	<b>13,782</b>	<b>13,280</b>	<b>(502)</b>	<b>↑</b>

Forecast Outturn Variance	
a.	Additional maintenance costs for digitisation will not be incurred as the cameras have not yet been procured
b.	
c.	
d.	
e.	
f.	
g.	
h.	
i.	
j.	Income has reduced this year for services which are also provided by the private sector. There is also an unfunded apprentice post and a pressure due to annual market supplements to retain staff.
k.	
l.	
m.	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 much lower rate than the original business case. This, along with a change in the disposal of food waste which now provides us with an income, is resulting in a forecast underspend.
n.	
o.	
p.	
q.	As part of the revised agreement with Essex County Council relating to the Joint Working Agreement, SBC will still receive our share of the Waste Infrastructure Grant up until December 2019 which wasn't included in the original budget.

## Housing Revenue Account

	Original Budget			Virement £'000	Latest Budget			Expected Outturn £'000	Forecast Variance £'000	Movement from Period 3
	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	↔
Premises (excluding repairs)	790	0	790	0	790	0	790	790	0	↔
Repairs	4,930	0	4,930	0	4,930	0	4,930	4,930	0	↔
Supplies and Services	69	0	69	0	69	0	69	69	0	↔
Management Fee	5,579	0	5,579	0	5,579	0	5,579	5,579	0	↔
MATS	1,146	0	1,146	0	1,146	0	1,146	1,146	0	↔
Provision for Bad Debts	394	0	394	0	394	0	394	394	0	↔
Depreciation	6,284	0	6,284	0	6,284	0	6,284	6,284	0	↔
Capital Financing Charges	3,515	0	3,515	0	3,515	0	3,515	3,515	0	↔
<b>Gross Expenditure</b>	<b>22,917</b>	<b>0</b>	<b>22,917</b>	<b>0</b>	<b>22,917</b>	<b>0</b>	<b>22,917</b>	<b>22,917</b>	<b>0</b>	<b>↔</b>
Fees and Charges	0	(349)	(349)	0	0	(349)	(349)	(349)	0	↔
Dwelling Rents	0	(24,900)	(24,900)	0	0	(24,900)	(24,900)	(25,260)	(360)	↔
Other Rents	0	(1,372)	(1,372)	0	0	(1,372)	(1,372)	(1,372)	0	↔
Other Income	0	(27)	(27)	0	0	(27)	(27)	(27)	0	↔
Interest	0	(250)	(250)	0	0	(250)	(250)	(250)	0	↔
Recharges	0	(566)	(566)	0	0	(566)	(566)	(566)	0	↔
<b>Non Department Net Expenditure</b>	<b>0</b>	<b>(27,464)</b>	<b>(27,464)</b>	<b>0</b>	<b>0</b>	<b>(27,464)</b>	<b>(27,464)</b>	<b>(27,824)</b>	<b>(360)</b>	<b>↔</b>
<b>Net Operating Expenditure</b>	<b>22,917</b>	<b>(27,464)</b>	<b>(4,547)</b>	<b>0</b>	<b>22,917</b>	<b>(27,464)</b>	<b>(4,547)</b>	<b>(4,907)</b>	<b>(360)</b>	<b>↔</b>
Revenue Contribution to Capital	1,925	0	1,925	(1,515)	410	0	410	410	0	↓
Contribution to/ (from) Earmarked Reserves	2,622	0	2,622	1,515	4,137	0	4,137	4,497	360	↑
Contribution to/ (from) General Reserves	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>27,464</b>	<b>(27,464)</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	↔
0	0	0	↔
<b>3,502</b>	<b>3,502</b>	<b>0</b>	<b>↔</b>



**Capital Programme Budget  
Monitoring 2018/19**

**Period 4**

**as at 31<sup>st</sup> July 2018  
Departmental Summary**

## Capital Programme Monitoring Report – July 2018

### 1. Overall Budget Performance by Investment Area

The revised Capital budget for the 2018/19 financial year is £77.689million which includes all changes agreed at June Cabinet. Actual capital spend at 31<sup>st</sup> July is £14.197million representing approximately 18% of the revised budget. This is shown in Appendix 1.

(Outstanding creditors totalling £0.549million 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:

Service Area	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000	Previous Expected Variance to Revised Budget 2018/19 £'000
Works to Property	1,646	88	1,646	-	-
Adult Social Care	3,347	185	3,347	-	-
General Fund Housing	2,842	279	2,842	-	-
Schools	13,737	5,220	13,735	(2)	-
Culture & Tourism	8,405	1,667	7,738	(667)	-
Enterprise & Regeneration	12,521	1,216	12,521	-	-
ICT	3,910	1,126	3,910	-	-
Southend Pier	3,158	256	3,158	-	-
Highways & Infrastructure	13,608	2,299	13,608	-	-
S106/S38/CIL	1,322	17	1,322	-	-
Energy Saving	1,068	64	1,068	-	-
Community Safety	900	-	900	-	-
Council Housing & New Build Programme	11,225	1,780	11,225	-	-
<b>Total</b>	<b>77,689</b>	<b>14,197</b>	<b>77,020</b>	<b>(669)</b>	<b>-</b>

The above investment is proposed to be funded as follows:

Department	Council Budget £'000	Grant Budget £'000	Developer & Other Contributions £'000	Total Budget £'000
<b>Total Budget</b>	<b>38,632</b>	<b>37,182</b>	<b>1,875</b>	<b>77,689</b>
As a percentage of total budget	49.7%	47.9%	2.4%	
External Funding Received to date		9,049	1,714	<b>10,763</b>
External Funding Outstanding		28,133	161	<b>28,294</b>

## **Progress of Schemes for 2018/19**

### **Works to Property**

The demolition of 62 Avenue Road is currently awaiting the heritage experts report to inform a way forward for this scheme.

A new planning application is pending on the East Beach Café scheme and is to be submitted imminently. Contractual completion will follow and will be paid at that point.

One block has been demolished as part of the Darlows Green former WCs demolition scheme. The second block is on hold due to nesting pigeons but is expected to be completed during September.

New media equipment for the crematorium chapel was installed and completed at the end of June. Quotes for further equipment including new online booking system software and media compatibility software are currently being obtained.

Research for suitable options for dedicated floral display stands for the Pergola Walk Memorial scheme is currently underway to enhance the area further.

The Priority works provision budget currently has £416k remaining unallocated.

### **Adult Social Care**

The Community Capacity grant is used to enable vulnerable individuals to remain in their own homes and to assist in avoiding delayed discharges from hospital. Plans for 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.

### **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 is currently on target to instruct the successful framework contractors in August and commence work in early September.

### **Schools**

Condition schemes for 2018/19 total £803k allocated to address larger condition items in schools where the cost is over the schools capabilities to fund. Most of these works will be undertaken over the school summer holidays to minimise disruption to the schools. Retentions of £7k 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. The grant for 2018/19 has now been confirmed as £125k. The grant amount has reduced significantly in recent years and will continue to do so as further



maintained schools convert to academy status. The remaining £2k budget will be removed from the capital programme in the report to November Cabinet.

A purpose built nursery at the Renown Centre which faces Friars Primary School is under construction 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 primary expansion programme is now complete however a watching brief of demand against availability will be kept. If a need is identified, a further expansion of primary places will be explored to ensure that the Council's statutory duty to provide a good school place for all those that request it can be met.

The secondary expansion programme is progressing to ensure that the extra places supplied in primary are matched in secondary as they are needed.

Shoeburyness High School, St Thomas More High School, Belfairs Academy and The Eastwood Academy have building contractors on site and their building works are at various stages. St Bernards High School are in the process of appointing their contractor and one other secondary school is preparing to tender for internal remodelling works during the summer period. Two further schools are starting feasibility studies. These plans are to ensure that the Local Authority can meet its statutory duty of supplying a good place to any local resident that requests one. Works at Wentworth Road site are now completed and Southchurch High School site works are progressing.

## **Culture and Tourism**

Tender assessments have been completed for the main design team on the Forum II scheme and the cost consultant appointment has been approved by the project board. Design work is due to commence at the beginning of September and the planning application is to be submitted in April 2019.

Works on the inner town path at Southchurch Park are now complete and quotes are now being obtained for the exterior tow path works.

Surveys have now been completed at the leisure centres and theatres to plan replacement fire door works. These works will be rolled out across each of the locations commencing in the autumn months.

Design works are still underway for the Leigh Library refurbishment. Works are anticipated to commence on site during the autumn.

Design works for the new lift at the Central Museum will commence once the final location has been decided. The tender is scheduled to commence in the autumn.

The package of works is being prepared for the building management system at Shoeburyness Leisure Centre with a view to commence on site in the Autumn.

New sun shelters have been ordered as part of the Resorts Assets scheme which will utilise the remainder of the budget carried forward from 2017/18.

The scheme to replace play equipment in Sidmouth Park is currently being delayed by the badger setts which have caused disruption to two parks in the borough. Budget of £64k will

be included as a carry forward request in the report to November Cabinet as it is likely that this scheme will not take place until 2019/20.

The remaining £42k budget on the Belfairs Swim Centre scheme is being used to carry out essential works to the roof. This will not take place until 2019/10 therefore a carry forward request will be included in the report to November Cabinet.

Key works on the Shoebury Common Regeneration scheme are unlikely to go to tender during 2018/19 therefore budget of £250k will be included as a carry forward request in the report to November Cabinet.

The Pump Priming budget is intended to be used as match funding for an external funding bid for some works on Southchurch Hall Gardens. This is unlikely to take place until 2019/20 therefore budget of £311k will be included as a carry forward request in the report to November Cabinet.

## **Enterprise and Regeneration**

The full business case for the Airport Business Park is due to be submitted in August to secure approval to spend the remainder of the LGF awarded at the SELEP Accountability Board in September 2018. Work is progressing on the Rugby clubhouse with forecast completion during October 2018. Remaining Phase one utility works are due to be procured in September. Work is currently underway to prepare procurement packages for Phase two utility works and construction of the Innovation Centre.

The revised business case for the Incubation Centre scheme to convert the Atrium into eight smaller units has now been submitted and approved.

Competitive dialogue is underway with interested parties on the Better Queensway scheme. This process will continue with developers who are expected to submit detailed proposals by August 2018.

The work to complete the feasibility study on the Housing Infrastructure Feasibility scheme will shortly go out to procurement. The highways team are in the process of developing options for the road works.

## **ICT**

The phase one data centre work is still in the final stage of testing to ensure that it is fit to host corporate applications. Estimated handover and final settlement completion is now expected during September. Phase two migration will then begin to the new infrastructure.

The options appraisal has been agreed for the mobile device end point protection replacement scheme. The draft specification has been completed and tender documents are to be finalised before publication.

Tender documents for the phones migration are being prepared and the current support contract has been extended to September.

The phase one close out of the Channel Shift scheme is continuing and implementation costs have been received for the delivery of phase two. Phase two relates to a number of services in the Place Department and progression including timelines and resourcing requirements is currently being considered.

## **Southend Pier**

The works for the Bearing Refurbishment scheme have now been tendered and works will be carried out this financial year.

The consultant has been appointed and orders raised for the tender documents and drawings on both the Prince George Extension scheme and Timber Outer Pier Head scheme.

## **Highways and Infrastructure**

### **Infrastructure**

The contract for a geotechnical consultant is currently with procurement for tender for the Cliff Slip Investigation works scheme.

Materials are being produced for the consultation on the Coastal Defence scheme. Consultation is expected to last 12 weeks but has now been delayed until September.

Scheme designs are still being prepared for Marine Parade for the Resilience of the borough to flooding from extreme weather events project.

### **Highways**

Implementation is on-going on the carriageway and footway improvements programme with a full audit of completed schemes expected late August which will determine the final schemes for 2018/19.

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.

The new entrance for the Coach Parking scheme is currently being designed which provide appropriate provision utilising the full 2018/19 budget.

### **Transport**

Work is underway to install the 12 real time bus screens on London Road to replace the old screens which are no longer working. Other works are taking place with regards to the cycle hub and electric charging points.

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 are underway on site and due for completion in January 2019 due to utility works. Works are on-going to complete the new westbound lane in summer 2018.

Options are being prepared to put forward the business case for the Bell junction to the September Accountability Board. Air quality modelling work has commenced.

The road safety audit stage three has now been reviewed on the A127 Tesco junction improvements with minor adjustments now complete.

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

### **S106/S38/S278 and Community Infrastructure Levy (CIL)**

Various highway S106 schemes are scheduled to take place during 2018/19. There are 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.

### **Energy Saving Projects**

Several projects have been identified from the energy efficiency budget including lighting and draught-proofing at Beecroft and LED lighting in the Civic Centre.

The desk study has been received on the old Beecroft ground source heat pump feasibility scheme and results from the physical testing are currently being prepared.

### **Community Safety**

Whilst the CCTV Equipment Renewal scheme is moving forward with consultation, the implementation has been delayed. This scheme ties in with the development of the Southend Intel Hub and the process for testing any camera solutions to ensure they are fit for purpose in the future

### **Council Housing & New Build Programme**

The contract works for the 2018/19 capital programme are progressing in line with the programme and is being managed by the allocated project surveyor to ensure the schemes stay on track.

The tender for the kitchen, bathroom and electrical works has been awarded and awaiting the signed contract to be returned.

The Disabled Adaptations budget relates to minor and major adaptations in council dwellings. Spend depends on the demand for these adaptations and works are currently in progress for 2018/19.

The Sheltered Housing DDA works budget has been allocated for improvements to sheltered housing. No schemes have currently been identified however this budget is being held should it be required to contribute towards the fire safety works which are being carried out on sheltered housing this financial year.

The foundations are now in on both sites for the housing construction scheme and block works is progressing. The variation of planning conditions is still on-going and works are on track for completion in summer 2019.

### **Summary**

Carry forward requests to be included in the report to November Cabinet include Sidmouth Park Replacement of play Equipment for £64k, Belfairs Swim Centre for £42k, Pump Priming for £311k and Shoebury Common Regeneration for £250k. Removal of £2k of the Devolved Formula Capital budget is also to be included.

## 2. Budget Performance and Financing by Department

Department	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Revised Budget 2018/19 £'000	Previous Expected Variance to Revised Budget 2018/19 £'000
Chief Executive	1,789	173	1,789	-	-
People	20,425	5,685	20,423	(2)	-
Place	44,250	6,559	43,583	(667)	-
Housing Revenue Account (HRA)	11,225	1,780	11,225	-	-
<b>Total</b>	<b>77,689</b>	<b>14,197</b>	<b>77,020</b>	<b>(669)</b>	<b>-</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
Chief Executive	1,785	-	4	<b>1,789</b>
People	5,418	14,508	499	<b>20,425</b>
Place	20,515	22,674	1,001	<b>44,250</b>
Housing Revenue Account (HRA)	10,854	-	371	<b>11,225</b>
<b>Total</b>	<b>38,632</b>	<b>37,182</b>	<b>1,875</b>	<b>77,689</b>
As a percentage of total budget	49.7%	47.9%	2.4%	

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

The grants and external contributions position to 31<sup>st</sup> July is as follows:

Department	Grant Budget £'000	Developer & Other Contributions Budget £'000	Total external funding budget £'000	External funding received £'000	External funding outstanding £'000
Chief Executive	-	4	4	-	<b>4</b>
People	14,508	499	15,007	5,069	<b>9,938</b>
Place	22,674	1,001	23,675	5,323	<b>18,352</b>
Housing Revenue Account (HRA)	-	371	371	371	-
<b>Total</b>	<b>37,182</b>	<b>1,875</b>	<b>39,057</b>	<b>10,763</b>	<b>28,294</b>

### 3. Departmental Budget Performance

#### Department of Chief Executive

The revised capital budget for the Department of the Chief Executive is £1.789million. The budget is distributed across various scheme areas as follows:

Department of the Chief Executive	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Forecast Variance to Year End 2018/19 £'000	Previous Forecast Variance to Year End 2018/19 £'000
Asset Management (Property)	1,073	78	1,073	-	-
Transformation	143	85	143	-	-
Cemeteries & Crematorium	157	10	157	-	-
<b>Subtotal</b>	<b>1,373</b>	<b>173</b>	<b>1,373</b>	<b>-</b>	<b>-</b>
Priority Works (see table)	416	-	416	-	-
<b>Total</b>	<b>1,789</b>	<b>173</b>	<b>1,789</b>	<b>-</b>	<b>-</b>

Priority Works	£'000
Budget available	600
Less budget allocated to agreed schemes	(184)
Remaining budget	416

Actual spend at 31<sup>st</sup> July stands at £0.173million. This represents 10% of the total available budget.

## Department for People

The revised Department for People budget totals £20.425million.

Department for People	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Adult Social Care	3,347	185	3,347	-	-
General Fund Housing	2,842	279	2,842	-	-
Housing S106 Agreements	497	-	497	-	-
Children & Learning Other Schemes	536	-	536	-	-
Education S106 Agreements	2	-	2	-	-
Condition Schemes	803	143	803	-	-
Devolved Formula Capital	127	125	125	(2)	-
Early Years	332	10	332	-	-
Secondary School Places	11,939	4,943	11,939	-	-
<b>Total</b>	<b>20,425</b>	<b>5,685</b>	<b>20,423</b>	<b>(2)</b>	<b>-</b>

Actual spend at 31<sup>st</sup> July stands at £5,685million. This represents 28% of the total available budget.

## Department for Place

The revised capital budget for the Department for Place is £44.250million. This includes all changes approved at June 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> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Culture – Leisure	304	74	262	(42)	-
Culture - Parks	1,068	136	754	(314)	-
Culture - Libraries	686	7	686	-	-
Culture - Theatres	787	7	787	-	-
Culture - Museums	1,503	543	1,503	-	-
Other Culture & Tourism	4,057	899	3,746	(311)	-
Culture S106 Agreements	356	9	356	-	-
ICT Programme	3,767	1,040	3,767	-	-
Airport Business Park	11,230	992	11,230	-	-
Better Queensway Regeneration	1,010	224	1,010	-	-
Incubation Centre	31	-	31	-	-
Enterprise & Regeneration	250	-	250	-	-
Southend Pier	3,158	256	3,158	-	-
Coastal Defence & Foreshore	760	18	760	-	-
Highways and Infrastructure	2,899	679	2,899	-	-
Highways S106 Agreements	210	6	210	-	-
Parking Management	450	81	450	-	-
Section 38, 278 & 78 / CIL	246	3	246	-	-
Local Transport Plan	3,650	537	3,650	-	-
Local Growth Fund	5,348	947	5,348	-	-
Community Safety	900	-	900	-	-
Community Safety S106	11	-	11	-	-
Transport	501	37	501	-	-
Energy Saving Projects	1,068	64	1,068	-	-
<b>Total</b>	<b>44,250</b>	<b>6,559</b>	<b>43,583</b>	<b>(667)</b>	<b>-</b>

Actual spend at 31<sup>st</sup> July stands at £6.559million. This represents 15% of the total available budget.



## Housing Revenue Account

The revised budget for the Housing Revenue Account capital programme for 2018/19 is £11.225million. The latest budget and spend position is as follows:

Housing Revenue Account	Revised Budget 2018/19 £'000	Outturn to 31 <sup>st</sup> July 2018/19 £'000	Expected outturn 2018/19 £'000	Latest Expected Variance to Year End 2018/19 £'000	Previous Expected Variance to Year End 2018/19 £'000
Decent Homes Programme	6,784	1,093	6,784	-	-
Council House Adaptations	884	122	884	-	-
Sheltered Housing	345	-	345	-	-
Other HRA	3,212	565	3,212	-	-
<b>Total</b>	<b>11,225</b>	<b>1,780</b>	<b>11,225</b>	<b>-</b>	<b>-</b>

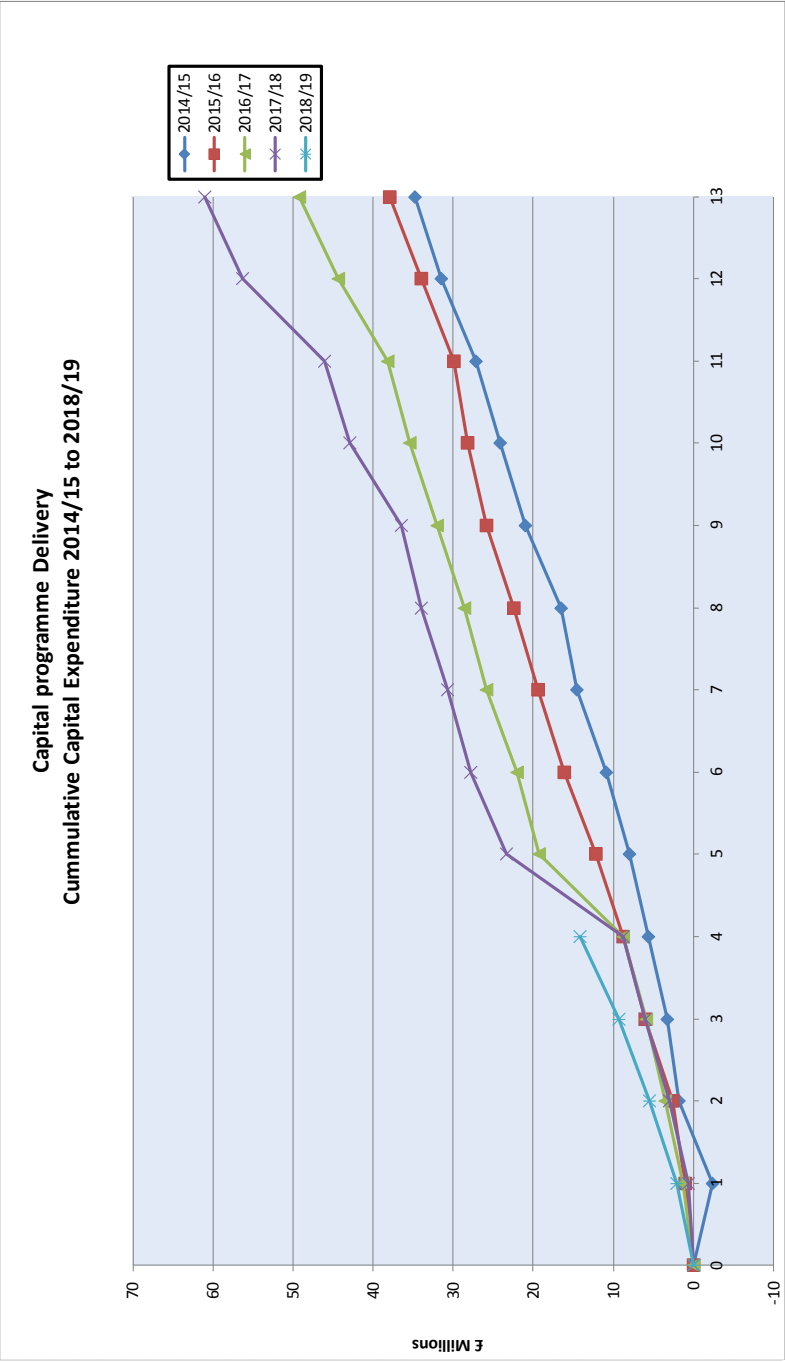
The actual spend at 31<sup>st</sup> July of £1.780million represents 16% of the HRA capital budget.

# Summary of Capital Expenditure at 31st July 2018

## Appendix 1

	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
Chief Executive	5,950	(4,161)	1,789	173	1,789	-	10%
People	25,591	(5,166)	20,425	5,685	20,423	(2)	28%
Place	52,031	(7,781)	44,250	6,559	43,583	(667)	15%
Housing Revenue Account	9,412	1,813	11,225	1,780	11,225	-	16%
	92,984	(15,295)	77,689	14,197	77,020	(669)	18%
<b>Council Approved Original Budget - February 2018</b>	<b>92,984</b>						
Chief Executive amendments	75						
People amendments	(696)						
Place amendments	295						
HRA amendments	-						
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 - June 2018</b>	<b>77,689</b>						

Actual compared to Revised Budget spent is £14.197M  
or 18%



Year	Outturn £m	Outturn %
2014/15	34.8	83.8
2015/16	37.9	97.0
2016/17	48.8	89.0
2017/18	61.0	95.0

This page is intentionally left blank

# Southend-on-Sea Borough Council

Agenda  
Item No.

6

Report of Deputy Chief Executive (People)

to  
Cabinet

on

18<sup>th</sup> September 2018

Report prepared by: Glyn Halksworth, Head of Housing &  
Social Inclusion

---

## Housing & Homelessness Strategy

Policy & Resources Scrutiny Committee

Cabinet Member: Councillor Tony Cox

Part 1 (Public Agenda Item)

---

### 1. Purpose of Report

- 1.1 To inform Cabinet of progress to date in the development of the Housing & Homelessness Strategy and seek guidance regarding next steps.

### 2. Recommendations

- 2.1 That Cabinet endorses:

- a) Progress to date in the development of the strategy, including its identified aims and emerging actions
- b) Proposals to jointly undertake consultation jointly with the Local Plan programme
- c) Proposals to return to Cabinet in November 2018 following the conclusion of consultation, with a draft final strategy document and accompanying action plan.

### 3. Background

- 3.1 On 9<sup>th</sup> January 2018 Cabinet agreed to the development of a Housing Vision and Housing Strategy for the Borough on the understanding that a collective vision for housing is critical to providing context and coherence for strategy and policy decisions. It was agreed that the need for housing to be considered as an integral component of the Council's work on behalf of local citizens and their changing demographics, to ensure that those needs are clearly identified, and therefore housing is central to the Council's ambitions for economic

development, the creation of jobs, enabling of a workforce, and to its aspirations as an emerging city with a broad and compelling offer.

Simultaneously to the Housing Visioning work, work commenced on 'Southend 2050'; a consultation that will lead to the development of a new, over-arching vision for the town, where policies and strategies sitting beneath this (such as the Housing strategy) will be seen as vehicles for Southend 2050's delivery and work has been on going in the preparation of a new Local Plan which will set out the Council's strategic vision for development, policies and site allocations and provide the planning framework for Southend to 2036.

- 3.2 The suggested timescales for development of the corporate housing strategy are outlined below, which will allow for Southend 2050, the Housing Strategy and the new Local Plan to be fully aligned and for formal consultation regarding the Housing strategy and Local Plan to commence at the same time, and adopt a shared evidence base and consultation approaches. The proposed approach is aimed at ensuring the council is perceived as having 'One Voice' when consulting on the future direction for the borough.

Month	Task overview
<b>Sept 2018 – Oct 2018</b>	<ul style="list-style-type: none"> <li>• Evidence base development &amp; homelessness strategy review</li> <li>• Policy &amp; best practice research</li> <li>• Engagement &amp; workshops with key stakeholders (internal &amp; external) to develop proposed strategy aims &amp; actions</li> <li>• Funding bids made to support strategy implementation.</li> <li>• Equality Analysis of emerging strategy</li> </ul>
<b>November 2018</b>	<ul style="list-style-type: none"> <li>• Amendments/alterations to Strategy in response to consultation</li> <li>• Strategy and implementation plan taken to Cabinet</li> </ul>
<b>Nov 2018 – Mar 2019</b>	<ul style="list-style-type: none"> <li>• Wider public consultation and promotion of Strategy continues alongside initial public consultation on new Local Plan. Shared media release and shared evidence base for overlapping areas.</li> <li>• Implementation of actions continues and is further developed</li> </ul>

- 3.3 Based on the work to date there are five strategic aims emerging, these being:

1. *Prioritise the supply of safe, genuinely affordable homes.*
2. *Regeneration and growth to create inclusive, healthy places to live and thrive.*
3. *Support people to live independently in their own homes and avoid homelessness*
4. *Encourage good quality housing design, management and maintenance*
5. *Where not prevented, make homelessness brief and non-recurrent.*

- 3.4 Also emerging from development discussion has been the instruction to commence bold activity under the strategy swiftly and to quickly move towards implementation. In this light work is already underway on a number of projects

and key actions against each of the above strategic aims. Work underway or in early development includes the following:

***1. Prioritise the supply of safe, genuinely affordable homes.***

- Bringing forward site investigation for phases 3&4 of the HRA land works in Shoeburyness and St Laurence, which, if approved, could deliver over 50 new council homes by the end of 2020. Procurement of site works has commenced, with an expectation that contractors will be on the ground during October;
- Bidding for additional HRA borrowing headroom available to us as we have been identified by government as an area with high affordability pressures. We are currently developing a bid for submission to Homes England by 7<sup>th</sup> September. If successful this additional HRA borrowing would contribute to the development of affordable homes.

***2. Regeneration and growth to create inclusive, healthy places to live and thrive.***

- Development of the housing company to drive forward regeneration projects and supply of both affordable housing supply and developments for sale and rental at market rates.
- Development of the new Local Plan which unlocking new sites for house building and regeneration, and promoting well designed, accessible developments that encourage health, wellbeing, and independence.
- Work with partners to create income, employment and skills opportunities for disadvantaged groups, for example, social value requirements within large procurements such as Better Queensway and the creation of apprenticeships as part of new developments.

***3. Support people to live independently in their own homes and avoid homelessness***

- Dedicated project investigating robotics, artificial intelligence and emerging technologies as aids and adaptations for living which enable and support people to live independently. This work is already investing in new approaches and developing exemplar practice to support this requirement;
- Introduction of Homelessness Reduction Act and the co-production of personal housing plans (PHPs) with all people threatened with homelessness presenting to the Council. This work will further extend in October with closer work with statutory partners required to refer people to the local authority, and through the development of more inclusive and multi-agency supported PHPs. A leading example of this is the work underway with Essex Community Rehabilitation Company;

- Supported housing for specialist groups is in place for many discrete client groups, for example, people with learning difficulties; mental health needs; ex-offenders; drug and alcohol recovery; young homeless people; teenage parents and more. All these offers include progressive support to enhance capacity for independence and the ability to manage tenancies successfully.
- Building on the work of the Sheltered Housing Review we are developing detailed models for potential future use and configuration of the schemes. This work will consider potential uses of existing sheltered schemes along with costing of alternative models of provision and re-purposed use of the sites.
- Floating support provision has been re-designed in recent months and is currently out to tender, with a new contract to be in place from April 2019. This work will focus on supporting people to be independent and avoid homelessness, and will be required to work across multiple Council and other partner run services, and in a highly accessible community-based way.

#### ***4. Encourage good quality housing design, management and maintenance***

- A new Partnership Agreement with our Arm's Length Management Organisation, South Essex Homes, is in development and will focus both on the core business aspects of their management of the Council's social housing stock, such as maintenance, rental and tenant management, as well as on areas for growth and further development with a view to adding value to South Essex Homes' role in Southend and ensuring sustainable best practice locally.
- We are re-designing the Private Sector Housing service in order to ensure both that we deliver effectively new requirements to licence houses of multiple of occupation, as well as having the capacity to pursue to take full advantage of new enforcement powers against rogue landlords. In reviewing our resources and approaches we are focussing on our capacity to respond effectively to disrepair and/or poor management of properties in both the private rental and the owner-occupier sector, responding to empty properties and returning these to use where possible, and growing our integrated response along with other services where vulnerable people are involved.
- We are working with SEAL and seeking to re-instate and re-invigorate the Landlords Forum, where advice, information and opportunities can be shared and relationships between the private sector and public bodies/support agencies can be further built upon and maintained.

#### ***5. Where not prevented, make homelessness brief and non-recurrent.***

- We have implemented the requirements of the Homelessness Reduction Act, including extending both prevention and relief duties from 28 to 56 days,



designed to enhanced the capacity to keep people in their homes or more effectively house them should they become homeless. We continue to develop our work in this area, particularly with statutory partners as indicated above, and to focus on other key relationships such as landlords in order to increase the supply of suitable, affordable move-on accommodation.

- We were successful in bidding for £425k additional funding under the Rough Sleeper Initiative, which will introduce additional outreach and service-based capacity until March 2019, and bring additional accommodation on line for this group. A further bid has been submitted for 2019-20 and will be announced soon. Recruitment of staff has commenced for this work and enhanced partnership activity is already in place. Additional street counts and much tighter monitoring has been agreed in order to drive this key project forwards at the pace it warrants.
- We are working closely with the Centre for Homelessness Impact, a new national body leading the development of evidence-based approaches to working with homelessness. This work, which includes academic-led research with our partners in Southend and which will seek to understand homelessness locally and apply international knowledge to approaches we may deploy, is the first of its kind internationally and Southend is one of only a handful of UK local authorities currently involved.

These actions will continue to be progressed, alongside many others in planning or early stages, and will form part of the action plan accompanying the final strategy that will be return to Cabinet in November.

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

- 4.1 An alternative approach to that proposed above would be to pursue consultation independently of the work being undertaken with the Local Plan. This option has been rejected given the importance of housing to the Local Plan and vice versa it is felt to be of high value that both projects are pursued together and that consultation findings are consist.

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

- 5.1 It is felt that progress to date has been very productive and that the joint work with other key programmes of work being pursued by the Council, notably Southend 2050 and the Local Plan, are imperative to the future power of the strategy once adopted. This joint development will support synergy across key streams of council activity and ensure that priorities and expectations over the next few years are consistently framed. It is felt that support for the revised timescale will facilitate this approach and both better enable further initialisation of key projects to be progressed through the strategy, and more robust consultation about the work.

## **6. Corporate Implications**

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

Simultaneously to the production of the council's new corporate housing strategy is the production of 'Southend 2050'; a consultation that will lead to the development of a new, over-arching vision for the town, where policies and strategies sitting beneath this (such as the Housing strategy) will be seen as vehicles for Southend 2050's delivery. Consultation from Southend 2050 is/will continue to feed directly in to the development of new corporate housing strategy.

### **6.2 Financial Implications**

As the plans are developed, the appropriate level of financial due diligence, will be undertaken, to both understand the nature and extent of any required financial investment, financial risk and opportunities. Therefore financial due diligence will inform and be part of the draft final strategy currently proposed to be presented back to Cabinet in November 2018.

A key aim of the strategy must also be to take advantage of external funding bids/opportunities that meet the aims of the strategy.

### **6.3 Legal Implications**

The strategy and its actions must respond to the requirements of relevant legislation. The need for a Homelessness Prevention Strategy is specified by s.3(1) of the Homelessness Reduction Act 2002 and is re-stated by the national Rough Sleeper Strategy (August 2018).

### **6.4 People Implications**

Housing and homelessness issues impact people's health, wellbeing and prosperity.

Housing development and regeneration are issues members of the public are likely to feel passionately about, hence the need for the development of the Housing strategy to be aligned with the Local plan.

### **6.5 Property Implications**

These will be assessed and made clear as the strategy emerges.

## 6.6 Consultation

Please see section 3.1 – 3.2 for proposed timescale project, upon which consultation and engagement planning will be based.

## 6.7 Equalities and Diversity Implications

An Equality Analysis on emerging aims and actions will inform strategy development and be presented to Cabinet with the proposed strategy.

## 6.8 Risk Assessment

These will be assessed and made clear as the strategy emerges.

## 6.9 Value for Money

The corporate housing strategy will support the prevention of homelessness, material poverty and long term care and support needs, all of which incur great expense to the council, public sector partners, businesses and residents.

## 6.10 Community Safety Implications

The corporate housing strategy will encourage partnership working to encourage good quality housing management and maintenance, keeping people safe in their homes.

The strategy supports the reduction of homelessness & rough sleeping which may impact public perception of community safety and prevent rough sleepers from being at risk of severe weather, physical and verbal abuse.

## 6.11 Environmental Impact

These will be assessed and made clear as the strategy emerges.

## 7. Background Papers

PSI visioning paper  
CMT/Cabinet away day slides 24.07.2018.

## 8. Appendices

None

This page is intentionally left blank

**Report of the Chief Executive**

**to**

**Cabinet**

**on**

**18<sup>th</sup> September 2018**

**7**

Report prepared by:  
Alison Griffin, Chief Executive

---

**Senior Management Arrangements  
Cabinet Member: Councillor J. Lamb  
Policy & Resources Scrutiny Committee  
A Part 1 Public Agenda Item**

---

**1. Purpose of Report**

To consider changes to the senior management arrangements of the Council.

**2. Recommendations**

**2.1 To agree the revised structure at Senior Management level (Appendix 1) including the deletion of the Department of the Chief Executive.**

**2.2 To note that the appropriate changes to the Senior Management Appraisal System will also be made to reflect this new structure.**

**2.3 To note that the Senior Managers Pay Panel will be considering senior management salaries in the context of these changes and current market conditions and will be making recommendations to Cabinet in this respect at the November meeting.**

**3. Background**

The senior management structure of the Council was last reviewed in 2016 following the retirement of the Corporate Director – Corporate Services. The roles of Deputy Chief Executives (previously Corporate Directors) were established and the Department of the Chief Executive replaced the Corporate Services Department.

This structure has served the Council well, particularly during the transitional period between the retirement of the former Chief Executive and the arrival of his successor. However, the Council now needs to prepare for the next stages of its development into a modern agile organisation, equipped to deal with the

challenges of financial self-sustainability, increasingly complex partnership arrangements and more sophisticated demands from its residents, businesses, visitors and students. Leadership will be key to future success and it is critical that the senior management of the Council has the capacity and capability to respond flexibly and creatively in a volatile and ambiguous environment.

Working as 'One Council' will be an imperative as the challenges become increasingly complex and resources diminish. It is critical therefore that the Corporate Management Team (CMT) is able to focus on its key strategic responsibilities, working alongside Cabinet to deliver the Southend 2050 ambitions.

As Head of Paid Service, the Chief Executive provides strategic leadership and direction to the whole Council. In the context of Southend 2050 and 'One Council' it is no longer appropriate for this role to carry a responsibility for a particular department. The functions within this area are led by current members of CMT who also sit alongside Cabinet. The departmental aspect of this role therefore has become superfluous both in the context of leadership and the decision making hierarchy.

Under the revised arrangements (Appendix 1) the roles of Deputy Chief Executive will continue to lead the two key outward facing services of the Council: People and Place, and the structures below these roles will remain unchanged.

The three Directors currently sitting on CMT will be retitled Strategic Directors. These roles together with the CEO and Deputy CEO's will provide strategic leadership to the organisation and work proactively with the administration and other political groups. These roles will continue to have responsibility for their operational areas namely; Finance & Resources, Legal & Democratic and Transformation. They will continue to operate in collaboration to provide enabling corporate services for frontline teams.

The Senior Managers Pay Panel will be considering senior management salaries during the autumn, as part of their periodic market review of salaries, and will take these revised arrangements into account.

Any recommendation that they may consider necessary will be presented to Cabinet at the November meeting.

In addition the appropriate revision to the appraisal process for senior managers will be agreed by this panel.

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

Maintaining the current senior management arrangements will impede the Council's transition to a modern agile organisation equipped to face future challenges.

**5. Reasons for Recommendations**

To refocus the senior leadership of the organisation in order to deliver the Southend 2050 ambitions.

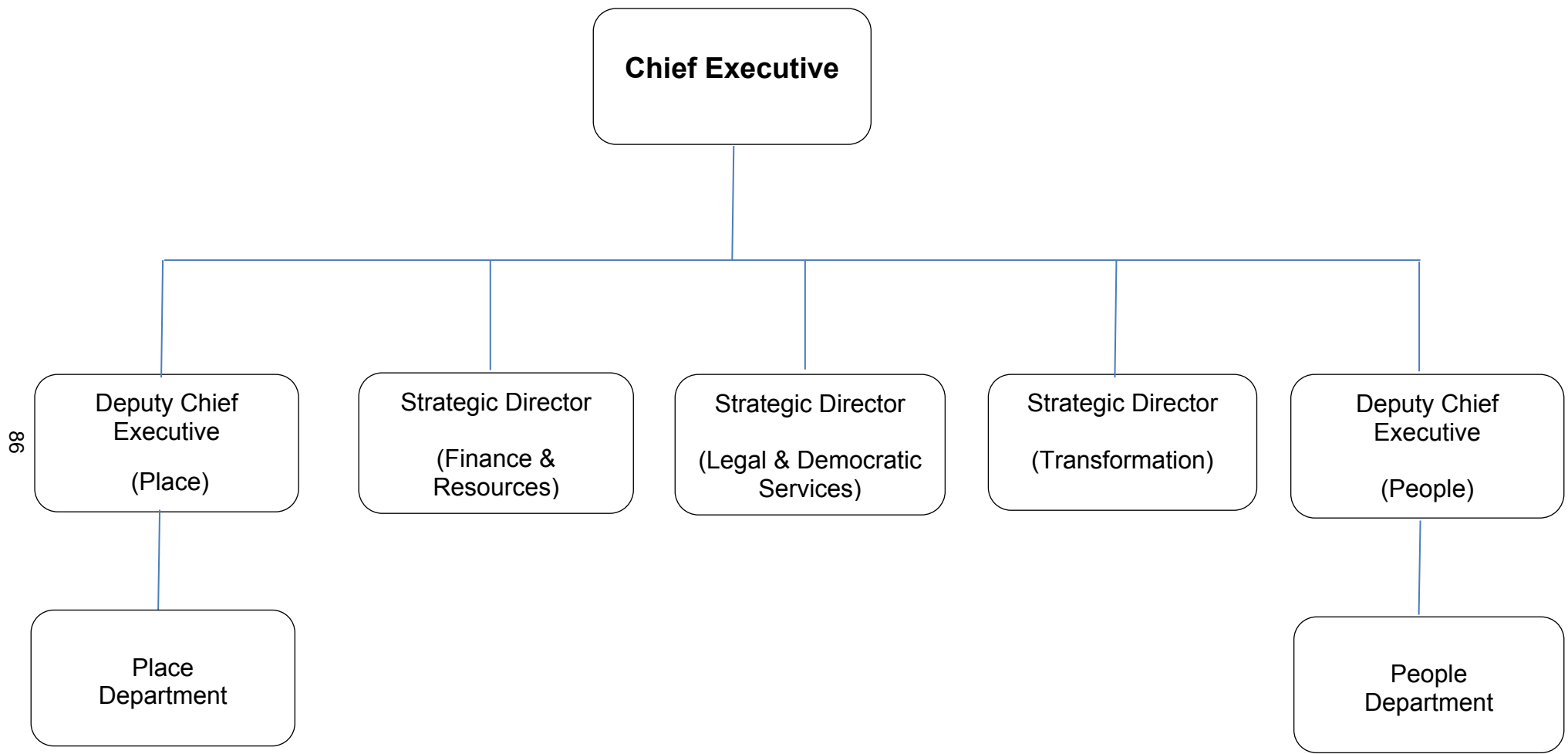
**6. Background Papers**

Job profiles for CMT Members will be made available on the Council's website.

**7. Appendices**

Appendix 1 – Proposed Senior Management structure

**CORPORATE MANAGEMENT TEAM**





# Southend-on-Sea Borough Council

## Report of the Chief Executive to Cabinet

On  
18<sup>th</sup> September 2018

Agenda  
Item No.

8

Report prepared by: Val Smith – Knowledge and Information  
Manager

Charlotte McCulloch – Customer Service & Complaints  
Manager

Michael Barrett – Complaints Officer

### Annual Report – Comments, Complaints and Compliments – 2017/18

#### All Scrutiny Committees

Cabinet Members: Councillors Lamb, Cox and Boyd

A Part 1 Public Agenda Item.

## 1. Purpose of Report

### 1.1 This report is to:

- Provide performance information about comments, complaints and compliments received across the Council for 2017-18
- Fulfil the duty of the Monitoring Officer to report to members on the findings of certain Local Government Ombudsman investigations
- Fulfil the Council's statutory duty to produce an annual report concerning compliments and complaints received about its Children and Adult social care functions.
- Support the Council's values in being open, honest and transparent.

## 2. Recommendation

2.1. To note the Council's performance in respect of comments, complaints and compliments for 2017-18.

2.2. To refer the report to each Scrutiny Committee, for the Place and P & R Scrutiny Committees to consider Appendix A and for the People Scrutiny Committee to consider Appendices B and C.

## 3. Background

- 3.1. It is good practice for the Cabinet to receive an annual report on Corporate Comments, Complaints and Compliments. This report is attached at Appendix A and includes a summary of the findings of the Local Government and Social Care Ombudsman which the Monitoring Officer is obliged to report under section 5(2) of the Local Government and Housing Act and the Local Government Act 1974.

- 3.2. Legislation requires that statutory processes are in place to deal with complaints relating to children and adults social care, to advertise that process and produce annual reports. These reports also need to be shared with the Care Quality Commission and the Department of Health. The two reports are attached as Appendices B and C to this report.
- 3.3. Details of performance are contained in the respective reports under:
- Appendix A** - Corporate Comments, Complaints and Compliments and Monitoring Officer report
- Appendix B** - Compliments, Concerns and Complaints – Adult Social Care Services
- Appendix C** - Compliments and Complaints – Children’s Social Care Services.
- 3.4. The table below sets out a comparison of the total number of complaints, Corporate and Statutory, received in 2017/18 and in the previous three years, in total and by Department.

Department	2014/2015	2015/16	2016/17	2017/18
Department of the Chief Executive	43	66	54	<b>65</b>
Department for People (including statutory)	246	304	326	<b>252</b>
Department for Place	376	352	486	<b>364</b>
<b>Grand Total</b>	<b>665</b>	<b>722</b>	<b>866</b>	<b>681</b>

As can be seen, the upward trend in the total number of complaints being received by the Council has reversed. This supports the assertion in last year’s annual report that the spike in complaints in 2016/17 was attributable to major alterations to refuse collection days.

- 3.5. The table below sets out a comparison of the total number of comments and compliments received in 2017/18 and in the previous three years.

Department	2014/2015	2015/16	2016/17	2017/18
Department of the Chief Executive	1326	1673	1301	<b>1291</b>
Department for People (including statutory)	474	416	302	<b>119</b>
Place	222	337	838	<b>820</b>
<b>Grand Total</b>	<b>2022</b>	<b>2426</b>	<b>2441</b>	<b>2230</b>

The majority of comments and compliments come either through the GovMetric customer satisfaction reporting platform (1283 - reported in figures for the Department of the Chief Executive) or through the Department for Place, where

the majority relate to Waste and Environmental Care (448) and Traffic and Highways (169).

In previous years the Department for People has received a large number of compliments in relation to the services provided by Southend Care. As this service is no longer provided directly by the Council, these are no longer recorded in this report and this is believed to account for the drop in comments and compliments for the Department.

#### **4. Lessons Learnt and Service Improvements**

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

Examples of service improvements are contained within the individual reports at Appendix A, B and C.

#### **5. Future developments**

- 5.1 To support the Corporate Complaints process, it is intended during 2018/19 to make available:

- A programme of awareness for staff about what to do when a complaint is received
- Training and support regarding handling and responding to complaints
- Publicity and advice concerning how to use the procedures for dealing with unreasonable complainant behaviour.

- 5.2 It is recognised that more effective use could be made of insight from complaints. Data collected will be reviewed and analysed to a greater extent and more frequently to better learn lessons, identify areas of concern and improve service delivery.

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

- 6.1 Contribution to Council's Vision & Corporate Priorities

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

- 6.2 Financial Implications

The commissioning of external 'independent people' to undertake children's stage two statutory complaints and an 'independent panel' to undertake Stage 3 complaints incurs additional costs, which are met from within the People Business Support Budget.

### 6.3 Legal Implications

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

### 6.4 People and Property Implications

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

### 6.5 Consultation

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

### 6.6 Equalities and Diversity Implications

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

Corporate equalities considerations continue to be part of the process.

### 6.7 Risk Assessment

Processes are reviewed periodically and reduce any risk which could adversely affect the Council's reputation in the community and reduce public trust/satisfaction. The number recorded is still significantly less than the 1100 reported for 2009 at the beginning of the revised process.

### 6.8 Value for Money

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

### 6.9 Community Safety and Environmental Impact Implications

Individual complaints may concern community safety or environmental matters.

## 7. **Background Papers - None**

## 8. **Appendices**

**Appendix A** - Corporate Comments, Complaints and Compliments and Monitoring Officer report

**Appendix B** - Compliments, Concerns and Complaints – Adult Social Care Services

**Appendix C** - Compliments and Complaints – Children's Social Care Services.

## **Corporate Comments, Complaints and Compliments and Local Government and Social Care Ombudsman Annual Report 2017-18**

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

- 1.1 To report on the performance relating to the Corporate Comments, Complaints and Compliments procedure and to provide comparisons with previously reported results.

(Complaints and compliments in respect of adult and children's social care functions are subject to their own statutory processes and are not monitored by the Corporate procedure. Their annual reports are provided separately.)

- 1.2 To fulfil the Monitoring Officer's duty under section 5(2) of the Local Government and Housing Act 1989 and the Local Government Act 1974, the Monitoring Officer must provide Members with a summary of the findings on all complaints relating to the Council where in 2017/18 the Local Government and Social Care Ombudsman (LGO) has conducted an investigation and upheld a complaint.

### **2. Recommendations**

- 2.1 **To note the Council's performance in respect of Corporate Comments, Complaints and Compliments for 2017-18.**
- 2.2 **To note the summary of LGO findings (Appendices 1, 2 & 3).**
- 2.3 **To refer the report to the Place and P & R Scrutiny Committees.**

### **3. Background**

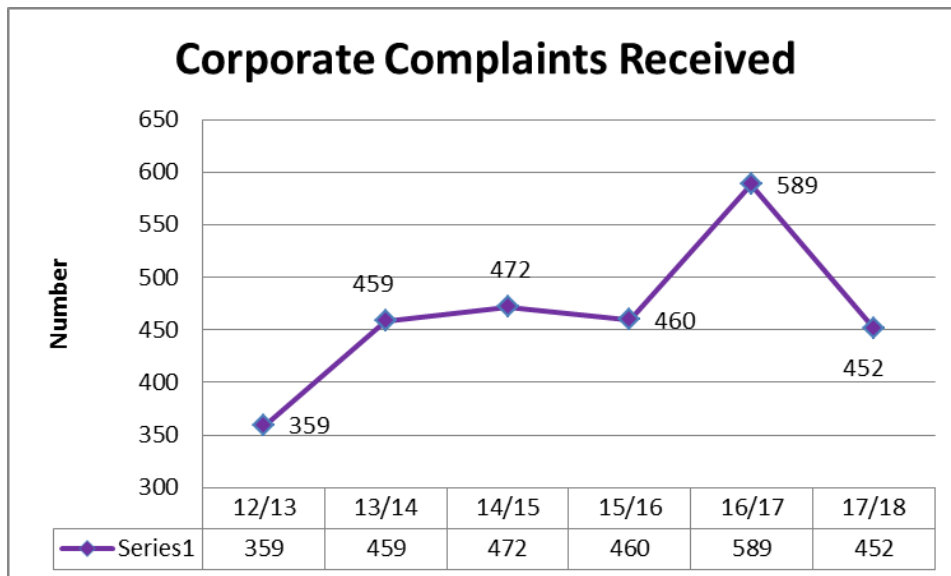
- 3.1 The Council's Corporate Comments, Complaints and Compliments procedure deals with all general feedback about the Council. It has been in place since 2009 and is well established throughout the organisation. Along with the children and adult social care statutory complaints there are certain other functions which are outside of the Corporate procedure and which have their own processes. Examples include appeals against parking tickets and concerns about schools.
- 3.2 The benefits in operating a feedback process include:
- To learn lessons from the types of feedback made
  - To help improve service delivery
  - To improve the consistency and timeliness of responses
  - To reflect sector wide and LGO best practice.

- 3.3 This report provides:
- An update on how the process is working
  - An analysis of customer feedback data
  - A summary of LGO findings

#### 4. PERFORMANCE TO DATE

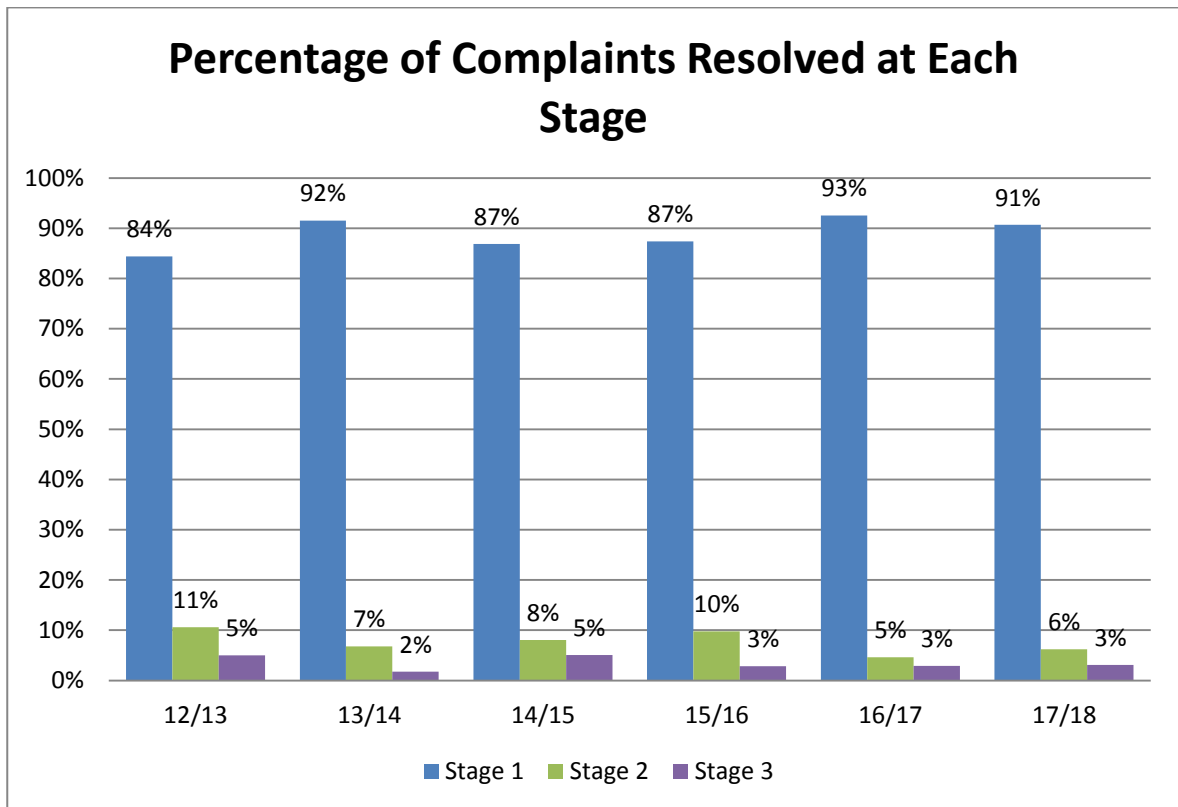
##### 4.1 Performance in respect of complaints

In 2017/18 the number of complaints received returned to its more usual level, following the spike in complaints in 2016/17.

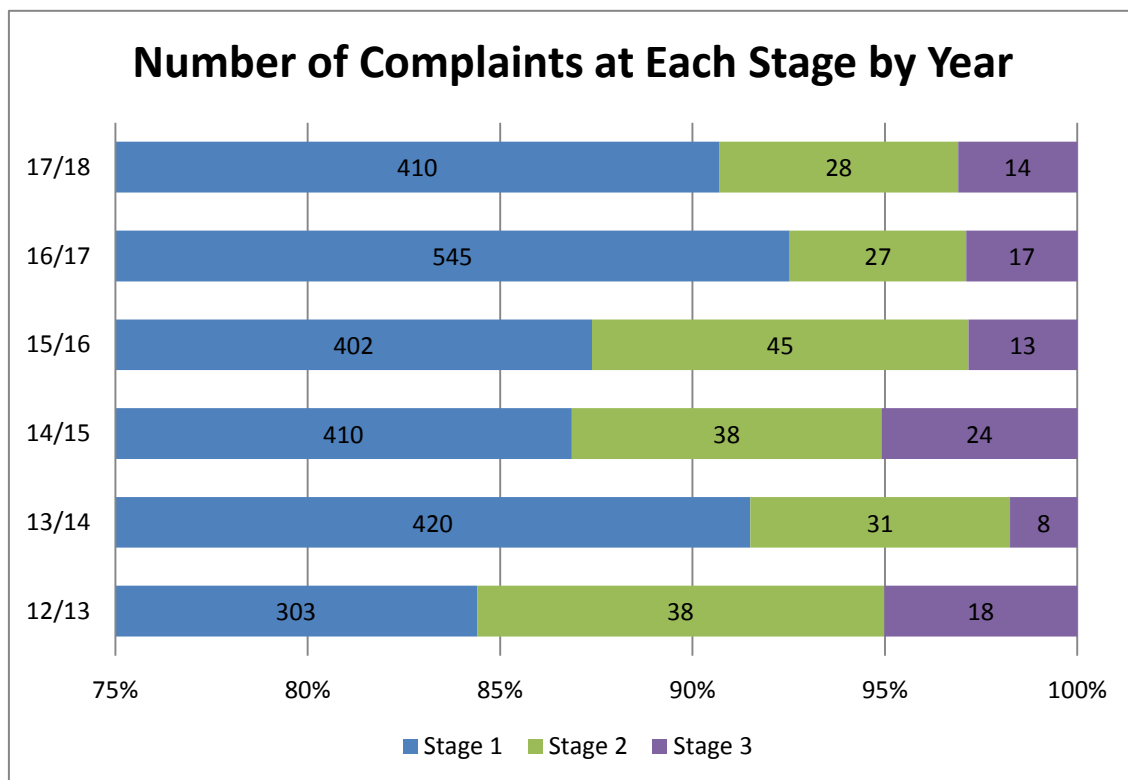


91% of complaints were resolved at the first Stage of the Complaints process. For those that progressed further through the process, 6% were resolved at the second Stage and 3% went to the third and final Stage. The proportion of complainants making use of the entire process has remained constant at 3% for the past 3 years.

complainants making use of the entire process has remained constant at 3% for the past 3 years.



The number of complaints resolved at each Stage of the process is as follows:

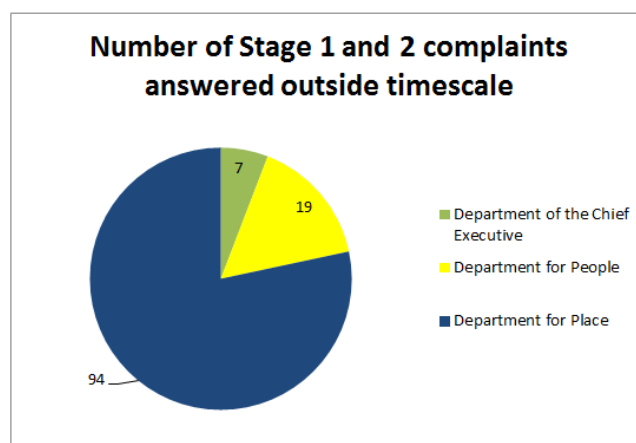
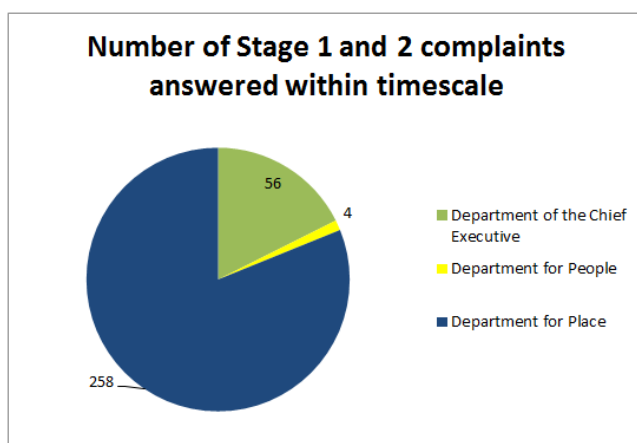


## 4.2 Complaints by Department with Response Times

The aim is to respond to Stage 1 and 2 complaints within 10 working days of their receipt. This has been achieved in 73% of cases which is a lower percentage than in the previous two years.

	Apr 2015-Mar 2016		Apr 2016-Mar 2017		Apr 2017-Mar 2018	
Department	Stage 1 & 2 Complaints	Responded to in 10 working days	Stage 1 & 2 Complaints	Responded to in 10 working days	Stage 1 & 2 Complaints	Responded to in 10 working days
Dept. of the Chief Executive	62	81%	52	94%	63	89%
Department for People	41	68%	41	49%	23	17%
Department for Place	344	83%	479	85%	352	73%
<b>Grand Total</b>	<b>448</b>	<b>80%</b>	<b>572</b>	<b>84%</b>	<b>438</b>	<b>73%</b>

The biggest influence on overall performance is exercised by the Department for Place:



## 4.3 Stage 3 Complaints

Of the 14 complaints which reached Stage 3 of the complaints procedure, 6 were responded to within the 35 day timescale. During 2017/18 the new staffing structure in the complaints advisory service has been being established and experience gained.

The change in process where Stage 3 responses may come from the Deputy Chief Executives rather than the Chief Executive has been implemented and



has generated no negative feedback from complainants. It is expected that the timeliness of Stage 3 responses will improve substantially in 2017/18.

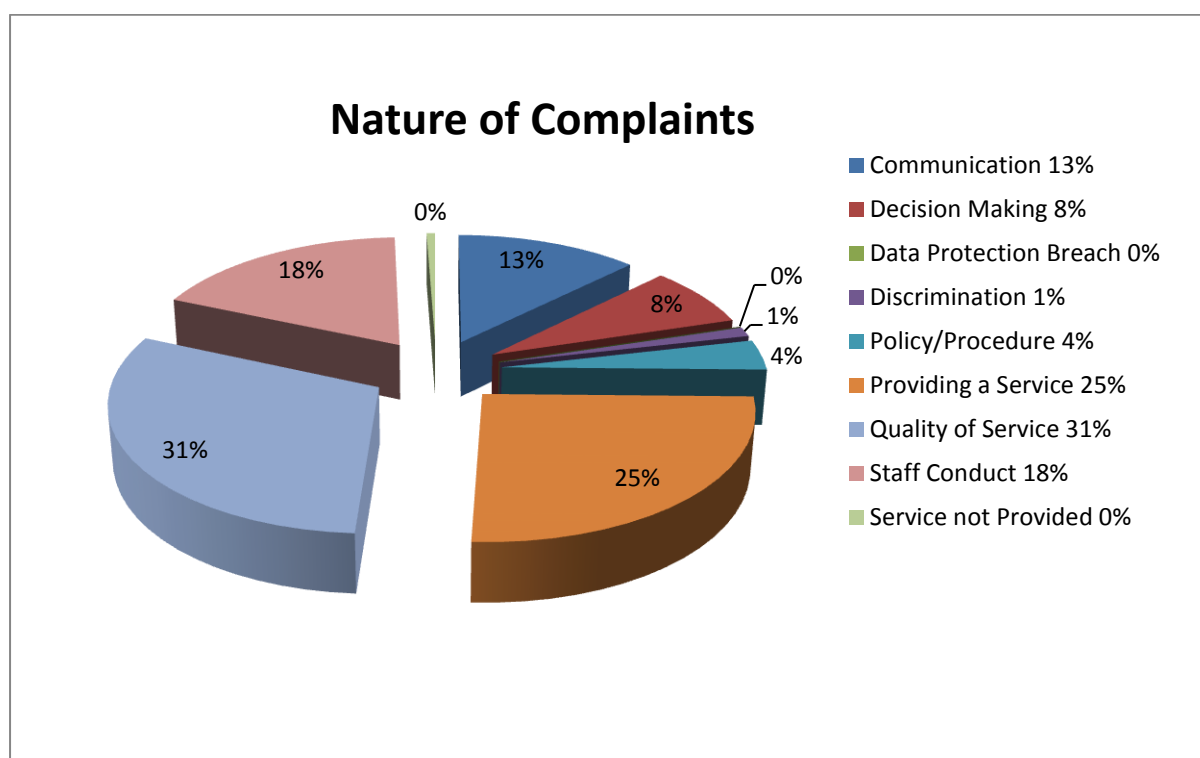
Of the 14 Stage 3 complaints, on receipt of their response, 6 complainants applied to the Local Government Ombudsman. In one case additional remedial action was advised, in the remaining 5 the Ombudsman was satisfied with the action already taken by the Council in the complaints process.

#### 4.4 Nature of Complaints

The monitoring system that is in place highlights trends and issues that are subject to complaints. Areas that have been of note, at all stages, for 2017/18 include:

- Quality of service – 23%
- Providing a service – 19%
- Staff conduct/employee behaviour – 13%

The full distribution is as follows:



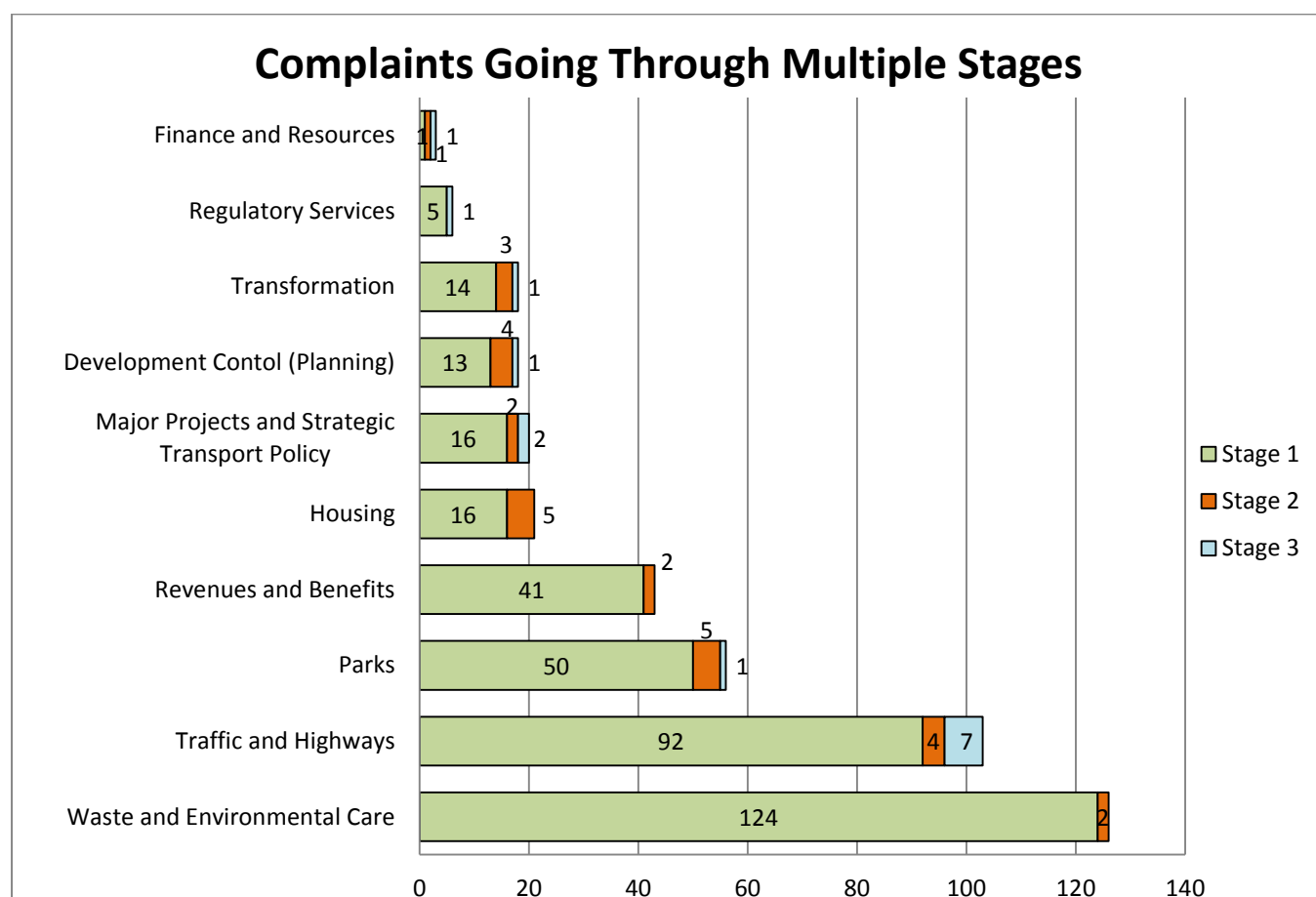
#### 4.5 How the Complaints Are Received

The most common way for complainants to contact the Council remains by e-mail or on-line form, and reflects the general shift to use of electronic means when interacting with the Council. In some instances customer service officers will have completed an on-line form on behalf of a telephone caller.

The Council remains committed to keeping all complaint channels available in order to meet its equalities obligations and to comply with LGO best practice. A formal complaint may be received over social media but would be moved to more conventional channels for resolution.

#### 4.6 Progression of complaints

The complaints which have been taken to multiple stages are as follows:



It is intended to examine those topics prone to multiple stages to identify whether there are factors which might reduce the need for escalation past Stage 1.

#### 4.7 Complaint Resolution

The emphasis on learning from customer feedback continues. This is evidenced by how complaints have been resolved.

Specific action was taken in 82% of cases - by doing something that had not been done, carrying out work or putting something right.

## 4.8 Learning Points

While many complaints involve issues being experienced solely by the individual complainant, feedback through the complaints procedure from customers is also continuously reviewed to establish where more general improvements to services are required.

In particular, Stage 3 of the process includes an organisation-wide view of the complaint to identify lessons learned and to inform broader service reviews where appropriate. In this way an individual complaint can have an impact on organisational change.

Examples of service improvements as a result of complaints and customer feedback include:

- Enhanced processes for obtaining information concerning absent parents in adoption cases
- Improved information to be given to customers purchasing Memorials
- Introduction of a formal review stage for customers dissatisfied with the information provided in accordance with their data protection subject access rights
- Insight from complaints feeding into the development of revised services relating to anti-social behaviour
- Enhancements to the Council's website

## 4.9 Comments and Compliments

GovMetric, the customer satisfaction measurement tool used by the Council, specifically captures feedback concerning the provision of face to face and telephone service by the Customer Service Centre and over the Council's primary website and its interface with MySouthend. These figures are reflected in the Department of the Chief Executive analysis.

Compliments are most frequently received in relation to face to face or telephone contact, with the helpful or pleasant nature of the member of staff often being cited as the reason for the compliment.

It is anticipated that as we move more towards increased use of on-line channels with less personal interaction between the Council and its customers, so the opportunities to receive compliments will decrease.

Of the 1283 comments and compliments recorded by the Department of the Chief Executive, 212 were categorised as compliments.

When comments are received they are responded to by the service concerned and the person making the comment is acknowledged and where appropriate advised if their suggestion is to be taken up. Compliments are acknowledged and shared with the appropriate line management to inform the

service or member of staff. This may then inform the staff member's performance review discussion.

The table below shows a 3 year comparison of the total number of comments and compliments received by each Department.

Department	Total 2015/2016	Total 2016/2017	Total 2017/2018
Department of the Chief Executive	1673	1301	1291
Department for People (excluding statutory complaints)	2	40	1
Department for Place	337	838	820
<b>Grand Total</b>	2012	2179	2112

## 5. Local Government and Social Care Ombudsman (LGO)

The Local Government and Social Care Ombudsman (LGO) has provided an annual summary of statistics for the year ended 31 March 2018. This relates to cases upon which they have made a decision in that year.

The LGO's annual review letter, including the breakdown of the results is attached at [Appendix 1](#).

51 decisions relating to the Council were made by the Ombudsman. This compared to 58 for the previous year.

Of these, 26 cases were referred back for local resolution. This is most commonly because the complainant has approached the LGO without first going through the Council's complaints procedure.

15 cases were closed after the LGO had made initial enquiries, involving the Council where required.

1 case was incomplete or invalid, and in 1 instance, advice to the complainant from the LGO was considered sufficient action.

In 8 cases the LGO conducted a detailed investigation. This is a reduction from 15 last year, a considerable improvement.

In 6 of these cases the LGO upheld the complaint, in 2 cases they did not, an uphold rate for detailed investigations of 75% (the average LGO uphold rate being 57%).

While in percentage terms this means that the 'upheld' rate has increased from 53%, and this appears a negative trend, in real terms the number of complaints upheld has reduced from 8 last year to 6, and of those, 2 had already been satisfactorily remedied by the Council prior to the LGO becoming involved.

This means that only 4 complainants had a different outcome from the LGO than they had already had from the Council. This demonstrates that the complaints processes are effective and provide well considered outcomes for complainants. In all but one of the cases, the Council had already admitted fault during the relevant complaints process. In three cases the LGO recommended a monetary remedy whereas the Council had not.

A breakdown of approaches to the LGO is attached at [Appendix 2](#) and a summary of findings for those cases where the LGO found fault is included at [Appendix 3](#).

Alongside statistical information, the LGO also publishes a yearly report on local government complaint handling. The report includes a summary of complaint statistics for every local authority in England which provides an opportunity for the Council to compare its performance against other Councils. The table below shows comparisons with a small number of similar authorities.

<b>Complaints/ enquiries made to LGO</b>			
<b>Local authority</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18</b>
<b>Southend on Sea</b>	54	54	<b>50</b>
<b>Blackpool</b>	47	45	<b>36</b>
<b>Medway</b>	97	87	<b>89</b>
<b>Plymouth</b>	102	98	<b>127</b>
<b>Thurrock</b>	82	65	<b>64</b>
<b>Isle of Wight</b>	60	43	<b>49</b>
<b>Central Bedfordshire</b>	65	54	<b>54</b>

Complaints investigated by the LGO and upheld				
Local authority	14/15	16/17	<b>17/18</b>	Uphold rate
Southend on Sea	7	8	<b>6</b>	75%
Blackpool	7	8	<b>6</b>	86%
Medway	19	13	<b>11</b>	58%
Plymouth	19	15	<b>13</b>	58%
Thurrock	9	10	<b>9</b>	63%
Isle of Wight	14	13	<b>8</b>	64%
Central Bedfordshire	10	8	<b>5</b>	67%

## 6 MONITORING AND REPORTING

Regular reporting continues within Departmental Management Teams to coincide with their monthly report on performance.

## 7 CONCLUSIONS

The process continues to deliver a professional response to individual complaints, a robust system of complaint monitoring and real service improvements.

## 8 Corporate Implications

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

Customer feedback and complaints management is directly relevant to the Council's Corporate priorities.

### 8.2 Financial Implications

Service improvements continue to result in meaningful outcomes for customers. A robust complaint process with thorough investigation and a positive approach reduces the likelihood of financial penalties from the LGO.

### 8.3 Legal Implications

This process is overseen by the Local Government and Social Care Ombudsman

### 8.4 People Implications

Effective complaint handling is resource intensive but benefits the organisation by identifying service improvements and managing the process for customers who are dissatisfied.

### 8.5 Property Implications

None

### 8.6 Consultation

None

### 8.7 Equalities and Diversity Implications

The complaints process is open to all and has multiple methods of access for customers. Equality and diversity implications are a routine part of the process in recording customer details and are considered as part of any response.

Although most commonly the process is accessed through e-mail and on-line forms, traditional methods such as post are available and where necessary a complaint can be transcribed over the telephone or be made in person.

This supports persons who might otherwise be inhibited from using the process, perhaps through vulnerability.

### 8.8 Risk Assessment

Personal data regarding complaints are recorded in an approved centralised system which can only be accessed by nominated officers.

### 8.9 Value for Money

Resolving a complaint as early as possible in the process reduces officer time spent dealing with concerns as well as providing the opportunity to improve service delivery.

### 8.10 Community Safety Implications - None

### 8.11 Environmental Impact - None

**9 Background Papers – None**

**10 Appendices**

- Appendix 1 Local Government Ombudsman Annual Review Letter 2018
- Appendix 2 Breakdown of approaches to the LGO by Service
- Appendix 3 Summary of complaints upheld by the LGO



## Appendix 1 - Local Government Ombudsman Annual Review Letter 2018



18 July 2018

*By email*

Alison Griffin  
Chief Executive  
Southend-on-Sea Borough Council

Dear Alison Griffin,

### Annual Review letter 2018

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

#### Complaint statistics

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council's performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

#### **Future development of annual review letters**

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensively publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data for the first time in next year's letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

#### **Supporting local scrutiny**

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at [www.lgo.org.uk/scrutiny](http://www.lgo.org.uk/scrutiny). I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

#### **Learning from complaints to improve services**

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

#### **Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit [www.lgo.org.uk/training](http://www.lgo.org.uk/training).

Yours sincerely,



Michael King  
Local Government and Social Care Ombudsman  
Chair, Commission for Local Administration in England

Local Authority Report: Southend-on-Sea Borough Council  
For the Period Ending: 31/03/2018

For further information on how to interpret our statistics, please visit our website:  
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

## Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
7	6	1	11	3	14	4	4	0	50

## Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
1	1	26	15	2	6	75%	51

### Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.  
The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

### Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
4	2

## Appendix 2

## Breakdown of approaches to the LGO by Service

<b>Adult Care Services</b>	
7	Decisions of the LGO
4	Referred for local resolution
1	Closed after initial enquiries
1	Incomplete/Invalid
1	<b>Detailed investigation – not upheld</b>

<b>Benefits and Council Tax</b>	
6	Decisions of the LGO
5	Referred for local resolution
1	Closed after initial enquiries

<b>Education and Children's Services</b>	
12	Decisions of the LGO
6	Referred for local resolution
3	Closed after initial enquiries
1	<b>Detailed investigation – not upheld</b>
2	<b>Detailed investigation - upheld</b>

<b>Environmental Services and Public Protection and Regulation</b>	
3	Decisions of the LGO
1	Referred for local resolution
1	Closed after initial enquiries
1	<b>Detailed investigation - upheld</b>

<b>Highways and Transport</b>	
14	Decisions of the LGO
7	Referred for local resolution
6	Closed after initial enquiries
1	<b>Detailed investigation – upheld</b>

<b>Housing</b>	
4	Decisions of the LGO
1	Advice given by LGO
1	Referred for local resolution
1	Closed after initial enquiries
1	<b>Detailed investigation - upheld</b>

<b>Planning and Development</b>	
4	Decisions of the LGO
2	Referred for local resolution
1	Closed after initial enquiries
1	<b>Detailed investigation - upheld</b>

<b>Corporate and Other Services (not specified by LGO)</b>	
1	Decisions of the LGO
1	Closed after initial enquiries

## Appendix 3

## Summary of complaints upheld by the LGO

Service	Maladministration/Fault	Agreed Remedy
Education and Childrens Services	Could have made more comprehensive attempt in 2006 to locate absent birth parent regarding adoption proceedings	Letter of apology to customer. £300 remedial payment in recognition of the lost opportunity to attend the adoption hearing and the distress caused as a consequence. Enhanced processes for obtaining contact data of absent parent from third parties.
Education and Childrens Services	Inaccurate information provided to a child protection conference. The Council had acted since to ensure the records clearly reflected that the information was inaccurate.	As the Council had already remedied the injustice, although fault was found, no further corrective action was required.
Environmental Services & Public Protection & Regulation	Faults in how the Council dealt with the complainant about the expiry of a lease for a memorial at the crematorium	Letter of apology to customer £300 remedial payment in recognition of injustice Improved information to be given to customers purchasing memorials
Highways & Transport	Faults in the way an application for a parking permit was processed resulting in two Penalty Charge Notices (PCN) being issued	As the Council had already agreed to cancel the PCNs and pay £50 in recognition of time and trouble, no further action was required by the LGO
Housing	Delays and failures in dealing with a housing application and in making a referral to the direct let process for an adapted property	£250 remedial payment in recognition of time and trouble Provision of agreed information to complainant OT assessments and works to be completed to an agreed timetable
Planning & Development	No fault was found in the way in which a planning application complained of had been considered, but there was fault in the delay in replying to the related complaint.	The Council's previous apology and explanation for the delay was considered sufficient remedy and no further action was required by the LGO



## Compliments Concerns & Complaints received throughout 2017-18 for Adult Social Care Services

### 1. Purpose of Report

- 1.1 To discharge the local authority's statutory duty to produce an annual report on compliments concerns and complaints received about its adults' social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments concerns and complaints received throughout 2017 / 2018.

### 2. Recommendation

- 2.1 To note the Council's performance in relation to Compliments, Concerns and Complaints in 2017/18 for Adult Social Care Services.
- 2.2 That the report be referred to the People Scrutiny Committee for further consideration.

### 3. Background

- 3.1 The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009 came into force on 1 April 2009 and created a single process for health and social care services. With the increase in integrated services, the single process makes it easier for patients and service users to make complaints and allows them to make their complaint to any of the organisations involved in their care. One of the organisations will take the lead and co-ordinate a single response.
- 3.2 The new process is based on the principles of the Department of Health's *Making Experiences Count* and on the Ombudsman's principles of good complaints handling:
  - Getting it right
  - Being customer focused
  - Being open and accountable
  - Acting fairly and proportionately
  - Putting things right
  - Seeking continuous improvement.
- 3.4 There is a single local resolution stage that allows a more flexible, customer focused approach to suit each individual complainant. At the outset, a plan of action is agreed with the complainant to address their complaint. Amendments to the plan can be agreed at any stage of the process.

- 3.5 The regulations do not specify timescales for resolution and a date for response is agreed and included in each plan. Response times are measured against the agreed dates in the plans.
- 3.6 When the local authority believes that it has exhausted all efforts to achieve a local resolution, and the customer remains dissatisfied, the next step is referral to the Local Government Ombudsman.

#### 4 **Overview of Compliments; Concerns and Complaints received in 2017/2018**

##### a. **Compliments**

Compliments are a very important feedback and motivational tool and members of staff are encouraged to report all compliments they receive to the Customer Services Manager for recording. All compliments are reported to the Group Manager of the Service to pass on their thanks to the staff member and the team. This practice has been well received by staff.

Adult and Community Services received 94 compliments about its social care services in 2017/2018.

*Table to show the number of compliments received in 2017/2018 and a comparison with previous three years*

Apr 14 – Mar 15	Apr 15 – Mar 16	Apr 16 – Mar 17	Apr 17 – Mar 18
Number	Number	Number	Number
407	341	269	94

The reduction compliments in 2017-18 is due to the transfer of some front line services to Southend Care.

The use of Compliments is very tenuous benchmark for Customer Satisfaction as unlike complaints that require specific action by the recipient, compliments can easily be forgotten and not formally logged due to focusing on more urgent day to day activities.

Compliments and complaints are the extreme indicators of Customer Satisfaction, however there is still a large number service users who have not recorded a complaint or compliment, which suggests they are satisfied with the service.



### 4.3 Concerns

The current regulations require the local authority to record concerns and comments as well as complaints. Some people wish to provide feedback to help improve services but they do not wish to make a complaint, and this process facilitates that.

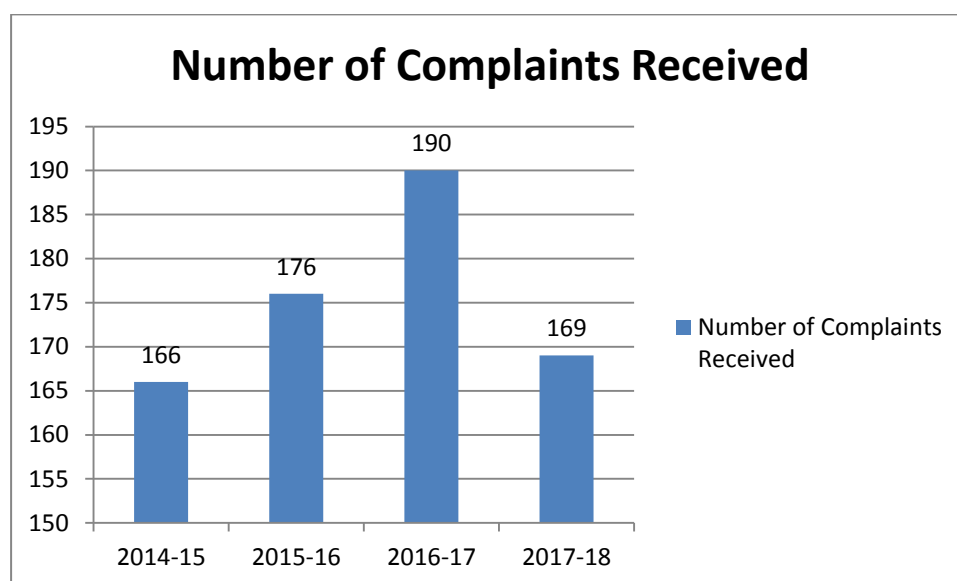
Adult and Community Services didn't received any feedback to be logged as a 'concern' about its social care services in 2017/2018.

All concerns and comments are considered to identify areas for improvement and responses are made where appropriate or requested.

### 4.4 Complaints

Adult Services received and processed a total 169 statutory complaints about its statutory social care services in 2017/2018.

*The Graph to show the total number of complaints received and processed by Southend-on-Sea Borough Council during 2017/2018 and comparison with previous three years.*



This represents a decrease of 11% in the number of complaints received and processed during the previous year. The reduction has been seen in complaints received by our commissioned providers. Contributory factors to this reduction would be an additional Contracts Officer with a focus on Care & Reablement. Also post implementation of the Care and Reablement contract, has provided increased stability in the care market.

The number of complaints is low, representing 3.6% of the adults that we provided a service to in 2017/18.

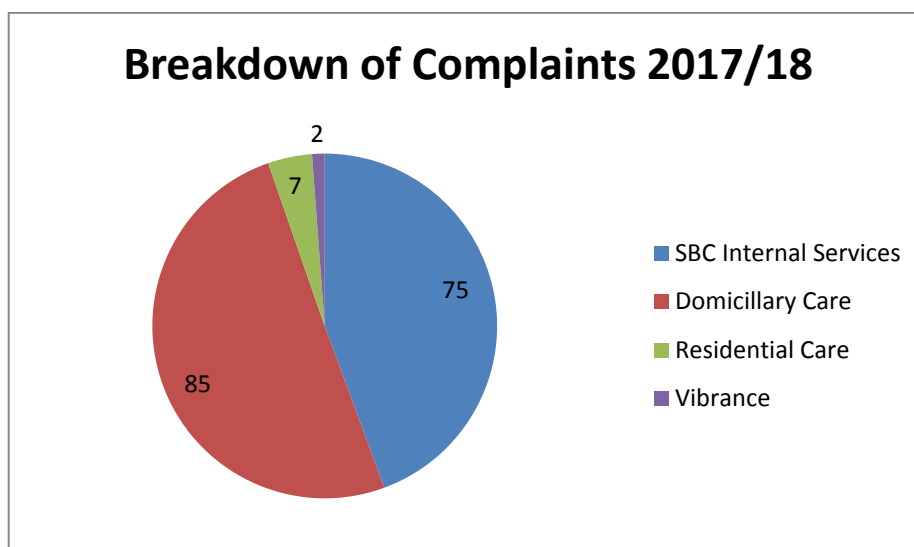
### Overall Response Times

Adherence to response times is measured by compliance with the agreed dates set out in the individual complaints plans. There is no statutory requirement with regards to response timescales, however we recognise the importance of trying to achieve a speedy resolution to complaints and generally aim to resolve complaints within 10 working days in line with the Corporate Complaints Procedure. However depending on the complexity of the complaint raised, agreement is made with complainants on an acceptable timescale for a response.

Out of the 163 complaints who received a full response, 92 complaints were responded to within the initial timescales agreed locally between the complaints service and the complainant. This represents 56.4% of responses made and is an increase of 1.7% on the previous year. Whilst every effort is made to meet the timescales agreed, if it transpires through the course of the investigation this will not be possible, the complainant is kept informed and updated accordingly.

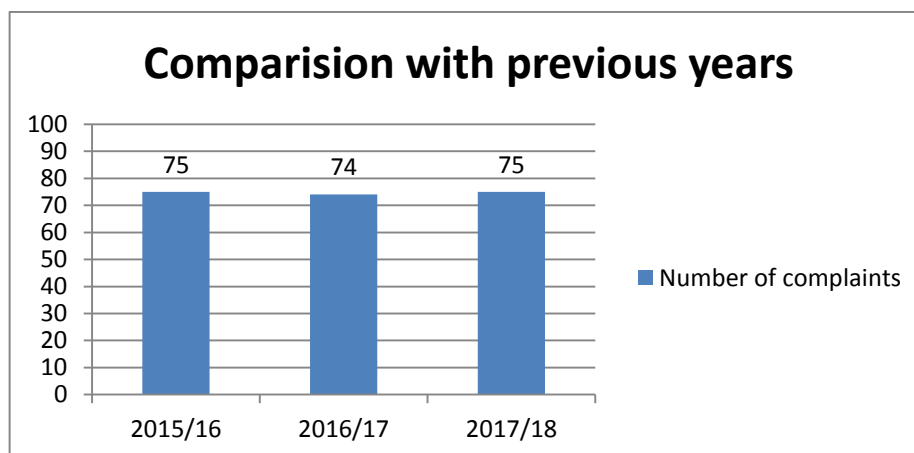
Under the current regulations, any complaints received verbally and resolved to the complainant's satisfaction within 24 hours do not have to be recorded as complaints. We received 5 of these within 2017/18.

### Breakdown of Complaints by Service Area



## 5 **Complaints about Internal Southend Council Services**

Out of the total 169 complaints received 75 Complaints were received regarding Internal Southend Council Services. This has remained consistent year on year



Of the 75 complaints responded to, 38 complaints (54.3%) were given a full response within the timescales agreed.

Some Complainants raise more than one issue therefore the 75 complaints raised related to 79 Issues.

Of these 79 Issues –

- 31 were upheld
- 10 were partially upheld
- 32 were not upheld
- 2 were unable to reach a finding
- 4 were withdrawn / not progressed

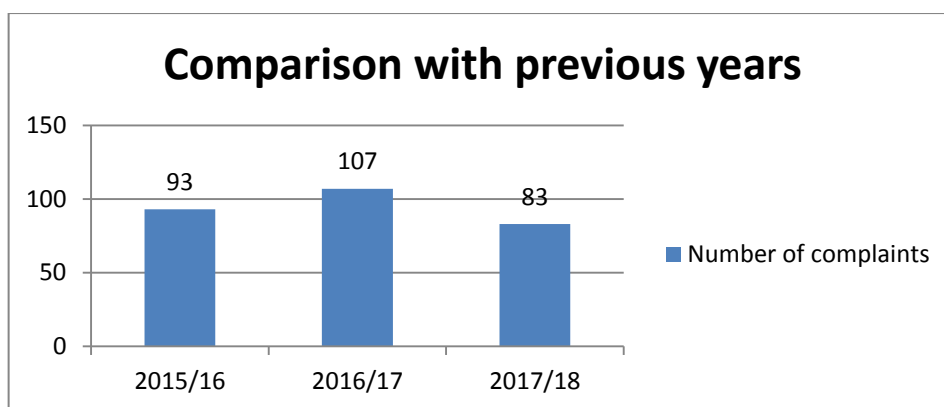
The top four issues were :-

	<i>Total</i>	<i>Outcome</i>
Communication/consultation	22	8 Not upheld
Conduct/behaviour of staff	11	6 Not upheld
Invoice Query	11	4 Not upheld
Outcome of decision / assessment	10	5 Not upheld

## 6 **Complaints about services from Commissioned Providers**

### 6.1 **Domiciliary Care**

Of the 169 complaints received by Southend Council, 85 were about Domiciliary Care Providers. This is a reduction 22.4% on 2016/17.



Of the 85 complaints that received a full response, 49 (59%) were responded to within the timescales agreed.

85 complaints related to 110 issues that were raised.

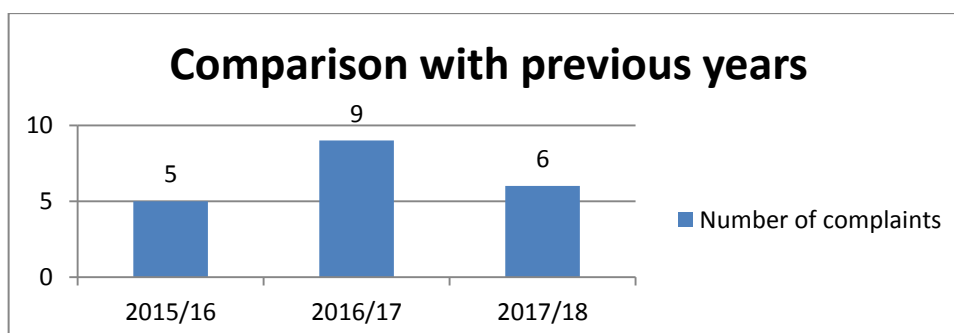
Of the 110 Issues raised – 63 were upheld  
 17 were Partially upheld  
 15 were not upheld  
 4 were not progressed or withdrawn  
 11 were unable to reach a finding

The top four issues were :-

	<i>Total</i>	<i>Outcome</i>
Missed calls	31	10 Not upheld
Late calls	21	All were upheld
Quality of Care	20	6 Not upheld
Timing of homecare calls	11	1 Not upheld

## 6.2 Residential Care

6 complaints were received about Residential Care homes. This represents 0.5% of the number of adults currently in a Residential home.



4 were responded to with the timescale agreed

The main issues were around the quality of care

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

## **7.0 EPUT**

- 7.1 Southend Borough Council commissions Essex Partnership University Trust (EPUT, formally known as SEPT) to provide its mental health and substance misuse services and EPUT received 6 complaints from Southend clients. 1 was not upheld and 5 were partially upheld. These were dealt with by EPUT and are not included in the figures above.

## **8. Complaints referred to the Local Government Ombudsman**

- 8.1 There was one adult social care complaint referred to the Local Government Ombudsman in 2017/2018. However the LGO decided not to investigate as the final decision had not yet been made by the Council regarding his complaint.

## **9. Monitoring & Reporting**

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

## **10. Learning from Complaints**

- 10.1 The Council continues to use complaints as a learning tool to improve services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback that it receives.
- 10.2 Improvements made in 2017/18, as a result of complaints:-
- Revised and updated the Financial Information booklet, to provide more comprehensive information about the different services and their charges so they are all available in one place.
  - The contracts team have worked with spot providers to move them over to the use of CM2000 to enhance the accuracy of charging for domiciliary care.
  - The contracts team have also continued to promote the facility on CM2000 to provide real time alerts for late visits, with a view to reduce the number of calls resulting in missed visits.

- Increase in resource to the Contracts Team to focus on Care & Reablement and the use of CM2000.

## **11. Corporate Implications**

### **11.1 Resource Implications (Finance, People, Property).**

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

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

### **11.2 Contribution to Council's Vision & Critical Priorities**

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

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

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

### **11.3 Equalities and Diversity Implications**

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

# Appendix C

## Compliments and Complaints relating to Children's Social Care Services

### 1. Purpose of Report

- 1.1 To fulfil the local authority's statutory duty to produce an annual report on compliments and complaints received about its children's social care function throughout the year.
- 1.2 To provide statistical and performance information about compliments and complaints received from April 2017 to March 2018 at all three stages of the statutory process.

### 2. Recommendation

- 2.1 To note the Council's performance in relation to Compliments and Complaints in 2017/18 for children's Social Care Services.
- 2.2 That the report be referred to the People Scrutiny Committee for further consideration.

### 3. Background

- 3.1 Complaints in the children's services are of 2 types, statutory and Corporate. The law also says that children and young people (or their representative) have the right to have their complaint dealt with in a structured way. The statutory procedure will look at complaints, about, for example, the following:
  - An unwelcome or disputed decision
  - Concern about the quality or appropriateness of a service;
  - Delay in decision making or provision of services;
  - Attitude or behaviour of staff
  - Application of eligibility and assessment criteria;
  - The impact on a child or young person of the application of a Council policy
  - Assessment, care management and review.
- 3.2 The Corporate Complaint Procedure would be used when issues giving rise to the complaint fall outside the scope of the statutory procedure.

- 3.3 Most of the complaints are statutory. The process for complaints regarding children's statutory services has three stages. Stage 1 affords an opportunity to try to find a local resolution usually at team manager level. If the complainant is not satisfied with the outcome, they may request to proceed to stage 2. At stage 2, the Department appoints an Investigating Officer, and an Independent Person to investigate the complaint. The Investigating Officer is a senior children's service worker who has not been associated with the case, and the Independent Person is someone who is not employed by the council, but has experience of children's issues, social care or investigations. The stage 2 response is reviewed and approved by the Director of Children's Services. If the complainant is still not satisfied, they may proceed to stage 3. At this stage, the complaint is referred to an Independent Review Panel of three independent panel members with one member acting as Chair. They will review the stage 2 investigation and outcome, and will make recommendations. These recommendations are reviewed by the Deputy Chief Executive, who formally responds to the complainant. The process is based on the premise that at each stage, a more senior officer responds on behalf of the Department. If complainants remain dissatisfied at the end of the three stages, they may refer their complaint to the Local Government Ombudsman.
- 3.4 The Complaints team encourages and supports Team Managers to resolve complaints at the earliest stage, including before they become formal complaints. We also advise a face to face meeting regarding the issues before the formal stage 2 process is started. This is thought to resolve the outstanding issues as early in the process as possible and in a way which many find less formal and adversarial.
- 3.5 There are also 3 stages in the process for corporate complaints. Stage 1 is the same as in the statutory process. If this does not resolve the complaint then the Corporate Director or Head of the Service you are complaining about will investigate the issue. If you are still dissatisfied, you have the right of appeal to the Council's Chief Executive and Leader of the Council, who will consider your appeal.
- 3.6 The numbers of compliments and complaints indicated in this report may not reflect the quality of the support generally provided by the social work teams, rather they are the opposite ends of our client satisfaction range, meaning that the majority of service users and their families are satisfied with the professional support provided.

#### **4. Compliments received in 2017/18**

- 4.1 We received 24 compliments during this year, a slight increase on 2016/17 when we received 20.
- 4.2 The numbers of compliments is a relatively small proportion of our child client base. An issue with compliments is that unlike complaints they do not need a specific response, and so there is a possibility that some compliments may not be passed on to the complaints team to be formally logged.



## 5. Complaints received in 2017/2018

### 5.1 Stage 1

#### NUMBER OF COMPLAINTS.

This year we have had a total of 81 complaints, to put this in context in 2016/17 we had 129 complaints. The reduction is significant in both statutory and corporate complaints, with an overall reduction of 37% since 2016/17.

LEGAL STATUS OF COMPLAINT	2016/17	2017/18	change	% change
TOTAL COMPLAINTS	129	81	-48	-37%
STATUTORY COMPLAINT	91	60	-31	-34%
CORPORATE COMPLAINT	38	21	-17	-45%

The reduction is also spread across both of the main social work functions. The largest reduction is in the First Contact area, with a reduction of 53% from 2016/17. The Care Management teams also show a significant reduction in complaints.

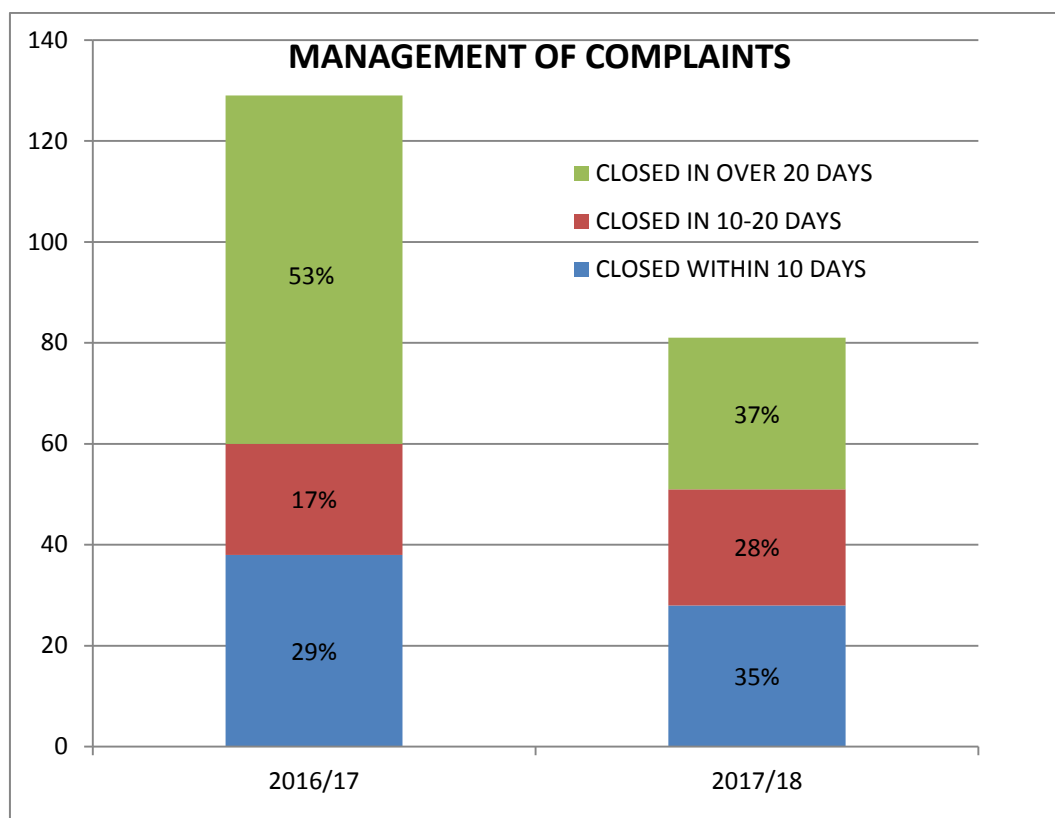
TEAM	2016/17	2017/18	change	% change
TOTAL COMPLAINTS RECEIVED	129	81	-48	-37%
FIRST CONTACT	59	28	-31	-53%
CARE MANAGEMENT	47	30	-17	-36%
OTHER	23	23	0	0%

#### MANAGEMENT OF COMPLAINTS

The performance in the timeliness of response to the complaints has improved in 2017/18 from 2016/17. The information below demonstrates the greater efficiency in responding to complaints.

RESPONSE TIMESCALES	2016/17		2017/18	
WITHIN 10 DAYS	38	29%	28	35%
10-20 DAYS	22	17%	23	28%
OVER 20 DAYS	69	53%	30	37%
TOTAL COMPLAINTS	129		81	
CLOSED IN 20 W/DAYS	60	47%	51	63%

The proportion closed within 20 working days has improved from 47% to 63%. The improvement is greatest for the closure period 10-20 days, but the highest closure proportion, 35%, is for the period up to 10 days. This improvement means that the responses taking more than 20 days has fallen from 53% to 37%.



## 5.2 Stages 2 and 3

So far of the complaints made in 2017/18, 6 have gone to stage 2, and of these, 2 opted to proceed to stage 3. However, as we are relatively close to the year end, it needs to be noted that some complainants may still decide to proceed to stage 2 of the process.

Of the 4 complaints which have been concluded at stage 2, we are aware that 2 of them are in the process of escalating their complaint to stage 3 of the process.

In 2016/17, 11 complaints went to beyond stage 1 of the complaints process to stages 2 and possibly 3.

In order to reduce the numbers of complaints being escalated beyond stage 1 of the complaints process, we advise the complainant and suggest that they meet with the social work manager/staff involved to discuss the issue and hopefully resolve it in a constructive way rather than the more formal and time consuming stage 2 process.

## 5.3 Complaints by children

Children are defined as those who are under 18 years old. In 2016/17 3 children made complaints, in 2017/18 the number is 4. In addition, there were 2 complaints made by people aged 18 to 19.

All children and young people who have made a complaint in 2017/18 did so using an advocate. Any young person wishing to make a complaint and who does not have an advocate is offered the services of one.

## 6. Outcomes

In 2017/17 after investigation of each complaint at stage 1, 53 or 65% were found to be correct actions on the part of the staff involved. The remaining 28 complaints were either resolved with an apology or with specific action, such as a reassessment or a meeting with senior social workers to discuss future plans and learning from the current situation.

DECISION	2016/17		2017/18	
Apology	14	11%	13	16%
Specific action	19	15%	15	19%
Process Review	1	1%	0	0%
compensation	1	1%	0	0%
Action was correct. No remedy required	94	73%	53	65%
TOTAL	129		81	

### 6.1 Local Government Ombudsman

We are aware that the LGO was involved in and decided on 3 complaints during 2017/18, although they all started in 2016/17. So far we are not aware of any complaints from 2017/18 going to the LGO.

### 6.2 Developments in the complaints process

- The regular production of information around complaints for the Team Managers and Group Managers has helped to focus on the consistent responses to the complaints received.

### 6.3 Learning from Complaints

The Council continues to welcome complaints as a means of improving services and to plan for the future. Local authorities are being asked to show what has changed as a result of complaints and other feedback it receives.

Improvements made in 2017/18 as a result of complaints;

- Revised the information provided and the process on Special Guardianship Orders. This has made the process clearer and easier for those families using it. These changes have been publicly acknowledged by the Local Government Association.
- Earlier intervention by team managers has helped reduce the numbers of issues which develop into formal complaints.
- Following a Stage 1 response if the complainant remains dissatisfied, a meeting can be offered with a manager to try to resolve the issues and avoid going to stage 2 of the complaints process.

## **7. Areas for improvement**

- 7.1 In order to confirm the independence of panel members, we will explore the possibility of using more lay or voluntary people to sit on the panels at stage 3 of the statutory process.

## **8. Corporate Implications**

### **8.1 Resource Implications (Finance, People, Property).**

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

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

### **8.2 Contribution to Council's Vision & Critical Priorities**

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

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

EXCELLENT - Work with and listen to our communities and partners to achieve better outcomes for all

SAFE - Look after and safeguard our children and vulnerable adults

### **8.3 Equalities and Diversity Implications**

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

# Southend-on-Sea Borough Council

## Report of Director of Finance & Resources

to  
**Cabinet**

on  
**18 September 2018**

Report prepared by: Joe Chesterton  
Director of Finance & Resources

Agenda  
Item No.

9

---

**Fees & Charges Policy**  
**All Scrutiny Committees**  
**Executive Councillor: Councillor John Lamb**  
***A Part 1 Public Agenda Item***

---

### **1 Purpose of Report**

To consider the introduction of a fees and charges policy for services to allow for the setting of fees and charges.

### **2 Recommendation**

Cabinet are asked to approve;

2.1 The proposed fees & charges policy set out in Appendix 1;

2.2 That the existing delegation in Paragraph 3.2(k) in Part 3 Schedule 3 be deleted and replaced by the following wording;

“To set fees and charges in their areas of responsibility (save for parking charges) including making in year changes subject to;

- compliance with the Council's Fees & Charges Policy;
- compliance with all legal requirements relating to the setting of statutory and discretionary fees and charges, including undertaking any necessary public consultation and assessing the equality impacts; and
- prior consultation with the Council's Director of Finance & Resources and the relevant Cabinet member”

and that Article 4.02(2) be amended as follows;

“To approve and adopt the Council’s Budget.

[The Budget includes the allocation of financial resources to different services and projects, proposed contingency funds, setting fees and charges (save that fees and charges, other than parking charges, can be set by Chief Officers in accordance with paragraph 3.2(k) in Part 3 Schedule 3), the Council Tax Base, setting the Council Tax and decisions relating to the control of the Council’s borrowing requirement, investments, the control of capital expenditure and the setting of virement limits]”

### **3 Background**

- 3.1 Income from fees and charges are an integral part of the Council’s overall financial and commercial approach especially as we move into an era of financial self-sustainability and therefore support in the overall setting of the Council’s budget.
- 3.2 Clearly the scope to increase fees or charges is determined by a number of factors, of which the most important are: strategic desirability, government direction, elasticity of demand for services, and impact on service users. There is no prescribed increase in individual fees and charges, although the current medium term financial strategy assumes a cpi inflation increase in net income collected (yield) from general price increases. Some fees and charges are also predicated on discreet increases over and above the assumed cpi inflation increase in yield, restructuring existing charges or new charges.

### **4 Proposed Fees & Charges Policy**

- 4.1 As part of the annual budget setting, fees and charges schedules are reported for approval as part of the budget process. In the vast majority of cases the fees and charges for approval are statutory, in line with the required yield increase in the Medium Term Financial Plan or minor in nature.
- 4.2 The proposal is that a Council policy (Appendix 1) is introduced to allow these fees and charges to be set annually by officers for implementation in April of each financial year within the constraints of the policy.
- 4.3 The exception to this approach will be that parking charges due to their strategic and financial importance on the Council will still be reported for approval. Any proposed charges for parking will need to have due regard for the Access, Parking and Transport Strategy, which is elsewhere on this agenda.
- 4.4 If the expected change in yield for a service or category area exceeds the budget guideline increase for fees and charges as set out in the MTFP then these charges will need to be considered as additional income items (savings) as part of the annual budget setting.

## **5 Other Options**

- 5.1 No other options were considered. This report merely brings together the proposed policy for fees and charges, be they statutory or discretionary.

## **6 Reasons for Recommendations**

- 6.1 Part of the process of maintaining a balanced budget includes a requirement to consider the contribution that fees and charges make towards that aim. The adoption of a fees and charges policy will assist in that requirement.

## **7 Corporate Implications**

### **7.1 Contribution to Council's Vision & Critical Priorities**

The budget strategy is an integral part of the Council's Corporate Service and Resources Planning Framework.

### **7.2 Financial Implications**

As set out in the body of the report. In addition the additional income yield to be generated from fees and charges has been factored into the Council's five year Medium Term Financial Plan

### **7.3 Legal Implications**

None at this stage

### **7.4 People Implications**

None at this stage

### **7.5 Property Implications**

None at this stage

### **7.6 Consultation**

None at this stage

### **7.7 Equalities Impact Assessment**

None at this stage

## 7.8 Risk Assessment

The key risks are:

Elasticity of demand for some services may mean that increases in fees & charges lead to a fall in income collected.

Some residents/service users may not be able to afford increases, so that the impact may fall disproportionately on those on low incomes.

## 7.9 Value for Money

In order to deliver value for money it is essential that the Council gets the right balance between charging for services and funding services from Council Tax.

## 7.10 Community Safety Implications

None at this stage

## 7.11 Environmental Impact

None at this stage

## 8 Background Papers

None

## 9 Appendices

Appendix 1 – Southend-on-Sea Borough Council - Fees and Charges Policy



## **Southend-on-Sea Borough Council**

### **Fees and Charges Policy – September 2018**

Raising revenue from charges for services is an important element in the overall financing of the Council's services and activities and a key element for financial self-sustainability. It can in other circumstances play a range of other roles, including demonstrating the value of a service or discouraging abuse of a service. It can also play a role in furthering desirable strategic outcomes. Consideration is therefore given on a regular basis to the scope for raising revenue through charges for services and to reviewing the appropriateness and adequacy of the levels of charges being proposed or actually in force.

In accordance with best practice, the Council will:

- undertake regular reviews of the approach to charging, both within service areas and across the whole council
- engage service users in decisions about whether and at what level to charge for services
- collect and use information on service usage and the take-up of concessions, and examine the impact of charges on individual households, to assess whether equality and diversity objectives have been achieved.

This policy is Southend-on-Sea Borough Council's approach to setting fees and charges and allowing concessions. It sets out the principles that the Council will use when setting a charge for services. It ensures consistency in charging customers and community groups. The Council is committed to the highest possible standards of openness and accountability. This policy is driven by those values. Fees and charges will be pitched to deliver the Council's overall outcomes whilst protecting the most vulnerable citizens of Southend.

#### **1. In scope**

All discretionary fees and charges (except the Parking charging policy, which will be considered separately)

#### **2. Key Principles**

The charging policy will apply across the whole Council. The default position should be to at least recover the cost of providing the service through the fees charged. Where appropriate the Council may knowingly determine not to recover the full cost of some services because of the social impact or other policy reasons including the safeguarding of tourism revenues.

Decisions on prices will take account of/balance the following factors;

- Impact on the Council's strategic outcomes
- Whether the Council should provide the service as opposed to market provision
- Whether the price covers all running costs and fixed costs of the service i.e. full cost recovery
- Commercial services will be priced to generate a surplus. Where commercial services are not achieving that aim they will be reviewed, including the potential to improve the market offer or cease trading altogether

- Comparisons with other local authorities and with broadly similar privately provided facilities
- Ability of “customers” to pay and any need for social pricing, subsidy or free provision of services
- Discount prices for Children
- Effect of changes in prices on demand for the service (and therefore income)
- Statutory restrictions on pricing, including legality of any surplus. Some charges or fees are set by Government for us, and others we are allowed to set within their rules.
- Seasonal factors – whether the same charges can be made all year round
- Demand factors – whether it is appropriate to price differently for off-peak/peak/super peak times
- Whether additional services could be provided at an additional price
- Consultation with users
- Non-residents may be charged differentially to residents where appropriate.
- Each financial year charges will be increased by the Consumer Price Index (CPI). This will ensure charges keep pace with the cost of providing services.
- Increases will be implemented in practical monetary values that make sense to customers. The CPI increase may be applied differently across a group of similar services in order to achieve this.
- National taxation policy e.g. VAT
- Where relevant charging decisions will be supported an equalities impact assessment
- Efficiencies and effectiveness
- Administration costs

### **3. Concessions**

Concessions may be offered;

- To over 16's in full time education
- In receipt of means-tested benefits
- In receipt of the State Pension
- Group discounts may apply where this is consistent with the service charging policy

### **4. Authority to set fees and charges**

- The prices for services will be decided on an annual basis. However, Fees and Charges may be revised at any stage of the financial year if the need arises such as from legislative changes, supply & demand in the market place, etc in line with the Constitution as set out in paragraph 3.2(k) in Part 3 Schedule 3;
- Where fees and charges are increasing in response to the budget guideline yield increase for fees and charges, as set out in the Medium Term Financial Plan (MTFP) then these will automatically be set and applied by Chief Officers in line with the Constitution as set out in paragraph 3.2(k) in Part 3 Schedule 3;
- If the expected change in yield for a service or category area exceeds/does not meet the budget guideline position for fees and charges as set out in the MTFP then these charges will need to be considered as additional income/pressure items (i.e. savings/investments) as part of the annual budget setting.

## **CABINET**

Tuesday, 18<sup>th</sup> September 2018

### **COUNCIL PROCEDURE RULE 46**

The following action taken in accordance with Council Procedure Rule 46 is reported. In consultation with the appropriate Cabinet Member(s):-

#### **1. The Deputy Chief Executive (People) authorised:**

##### **1.1 Adoption of the Agreed Syllabus for Religious Education in Southend from September 2018**

The formal endorsement of the recommendation by SACRE (Standing Advisory Council for Religious Education) at its meeting on 5<sup>th</sup> July 2018 to adopt the syllabus by RE Today from 1<sup>st</sup> September 2018 as the agreed syllabus for non-aided maintained schools in the Borough to September 2023.

##### **1.2 Re-commissioning of the Integrated Sexual Health Service (ISHS)**

Following notification from the current provider (EPUT) of their intention to terminate the existing Sexual Health contract, the re-commissioning and preparation of the tender documentation has commenced for the procurement of a new contract to begin on 1st April 2019. The estimated contract costs are detailed on the confidential sheet.

##### **1.3 Friars New Nursery Funding Agreement and PSP Southend LLP (The LLP)**

The Council has bid for, and received just over £330,000 of funding from the Department for Education towards the construction of a new nursery building at Constable Way. The construction project is being delivered via PSP Southend LLP and this letter endorses the transfer of the funding from the Council to the LLP for the scheme to be delivered.

#### **2. The Director of Finance and Resources authorised:**

##### **2.1 Disposal of 7 Ceylon Road, Westcliff on Sea**

The sale, by auction, of the above-mentioned property which comprises two flats, with a recommended reserve of £300,000. The property is held under the general fund and which does not form part of the normal housing stock. The capital generated will be used to pay-down borrowing debt and assist with the Council's capital receipts generation target.

## 2.2 Airport Business Park Management Company Arrangements

The establishment of the estate management company for the Airport Business Park, enabling those tenants with major freehold and leasehold interests in the business park to become Directors of the company going forward and dealing with the Council's company administration matters.

## JOINT PLACE SCRUTINY COMMITTEE AND POLICY AND RESOURCES SCRUTINY COMMITTEE IN-DEPTH STUDY 2018/19

### TOPIC: 'RE-IMAGINING THE TOWN CENTRE, IN THE CONTEXT OF THE VISION FOR SOUTHEND 2050'

12

#### FRAMEWORK FOR SCRUTINY / SCOPE OF PROJECT:

This project is about reimagining the town centre of the future rather than dealing with the issues of today. At the Southend 2050 Councillor workshop in June 2018 Members reflected a collective priority around the town centre and considering its function and form in a 2050 context. This shared focus has resulted in this joint scrutiny committee in-depth study into Southend's town centre in direct relationship with the Southend 2050 work.

Town Centres have historically been known as a place to shop and sometimes socialise. Over recent years this has shifted with increased demand, and therefore provision, of coffee shops, restaurants, bars and eateries. The 2008 economic downturn converged with technological changes, significantly changing people's retail habits. Collectively these have changed who uses the town centre, how, when and why, with users now often looking for an experience which has led to increases in events, arts and culture, and 'occasions' to attract footfall.

It is important to note the role of town centres, and influences on them, differ with geographical location. In the case of Southend being a coastal economy close to London the town centre cannot be easily compared to Chelmsford for example.

Both Grimsey Reviews are included as part of the evidence base. Bill Grimsey, previous MD of Wickes and CEO of Iceland, undertook his first review of town centres in 2013 and published a second in 2018, prompted by the work of Mary Portas in 2011. These are intended to consider an alternative future of the High Street, recognising the structural changes impacting the retail industry and the opportunities to reinvigorate town centres. He has also authored a book "Sold Out" about the High Street and retail in particular.

The reviews make a series of recommendations to Government, Councils and those involved with town centre management, including the recommendation to **establish a town centre commission for each town centre under strong, established leadership through the local authority, with a defined remit to build a long term (20year) vision/strategy for their unique place, ensuring that the vision is underpinned by a comprehensive business plan.** Some of the reviews' recommendations are already in place in Southend and this project is the Council's response to the call for town centre commissions.

It is proposed to use the Southend Central area Action Plan (SCAAP) planning policy definition/map of the town centre initially recognising that, over the course of the project, this may change as the group envisions the town centre of the future.

It is important to note that the Local Plan (through to 2038) is in development and it will be important to link this project with that work as far as possible so as to maximise resources, engagement and outcomes.

In the context of the Southend 2050 Vision the project will:

- (i) Reimagine and explore what the future of the town centre might be. This will consider the purpose/function of the town centre, who it serves/could serve and its future in regards to:
  - Potential implications of the use of the town centre changing over time on its use, physical layout and environment;
  - Its look and feel - how people experience it; and
  - Its role in achieving shared outcomes in relation to community, skills, culture, health, housing.
- (ii) Consider the role of the Council (specifically) and partners (generally) in leading change as well as responding to it
- (iii) Identify the aspects of the town centre of the future that the Council can directly influence and those which partners have greater influence over (for example the future role of retail) so as to deliver the reimagined space and activity, and prioritising subsequent interventions
- (iv) Establish a framework to support the town centre's evolution ensuring a vibrant and attractive town centre at all stages of change
- (v) Establish perceptions and truths about the town centre and consider its future promotion to visitors, residents and investors
- (vi) Consider the resilience of the town centre through different scenarios and potential changes

**Exclusions:**

The town centre is a microcosm of the whole borough and as such a broad range of issues could be considered in relation to this project. In order to avoid divergence and keep the project to timetable the following matters will be dealt with via the specified processes which are already underway and therefore will not constitute a core part of the project:

- Transport and parking – this is being considered through the Access and Movement Strategy which will be considered by Cabinet in September 2018.
- Homelessness – There is considerable work in place that the Council currently commissions, largely from third sector partners. From Autumn 2018 this work will grow at pace as the Council deploys additional funding secured from the Ministry of Housing, Communities and Local Government's Rough Sleeper Initiative. Additionally the recent publication of the national Rough Sleeper Initiative (August 2018) requires the progression of a local rough sleeper strategy which will be progressed through our local Housing Strategy which goes to Cabinet in November. Other homelessness work is being progressed through our local implementation of the Homelessness Reduction Act (2017) which came into force in April, with additional powers coming on

line in October.

- Community Safety – this has recently been considered by Scrutiny and additional budget put in place to increase community safety team at the Council. Overseen by the Community Safety Partnership.
- Better Queensway – this is a live project progressing through procurement according to the agreed process so it is not appropriate to consider this beyond the impact that additional homes etc will have on the town centre
- Air Quality – Low Emission Strategy being considered by Cabinet Sept 2018 as part of the Air Quality Action Plan which will then be monitored through an Air Quality Steering Group.
- Street cleansing – this is managed through the MPR
- Impact of current planning applications – these will be considered through a development control process and there is a need to avoid pre-determination.

A 'parking lot' will also be established for matters which arise which do not fit within the scope so that a record of them may be kept and looked at separately outside or following the project or part of other corporate work.

**Target date:**

April 2019

**MEMBERSHIP:**

Councillors: K Robinson (Chair), B Ayling, K Buck, N Folkard, J Garston, I Gilbert, D McGlone and D Nelson

**Officer support:**

Officer support will be provided to the project from a range of services across the organisation, set out below, and will draw on additional expertise as required.

**Service areas:**

Economic growth and regeneration, town centre management, planning, strategic planning, strategic housing, business rates, ICT, policy and engagement, democratic services, culture, tourism and property services

**Reference Group:**

It is proposed that a Reference Group will be established to draw on the expertise, experience and ideas of a diverse group of people connected with town centres. The Reference Group will be involved as the scope of the project is set, a mid-way conference, and at the end before the report is approved. They may also participate in other workshops and activities. The group's suggested role is to sense check proposals, provide expert/sectoral advice, feedback and challenge.

The Reference Group will be made up of:

- BID Representative
- Commercial Property Agent
- University of Essex Economics Dept. Representative
- Local creative arts representative sourced through Focal Point Gallery
- Community/Third Sector Representative
- Digital Sector Business / Town Centre Business
- Resident
- National Think Tank Representative
- British Retail Consortium

#### **Method:**

The project will be creative and innovative in its approach and the methodology may include:

- Understand the national position regarding town centres
- A workshop from an industry expert
- Visit(s) other town centre(s)
- Town centre conference – reference group as Q&A panel, think tank keynote and workshop key questions.
- Stakeholder consultation including groups who do not use the town centre
- Through the Local Plan process there will be a first round of consultation autumn 2018 which may include workshops about the town centre. It will be important to synchronise this project with that so as to maximise resources and share results.

It will be important through this process that the project considers, and engages with, people who will still be using the town centre in 2050 and beyond, capturing the views of different potential user groups.

#### **SOURCES OF EVIDENCE**

The evidence base will include:

- 2050 vision and evidence base
- SCAAP
- Business Improvement District (BID) Business Plan
- Destination Southend (Tourism Strategy)



- Economic Growth Strategy
  - Skills Strategy
  - Digital Strategy
  - Landownership
  - Staff town centre workshop (May 2018) feedback
  - Sunrise project evidence base
  - South Essex Town Centre Study (Planning)
  - Vacancy rates
  - Information about existing town centre projects
  - Business Rates policy / Discretionary Rate Relief
- 
- Grimsey Review 2 <http://www.vanishinghighstreet.com/wp-content/uploads/2018/07/GrimseyReview2.pdf> / Grimsey Review <http://www.vanishinghighstreet.com/wp-content/uploads/2016/03/GrimseyReview04.092.pdf>
  - Southend BID business plan 2018-2023 - [http://southendbid.com/wp-content/uploads/2017/09/20094\\_SOUTHEND\\_RENEWAL\\_BROCHURE-D21\\_WEB-SPREADS.pdf](http://southendbid.com/wp-content/uploads/2017/09/20094_SOUTHEND_RENEWAL_BROCHURE-D21_WEB-SPREADS.pdf)
  - British Council Creative Hubs (role of sector in town centres) - <https://creativeeconomy.britishcouncil.org/media/uploads/files/HubsReport.pdf>
  - Digital High Street report - [https://thegreatbritishhighstreet.co.uk/pdf/Digital\\_High\\_Street\\_Report/The-Digital-High-Street-Report-2020.pdf](https://thegreatbritishhighstreet.co.uk/pdf/Digital_High_Street_Report/The-Digital-High-Street-Report-2020.pdf)
  - Healthy high streets - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/699295/26.01.18\\_Healthy\\_High\\_Streets\\_Full\\_Report\\_Final\\_version\\_3.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/699295/26.01.18_Healthy_High_Streets_Full_Report_Final_version_3.pdf)

*Scrutiny process is structured to add value and is supportive of the challenges already set to be delivered, but has limited resources, which need to be focused on providing the front line service and the priority outcomes for the Council.*

## **RECOMMENDATIONS:**

To make appropriate recommendations to the Council

This review links to all of the Council's Corporate Priorities

## **Town Centre Scrutiny Project**

### **Indicative Programme:**

#### **2018**

##### September:

1. Convene Reference Group – review ToR
2. Baselining and benchmarking evidence base / national trends.
3. Evidence review (1)

##### October

4. Scrutiny (8<sup>th</sup> Oct)
5. Industry workshop
6. Visit(s)
7. Evidence Review (2)

##### November

8. Visit(s)
9. Evidence Review (3)
10. Launch consultation (aligned with Local Plan)

##### December

11. Possibility Thinking Workshop with Reference Group

#### **2019**

##### January

12. Town Centre Conference
13. Reference Group feedback and input
14. Conclude consultation (aligned with Local Plan)

##### February

15. Consultation Response Analysis and feedback
16. Draft report outline and initial recommendations – any additional evidence needed to reach conclusions?

##### March

17. Reference Group review draft report
18. Draft report

##### April

19. Final report to Scrutiny